

City of Glendale

Climate Action & Adaptation Plan Proposal



Contact Information



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June 30, 2022



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David Jones
Office of Sustainability
Glendale City Hall
613 E. Broadway
Glendale, California 91206
Email: DJones@GlendaleCA.gov

Subject: Proposal to Prepare the City of Glendale Climate Action and Adaptation Plan (CAAP)

Dear Mr. Jones:

Rincon understands that the City of Glendale is preparing a new Climate Action and Adaptation Plan (CAAP) to coordinate the City's sustainable initiatives in a streamlined way to demonstrate both how far the City has come over the past decade, and prepare a thoughtful roadmap to achieve carbon neutrality by the middle of the century. Rincon has extensive experience in developing both climate action and adaptation plans and implementing climate mitigation and resilience programs. We leverage this experience to combine time tested and defensible methodologies with innovative tools and approaches to develop climate action and adaptation plans. Our work is founded in science and built on the recognition that implementation is contingent on the communities buy-in and long-term participation, thus it is critical that the communities voices be heard during this important planning process. Rincon's team is committed to serve as an extension of City staff with the necessary technical, managerial, and strategic thinking skills to successfully complete the project.

Rincon has extensive experience with climate action and adaptation across the state and particularly in the region surrounding Glendale. We have recently completed adopted CAPs and CAAPs for Burbank, Pasadena, La Cañada Flintridge, and South Pasadena. We are also currently working with the City of Glendale on climate mitigation by assisting with the development of Reach codes associated with electrifying new construction, photovoltaic installations and electric vehicle charging which provides our team an excellent foundation to mitigate GHG emissions in the city. This experience provides Rincon with a clear understanding of the city's progress, infrastructure, and needs and will provide time and cost efficiencies while developing new measures in the CAAP.

We believe the combination of our statewide experience with climate action and resilience planning, our existing and ongoing work with the City of Glendale inform our unique understanding of and sensitivity to the broad range of issues that will be important to this project. To maximize the benefits of Rincon's proven CAAP expertise, we have developed a team of strategic partners including [Here LA](#), a renowned Los Angeles County design firm focused on active transportation and adaptation strategies in the public realm, and engaging the community through tactile and experiential engagement strategies. Here LA has extensive climate related community engagement experience in the greater Los Angeles region, including recent work on Glendale's Pedestrian Plan, SCAG's Regional Climate Adaptation Framework, and the Burbank Golden State Specific Plan. To help the community visualize the strategies being promoted in the CAAP, we have partnered with [Virtual Planet Technologies](#) as an optional task to create virtual reality 3-D models to be deployed as an interactive and fun engagement and education tool to help increase the accessibility of technical aspects of the project. Virtual Planet Technologies excel at contextualizing abstract concepts into day-to-day lived experiences. Our team is also supplemented by [HIP Investors](#) who will identify equitable funding and financing mechanisms to support the City with implementation of GHG-reduction and adaptation measures. [Iteris](#) will support the transportation emissions calculations for the GHG emission inventory based on cellular data from Replica and help identify innovative transportation

measure opportunities. **Advisian/Worley** is part of the team to provide engineering expertise on energy needs for the City, to better inform decarbonization strategies related to Glendale's Grayson Power Plant. Advisian/Worley currently serve as Glendale Water and Power engineer of record on the Scholl Canyon Landfill Biogas Renewable Energy project. Rincon has also partnered with **EcoDataLabs** to provide an optional expansion of the consumptive based inventory task. This multi-disciplinary team is specifically designed to provide CAAP expertise, leverage stakeholder and community relationships, and identify funding for CAAP implementation, all of which are critical to the success of the CAAP program.

Located less than 10 miles from Glendale, Rincon is a California "S" Corporation with an office in Little Tokyo at 250 East 1st Street. Rincon has a long and successful track record working with municipal clients and has played a prominent role in California's sustainability and climate action environment, providing strategic consulting on decarbonization and adaptation plans to public and private clients for more than a decade. We believe that Rincon's clear understanding of Glendale's operations and community values and our proven track record on other complex sustainability and climate action related programs across the state make us uniquely qualified to assist Glendale with the development of a CAAP.

We are confident that you will find the Rincon Team to be uniquely suited and highly qualified in the technical and management areas required for successful execution of this program. The work program outlined herein is fully negotiable to meet Glendale's needs for this exciting assignment. The proposal provided herein shall remain valid for 12 months. We welcome the opportunity to meet with you to discuss this submittal. Please do not hesitate to contact us if you have questions or need additional information.

Sincerely,
Rincon Consultants, Inc.



Hannah Mize
CAAP Project Manager

hmize@rinconconsultants.com



Erik Feldman, LEED-AP
Principal-in-Charge

efeldman@rinconconsultants.com



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It has been such a great pleasure working with the Rincon Team. From the interview to implementation, city staff had the **greatest of confidence in their ability to execute and meet our specific needs**. We are thrilled at the creation of a Climate Action Plan tool that now helps us track actual emissions reductions associated with implementation measures over time.



*Robyn Eason, City of West Hollywood
Long-Range Planning Manager*

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Introduction & Executive Summary

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Executive Summary

Rincon is a leading climate action and resilience planning firm in California with extensive experience working with cities across the state to develop plans that address both GHG emissions and climate resilience. Rincon has supported dozens of jurisdictions throughout the state to identify, plan for, and implement creative, yet feasible solutions to climate change in order to reduce emissions and increase our adaptive capacity. These jurisdictions include the cities of Pasadena, South Pasadena, Walnut, Burbank, La Canada Flintridge, Beverly Hills, Monterey Park, Ojai, Ventura, Oxnard, and Port Hueneme.

Leading the Rincon team, **Erik Feldman, LEED-AP**, will serve as the Principal-in-Charge. Mr. Feldman oversees Rincon's statewide climate action, climate adaptation, and climate investment grant program and is responsible for the leadership and development of Rincon's climate action and sustainability services. Mr. Feldman has extensive experience in and around Glendale and has led or overseen preparation of Climate Action Plans for La Canada Flintridge, Pasadena, South Pasadena, and Burbank. **Hannah Mize** will serve as the Project Manager and Point-of-Contact for the City of Glendale. Ms. Mize served as the project manager for the adopted Climate Action Plans for the Cities of Burbank, South Pasadena, Walnut, and

Pasadena. Two program managers will be part of the management team. **Ryan Gardner, LEED AP, ENV SP** who serves as Rincon's Climate Action Plan and Implementation Program Manager and current project manager for Glendale's Reach Code development, will be responsible for the technical oversight of the greenhouse gas inventory and development of mitigation measures. Mr. Gardner has extensive regional sustainability and climate experience, including the recent management and development of adopted climate action plans for the Metropolitan Water District of Southern California, and Berkeley's City-Wide Equitable Electrification Plan, the first such plan in the nation. Ryan is also a CARB accredited Lead Verifier and has extensive experience working on GHG projects for power producers and sellers such as Pacific Gas & Electric (PG&E). **Reema Shakra, AICP**, who serves as Rincon's Climate Adaptation Program Manager, will be responsible for the climate change vulnerability assessment and development of adaptation measures. Ms. Shakra co-authored the Southern California Association of Governments (SCAG) Adaptation Planning Guide which established a climate adaptation planning process, along with tools and resources, for all 198 member cities, counties and tribes in the SCAG region. She is currently managing

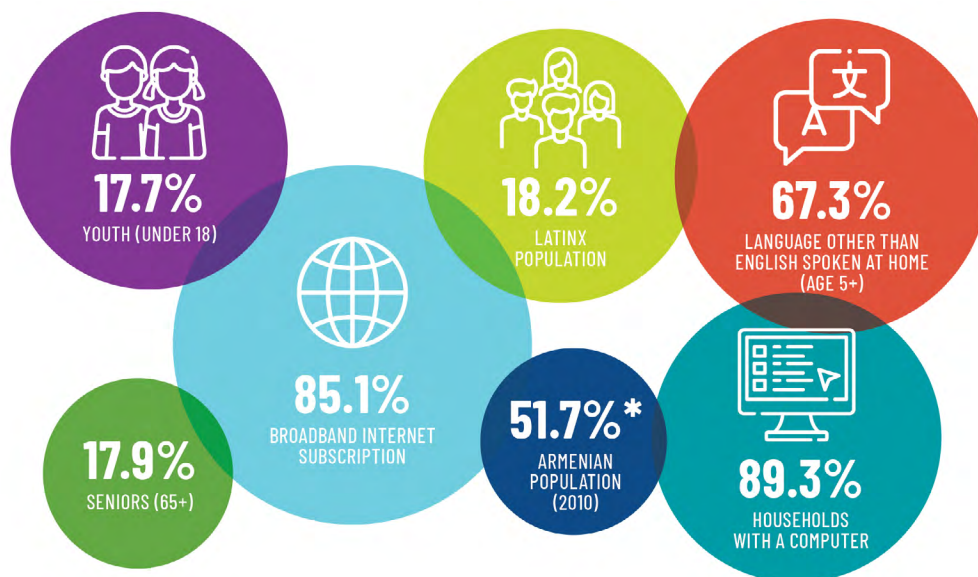
the City of Beverly Hills CAAP, which identifies key climate risks and resilience policies and programs. This structure will provide an efficient parallel track approach to complete the climate action and resilience phases of the project.

Rincon is excited to present what we believe is a blueprint to develop a truly innovative climate action and adaptation plan for the City of Glendale. Our approach combines time tested, highly defensible methodologies with cutting edge technologies that include big data and machine learning driven VMT models, options for the inclusion of augmented reality to visualize climate changes, and the best in online and in-person outreach and engagement. Geared toward equitability, our approach sets aside budget to directly pay community organizations or provide stipends for childcare and transportation.

An equitable approach to engagement will be key as Glendale's population is diverse, with over 67 percent of the population speaking a language other than English at home. Glendale also has a vulnerable population to consider, with over 35 percent of the population under 18 or over 65 years old, nearly 14 percent of residents living in poverty, and approximately 9 percent of residents under 65 being uninsured. Additionally, like many cities in Southern California, Glendale is nearly built-out.

Therefore, sustainable development includes rethinking how the system works. This will require public outreach and education to effect change. To reach the community directly and design a plan that is ambitious, yet realistic solutions, we will build off of our robust experience completing over 45 climate action plans and more than 20 climate vulnerability assessments to help Glendale set realistic goals and then establish a path to achieve them in a fair, equitable, and transparent manner.

All of this planning and effort is nothing without the ability to implement the programs and policies developed for the CAAP. The newest round of Climate Action and Adaptation Plans and updates face more challenging GHG targets (40% below 1990 levels by 2030 and carbon neutrality) and increasingly acute climate impacts. These challenges require more transformative action to address and demand higher levels of detail than previous CAAP's. Rincon differs from many other planning firms in that we have direct implementation experience in each of the key areas for GHG reduction and adaptation. Rincon, supported by our specialized team, brings the technical expertise to develop a feasible and implementable CAAP. We have gone through the steps necessary to implement these actions and will provide the level of detail required to meet today's climate challenges.



City of Glendale Demographics

Data Sources 1-6: <https://www.census.gov/quickfacts/fact/table/glendalecitycalifornia,US/PST045221> and 7: <https://archive.ph/PsCyd>

Key Components of a CAAP

- **Equitable Implementation and Community Engagement**

Equity needs to be centered throughout any CAAP for implementation plan to be successful.



Climate Action and Adaptation Plan

Implementation requires detailed analysis and real-world experience



All-Electric New Construction

Rincon is currently supporting Glendale in their reach codes and has drafted ordinances for the cities of Sacramento, Livermore, Pleasanton, and Dublin.

Existing Building Electrification

Rincon developed the first existing building electrification strategy with detailed cost analysis in the State for the City of Berkeley and we have recently started existing building strategies with the cities of Dublin and



SB-1383

Rincon led the program development and grant application for a regional compost trading program for San Mateo's Regional Climate Action Planning Suite (RICAPS) Program.



Mobility

Rincon has worked collaboratively with regional transit providers on multiple CAAPs, contributed to the coastal corridor project, and brings the innovative Replica software to provide unprecedented levels of mobility data to the CAAP planning space.



Electric Vehicles

Rincon completed a successful grant application for Solano Transit Authority for over \$20 Million to electrify their bus fleet. Rincon has also developed electric vehicle ordinances for the City of Pleasanton and EV strategies for the County of Tuolumne and currently completing both for the City of Dublin.



Wildfire Prevention

Rincon assists agencies with acquiring CAL FIRE grant funds to execute fuel management and fire mitigation programs. Rincon helped the City of Goleta procure \$1.7 Million to create a defensible space buffer, conduct a community firesafe education campaign, and protect sensitive coastal species from wildfire.



Rincon helped the City of Carmel-by-the-Sea develop its first Climate Adaptation Plan.

The Rincon team provided excellent support throughout the planning process, providing **creative solutions tailored to the specific needs of our town**, including the use of effective technology for community engagement during the COVID shutdown, and responding thoughtfully to the community feedback received. The team also **stayed on task and on schedule, providing an attractive, easy-to-read, and actionable Adaptation Plan** that will make Carmel a more resilient place. Rincon did a fantastic job on this project, providing invaluable support to our limited staff and Climate Committee.



*Agnes Martelet, City of Carmel-by-the-Sea
Environmental Compliance Manager*

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**Rincon Background
& Company
Qualifications**

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Rincon Qualifications & Background

Rincon was



founded in 1994

Legal Name

Rincon Consultants, Inc.

Legal Form

California "S" Corporation



Rincon is a leading environmental consulting firm with

12 offices

throughout California



Professional Staff: **400+**

Our

Core Values

hold strong to this day



Rincon Consultants, Inc. (Rincon) is a multi-disciplinary environmental science, planning, and engineering consulting firm that provides professional services to both government and industry. Our skilled professionals have decades of combined of experience in climate action, adaptation, and resilience planning, greenhouse gas (GHG) emissions inventorying and analysis, vulnerability assessment, California Environmental Quality Act (CEQA) compliance and streamlining, energy conservation and electrification, 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.

Over a decade ago, Rincon's Climate Action and Sustainability Group grew out of our CEQA planning practice, making technical analysis and CEQA defensibility a core focus of our plans. Since its creation in 2010, Rincon's Climate Action and Sustainability Group has evolved into a core service with a team more than 20 dedicated, and creative climate experts. Additionally, our work specializing in CAAPs and greenhouse gas (GHG) inventories across the State as well as our experience as a California Air Resources Board (CARB)-accredited Lead Verifier for the California Cap-and-Trade and Low Carbon Fuel Standard programs provides us with the technical skills and understanding of the importance of transparent and consistent GHG inventories for target setting and future progress tracking.

When it comes to climate action, we do not take a one-size-fits-all approach. We are constantly looking for ways to tailor policies and incorporating innovations as a means of developing more progressive objectives and implementing change. The strategy for the Glendale CAAP will be no different.

Rincon has extensive experience in climate action and resilience planning as well as implementation and monitoring. We have assisted numerous counties and cities throughout the state with climate action, adaptation, and implementation and have built cutting-edge tools, such as the Climate Action Planning Dashboard, CAPDash. CAPDash, a proprietary tool, that is compliant with the Local Governments for Sustainability (ICLEI) U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions (U.S. Community Protocol), and is used for calculating GHG inventories and tracking implementation of GHG and climate-related policies over time. We have also prepared GHG inventories and developed CEQA Guidelines Section 15183.5 qualified CAPs and associated CAP/CAAP compliance checklists and CEQA GHG thresholds for purposes of CEQA tiering. We have worked on the ground with developers and contractors 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. Rincon prepares cutting edge climate vulnerability assessments and develops effective adaptation and resilience plans at local, district, and regional scales either as stand-alone documents or as part of Climate Action and Adaptation Plans, Local Coastal Programs, General Plans, and Local Hazard Mitigation Plans.

Through our extensive CAAP experience, we have gained an understanding of the variety of goals that drive the development of a CAAP, such as GHG reduction, local climate vulnerabilities, CEQA streamlining for future development, grant funding and co-benefits such as improved economy, cleaner air, more resilient communities, and improved public health. We work with communities to help guide CAAP development to meet the needs of the community and establish measures that are implementable within the local political context. Similar to Glendale, Rincon recently oversaw the completion and adoption of the City of Burbank's qualified Greenhouse Gas Reduction Plan, which was completed through a collaborative process with City staff from all Departments, including Burbank Water and Power; the City Council; various Boards and Commissions, including the Sustainable Commission; and the community; and was designed to support the six pillars of climate action and adaptation. Additionally, Rincon completed the Climate Action Plans for the local cities of Pasadena, South Pasadena, and La Cañada Flintridge, as well as Metropolitan Water District, which supplies water to much of Southern California. Our core team is rooted locally, and we have participated in the climate planning's evolution over the past decade, especially in Southern California.

The Rincon Team knows that fostering a workplace where diversity of thought and opinion, and people who are celebrated will lead to a smarter, more creative, aligned, and socially aware team. These values are built into our project approach by incorporating use of equity guardrails in our planning practice. Equity guardrails are evaluation tools that are generally defined for each project through working group and community feedback to be used to review each measure and its associated actions to provide equitable solutions to climate action planning in each jurisdiction that is specific to the needs of the community. The guardrails help ensure that the measures and actions avoid undue burdens on the most vulnerable populations. These values are also carried through our corporate approach where our Diversity, Equity, and Inclusion Committee is working to recruit diverse talent, partner with more diverse business enterprises, and provide high-quality environmental education in the communities in which we live and work. We operate in this capacity because we truly love what we do and want to build the most sustainable future by regularly applying our knowledge and experiences in achieving the highest levels of sustainability in our business operations, as well as our daily lives. We look forward to the opportunity to continue working with Glendale and the local community to identify a CAAP strategy that fits the local perspective and derives equitable benefits for the entire community.

Project History – Climate Action & Adaptation Planning

i *Select project experience, which include the website where each document is available, are featured further in this section under Example References of Past Climate Action or Sustainability Plans.*

Rincon has a team of more than 400 staff, making us large enough to provide the expertise needed to successfully support our clients plan for and execute meaningful, innovative, and complex projects, yet flexible enough to quickly respond to changes in direction or special challenges that may emerge. Our broad experience in climate action and resilience planning, as well as implementation of the related measures and the advanced experience of key staff in past projects establishes us as particularly well-suited for this project. We have developed policies and ordinances for sustainability measures relating to buildings, energy, water, waste, and transportation as part of our work developing CAAPs and CAAP implementation for clients across California. Our Rincon Team not only develops plans but also works with our clients to implement those plans to create real change. We work with developers to create all-electric buildings, internally with municipalities like our work with the San Mateo Regional Climate Action Planning Suite program implementing

measures and actions, and recently with the City of Berkeley on a first-of-its-kind analysis and plan for citywide electrification. Our unique combination of policy and implementation experience allows us to craft real world solutions to some of California's most difficult climate-related challenges.

→ **The image to the right** demonstrates the breadth of the climate action, adaptation, and resilience work that the Rincon has completed for various jurisdictions throughout the state, with Specific projects discussed under [Example References of Past Climate Action or Sustainability Plans.](#)

Rincon recognizes the role that climate action planning plays in achieving California's GHG reduction targets and resilience strategies and has made it a priority in our practice. As such, this program will be among the firm's highest priorities.

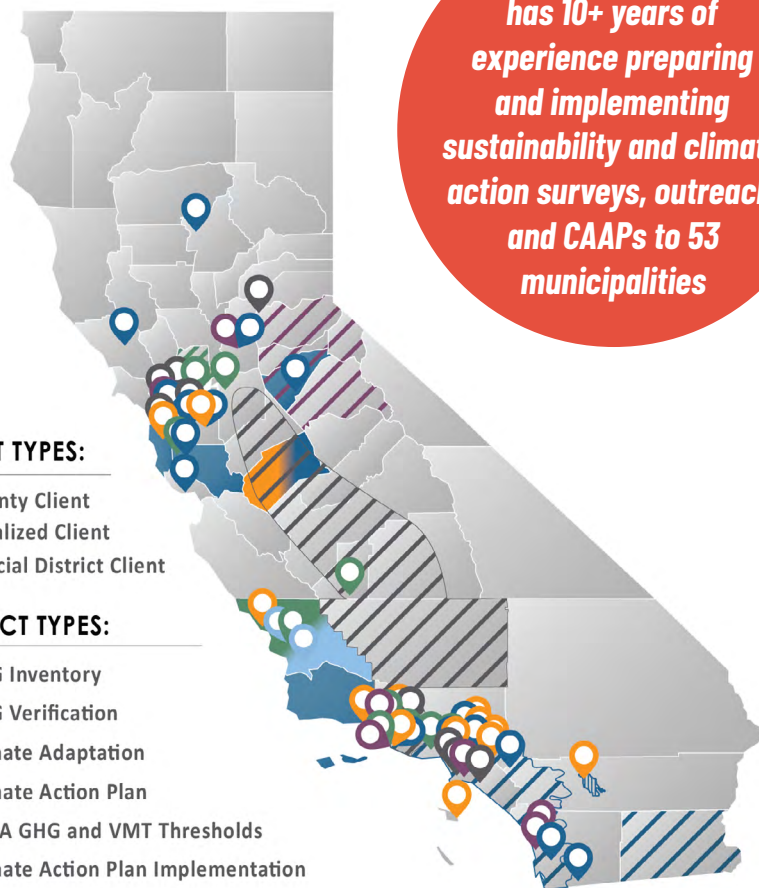
Our references will attest to Rincon's demonstrated ability to respond on short notice to our clients' needs and our proven track record of innovative and completion of highly complex assignments on time and within budget. To do so, we have developed web-based tools to analyze key emission sectors, develop emission reduction and resilience measures, determine implementation feasibility, and track of implementation over time, as detailed to the right. Rincon also has extensive experience in CEQA for plan adoption and as well as in implementation and monitoring of CAAPs after adoption. We have also developed qualified CAAPs and associated project-level CAAP compliance checklists, as well as GHG thresholds for CEQA tiering.

CLIENT TYPES:

- County Client
- Localized Client
- ▨ Special District Client

PROJECT TYPES:

- GHG Inventory
- GHG Verification
- Climate Adaptation
- Climate Action Plan
- CEQA GHG and VMT Thresholds
- Climate Action Plan Implementation



Climate Action Plans & Greenhouse Gas Inventories

Rincon has prepared CAPs/CAAPs, GHG Reduction Strategies, Sustainability Plans, and GHG Reduction Scorecards, as well as the associated GHG inventories, for municipalities, special districts, universities, and private clients throughout California. Specifically, our team has prepared over 50 CAPs/CAAPs and GHG Reduction Strategies throughout the state. None of the CAPs prepared by Rincon have been legally challenged. Our team is comprised of California Air Resources Board (CARB)-Accredited Lead Verifiers who specialize in understanding the intersection of emissions across the state. Cumulatively, we have audited approximately 40 percent of the state's Cap-and-Trade covered GHG emissions, giving us unparalleled experience with a wide variety of industries and inventory methodologies and a comprehensive understanding of best practices. The table below includes Rincon's recent climate action planning and GHG inventory experience. Rincon has also prepared the associated CEQA assessments for the majority of our climate action planning efforts and recognizes the benefits of establishing a qualified GHG Reduction Plan framework, which provides the City with the ability to streamline future CEQA GHG analyses by being able to tier off the CAAP. This unique combination of expertise allows us to develop accurate and defensible CEQA documents in a cost-effective manner.

Agencies that Rincon has Assisted with GHG Inventories and/or CAPs

• Berkeley College	• City of La Cañada	• City of Pismo Beach	• City of South Pasadena
• Calaveras County	• City of Lake Elsinore	• City of Pittsburg	• Imperial County
• City of Albany	• City of Livermore	• City of Pleasanton	• Kings County
• City of Arroyo Grande	• City of Madera	• City of Port Hueneme ❖	• Merced County
• City of Atascadero	• City of Montclair	• City of Sacramento	• Metropolitan Water District of Southern California ❖
• City of Beverly Hills	• City of Morro Bay	• City of San Luis Obispo	• Oxnard College
• City of Burbank	• City of Pasadena	• City of San Marcos	• Peralta Community College District
• City of Camarillo	• City of Paso Robles	• City of Santa Barbara	• San Mateo County
• City of Chico	• City of Vista	• City of Santa Cruz	• Santa Clara County
• City of Cupertino	• City of Walnut	• City of West Hollywood	• Santa Cruz County
• City of Dublin	• City of Pinole	• County of Santa Barbara	
• City of Grover Beach	• City of West Hollywood	• California State University, Channel Islands	

Outreach – Collaboration with Community & Stakeholders



Community engagement and ultimately buy-in is at the heart of successful City planning, and the Rincon Team excels at creating and implementing tailored, community-focused engagement and outreach plans. We specialize in presenting technical information and processes in a clear way, which provides opportunities for relationship building and meaningful input. Our approach also provides the client with the opportunity to address issues directly and enhance community decision making. Our experienced facilitators have managed public outreach campaigns for CAAPs, General Plans, land development, transportation projects, and other planning efforts throughout California since 1994. Through our planning expertise and in-house graphics and

design capabilities, we help clients connect with their communities and enhance project outcomes.

Climate Adaptation Plans, Vulnerability Assessments & Resilience

Rincon prepares cutting edge climate vulnerability assessments and develops effective adaptation and resilience policies and plans across local and regional scales. At the local level, Rincon prepares climate vulnerability assessments and adaptation plans as a component of CAAPs, Local Coastal Programs, General Plan updates, and Local Hazard Mitigation Plans. The following list shows Rincon's climate adaptation planning experience.

Agencies that Rincon has Assisted with Climate Adaptation and Resilience Planning

- Calaveras County
- City of Cupertino
- Pajaro Valley Water Management Agency
- City of Calabasas
- El Dorado County
- San Bernardino Valley Municipal Water District
- City of Carmel
- Nevada County

Agencies Where Rincon has Developed Climate Change Vulnerability Assessments

- City of Avalon
- City of Ojai
- City of South Pasadena
- City of Beverly Hills
- City of Oxnard
- City of Ventura
- City of Burbank
- City of Pasadena
- City of Walnut
- City of Carlsbad
- City of Port Hueneme ❖
- Fresno County
- City of Hayward
- City of Rolling Hills
- San Mateo County
- City of La Cañada Flintridge
- City of San Leandro
- Santa Cruz County
- City of Livermore
- City of Santa Barbara
- Stanislaus County
- City of Monterey Park
- City of Simi Valley
- Trinity County
- City of Nevada City

Agencies Where Rincon has Developed Resilience Policies

- City of American Canyon
- City of Monterey Park
- City of Santa Maria
- City of Bakersfield
- City of Nevada City
- City of Sierra Madre
- City of Beaumont
- City of Ojai
- City of Simi Valley
- City of Brea
- City of Palmdale
- City of Solvang
- City of Burbank
- City of Palo Alto
- City of Saint Helena
- City of Calabasas
- City of Petaluma
- City of Thousand Oaks
- City of Camarillo
- City of Piedmont
- City of Ukiah
- City of Carlsbad
- City of Port Hueneme ❖
- City of Ventura
- City of Claremont
- City of Rolling Hills
- Fresno County
- City of Duarte
- City of San Fernando
- Stanislaus County
- City of Hayward
- City of San Leandro
- Trinity County
- City of Lompoc
- City of San Ramon



*The City of Port Hueneme General Plan Update and EIR received the 2022 **Award of Excellence** from the APA Central Coast and the 2022 **Award of Merit** from AEP*

Subcontractors

Rincon has long standing relationships with each of our teaming partners that have been identified for this project.

Rincon has worked with **Iteris** successfully on numerous projects throughout the state for decades and were recently teamed together on the Burbank Greenhouse Gas Reduction Plan. During this project, Iteris utilized the appropriate traffic modeling mechanisms and establishing the necessary data (e.g., VMT, trip distance, etc.) for the Rincon team to quantify the emissions associated with transportation and then develop appropriate measures that aim to reduce the VMT in a meaningful way through deliberate design and innovative thinking. Additionally, Rincon and **HIP** have a longstanding relationship and have teamed on climate planning documents for the cities of Burbank, Livermore, Chico, and Beverly Hills. Understanding the cost implications and potential funding strategies for specific measures sets a path forward towards successful implementation.

Rincon is also currently teamed with **Advisian/Worley** on the Glendale Scholl Canyon Landfill biogas to energy project where the team is providing engineering and permitting support. We have again teamed for this project to incorporate best practices for energy decarbonization into the CAAP strategies related to Glendale's Grayson Power Plant. **Virtual Planet**, who specializes in augmented reality visualizations, adds an additional level of innovation and allows the

community to see firsthand the impacts of climate change in Glendale. Research has shown that using virtual reality engages people and helps change behavior. For example, Stanford University's Virtual Human Interaction Lab[1] found that people who experienced things virtually, such as the vibration and noise of a chainsaw as they virtually cut down a tree were more likely to conserve paper. The idea behind this is that people who have lived experiences are more aware and are more likely to understand the interactions of the planet holistically and take action.

Here LA has contributed to several innovative projects in the LA region including Glendale's Pedestrian Master Plan. They use innovative strategies for engagement around urban planning which have garnered awards for their approach and impact. Other interesting projects include the Climate Talks Box developed for SCAG, Blue Line Planning stations for LA Metro, and card games developed for the City of Long Beach. Finally, **EcoDataLabs** brings an optional approach to expand on the City of Glendale's consumptive-based inventory to provide a repeatable and comparable consumptive based inventory for the City which uses economic data paired with local census data to provide a more detailed picture of Glendale's consumptive emissions.

Here LA | *Community Engagement*



Here LA was founded in 2015 in Los Angeles by Amber Hawkes and Shannon Davis, designers who have overseen a number of private, public, and non-profit sector urban design and

planning projects throughout Los Angeles and around the nation. Amber and Shannon speak at conferences, forums, and universities about positive urbanism, visual communication, equity, and good design, and both have been instructors at the UCLA Luskin School of Public Affairs in the Graduate School of Urban Planning. Their work spans the fields of urban design, urban planning, and communications, and includes:

- Conceptual design of public spaces, parks, and streets
- Strategic planning for public and private clients, relating to growth and change, mobility, equity, and sustainability in the urban context

Iteris, Inc. | *Transportation Emissions*



Iteris, Inc. (Iteris), a Delaware corporation founded in 1987, is the market leader in providing Traffic Information Management Solutions to the Intelligent Traffic Management Industry. Decades of expertise in traffic management, along with superior services and patented products help detect, measure, and manage traffic and vehicular performance; minimize traffic congestion; and empower Iteris' clients with solutions to better manage their transportation networks. The firm is headquartered in Santa Ana, California with offices nationwide. Iteris' 425+ staff are experts

in transportation planning, traffic engineering, and Intelligent Transportation Systems.

Iteris has performed vehicle miles traveled analysis for the Climate Action Plans of the County of Los Angeles and the Cities of Los Angeles, La Canada Flintridge, Industry, Inglewood, and Walnut. As part of the greenhouse gas inventory for on-road transportation, the vehicle miles traveled of trips originating or destined for the jurisdictions was calculated using the regional travel demand model, with additional off-model, local street estimates. To estimate the ability to reduce vehicle miles traveled, city policies related to transportation were reviewed and the team worked with the Cities to develop strategies to further reduce Greenhouse Gas (GHG) emissions from transportation sources by assessing and quantifying the greenhouse gas reduction potential of various policies, projects, and programs.

HIP Investor | *Funding and Financing*



HIP Investor Inc. (HIP) is a globally recognized, multi-sector firm serving sustainable, responsible, and impact investors and investees. Founded in 2006, HIP produces and licenses 125,000 sustainability ratings of investments of all types – including more than 100,000+ municipal bond issuers. HIP's clients include institutional investors and fund managers, as well as family offices, foundations, and endowments, along with hedge funds and retirement plans. HIP's investment methodologies are used by investees to quantify and communicate the level of sustainability and impact, including climate action and energy efficiency. HIP Investor's team of professionals are based in San Francisco, Oakland, Los Angeles, New York City, Copenhagen, and Berlin.

HIP has worked with more than 21 cities and counties, and their sustainability leaders, via the Urban Sustainability Directors Network (USDN), to identify climate-action initiatives that reduce GHG emissions and have a positive return on investment (ROI). These GHG-ROI projects and programs can be financed by sustainability-focused impact investors and fund managers. HIP created, with the City of Palo Alto and USDN, a Scan and Toolkit for Financing Sustainable Cities. HIP's three centers of expertise include: (1) rating investments on sustainability, (2) advising investors seeking impact and profit, and (3) recommending to investees on how to pursue higher impact that can be financed by investors, including climate action plans. HIP authors how-to guides and books, including *The HIP Investor: Make Bigger Profits by Building a Better World* (John Wiley & Sons, 2010), which is included in the curricula of 27 universities, colleges, and graduate degree programs for MBAs and MPAs, as well as Executive Education.

Advisian Group LLC | *Energy Engineering*



Advisian Group LLC (Advisian/Worley) brings a combination of proven commercial and technical expertise from initial concepts, through to delivery, operation and post-closure. Their consultants add value at all stages of the asset and business

lifecycle. They have a global reach and provide local delivery. With over 2,100 consultants in 23 countries around the world, they have the right person for every job. They draw upon these global skills, experiences and Worley's expertise to deliver projects locally to our clients.

Advisian works closely with licensors in early phases by evaluating and optimizing their designs, ultimately resulting in eliminating redundant equipment and reducing overall costs. Their knowledge is backed by real-world experience to meet the needs of debt providers to major capital projects.

Virtual Planet Technologies LLC | *Virtual Reality*



Virtual Planet Technologies LLC (Virtual Planet) produces immersive experiences that support community engagement, outreach, and science and policy communication to diverse audiences. Their goal is to educate, start dialog, drive action, and inspire hope for the future of our planet.

As communities worldwide face climate impacts including more frequent flooding, heatwaves, and wildfires, a critical piece of the puzzle has become educating stakeholders in highly creative, insightful, and practical ways. Virtual Planet's immersive stories allow anyone to actually experience climate impacts through hyper realistic 3D models and 360° views of their communities. These experiences convey complex concepts in simple ways, including climate impacts and possible solutions to reduce future and current risks. Our team has a range of expertise including climate scientists, filmmakers, script,

communications experts, 3D artists, software developers, and drone pilots. Our applications support planning, management and monitoring activities related to flooding, coastal erosion, heatwaves, wildfire, mental health, and more.

Virtual Planet aims to create accessible, experiential VR products that allow its users—everyone from elementary school students to policy makers—to better grasp the implications of climate change, the long-term timelines around coastal impacts, and experience educational story materials while immersed in VR. In our tools, users interact with 3D models and can raise sea levels to observe potential flooding in real-time and understand the trade-offs between nature-based vs hard engineering solutions; they can watch a firestorm consume several acres per second in California and visualize the benefits of safety buffers and vegetation management to reduce risks; experience an urban heat island being transformed to include more trees and bike lanes. Equity and inclusion are in the forefront of their minds and is reflected in their core team and collaborators.

EcoDataLab | *Expanded Consumptive Based Inventory & Forecast*



EcoDataLab, a California LLC, was launched in 2020 with the mission to address climate change by massively scaling data science solutions. We apply research and technology to provide policymakers with reliable, actionable data and strategies. EcoDataLab is the first (and only)

firm to offer consumption-based emissions inventories for US communities using the best-in-class methodology developed by the CoolClimate Network at UC Berkeley. EcoDataLab is made up of its two owners and co-founders: Ben Gould serves as President of EcoDataLab, while Chris Jones serves as Chief Science Officer. EcoDataLab is headquartered in Berkeley, California.

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The Rincon Team made the development of our updated Greenhouse Gas Reduction Plan simple and designed the Plan to provide a set of implementable measures that **reflect the diverse voices in our community** in order to reduce emissions, mitigate and adapt to climate change risks, establish resilient neighborhoods, and lead the way toward a more sustainable future. They were very responsive collaborator in the development of the plan with City staff and were mindful of budget and timelines.



*Karen Pan, City of Burbank
Administrative Officer*

3

Scope of Work

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Response to Scope of Work

Approach

Rincon has over 400 professional staff and has the resources to manage and successfully assist Glendale with its CAAP, as well as execute a number of projects concurrently, including the sustainability reach codes currently underway with the city. If selected, the City's interconnected planning efforts will be one of the Rincon Team's top priorities. We achieve cost, schedule, and resource control utilizing the following three-step process – (1) cost and schedule baselines are established; (2) cost and schedule data are collected and reported on a monthly basis to the project managers; and (3) deviations in cost or schedule performance are discussed internally, and if necessary, with City staff, and corrective actions are taken. We recognize our obligation to anticipate, identify, and resolve all problems – technical, managerial, and financial – as early as possible. We identify and avoid problems by thoroughly planning the project; realistically budgeting time, labor, and costs; clearly communicating with the City, and closely monitoring the performance of staff and any associated subcontractors. Our goal is to develop meaningful products that will aid the City in effectively implementing sustainability and adaptation measures and achieving the goals established in the CAAP.

The flow chart depicted on the next page presents the approach we anticipate using to prepare the CAAP. We propose to undertake community engagement early and throughout the project to generate input that can meaningfully influence the planning process and generate community-supported adaptation and mitigation measures. The CAAP process begins with data gathering and technical assessments (GHG emissions inventory, climate vulnerability assessment, GHG forecasting) followed by engagement both internally and externally to define project goals as well as the equity guardrails which are a set of community driven outcomes that provide a framework around which measures and actions can be developed. The engagement

activities will also gather input to round out our understanding of climate impacts and the ability for the community to adapt and prepare. These steps are followed by a highly collaborative measure development phase which will include each City department, followed by input from key stakeholders and the community. The measures will then be incorporated into a draft CAAP and presented to the Planning Commission and City Council for discussion. After the completion of the environmental review and a public comment period, a final CAAP and final environmental document is presented for recommendation by the Sustainable Commission and adoption by the City Council. Rincon's collaborative approach to CAAP development and highly specialized team will allow us to provide the technical support to deliver a highly polished and community driven CAAP.

The primary objectives of the project are to reduce Glendale's fair share of GHG emissions and increase the City's resilience through an inclusive process that provides a space for members of the community to have their voices heard and to ultimately see their priorities incorporated into the City's long-range planning initiatives in a culturally informed way. The intent of this plan is to provide a realistic, action-specific roadmap towards a more sustainable and resilient City. Rincon will support Glendale in the development of a plan the community can be proud of and invested in, reflecting the true character of what makes Glendale great, the people, the culture, and rich history. Rincon will build on Glendale's existing successes such as being ranked the fifth safest city in the nation¹, despite being at the epicenter of the most populous counties in the United States. This plan will build on this foundation to help Glendale meet the challenge of climate change to remain a safe, strong, and resilient City. The future is bright, and we are excited to work together on this crucial project and support the City highlight the hard work that's been done and will continue to be done to reduce emissions and improve the City's response to our changing climate.

¹ <https://www.sacbee.com/news/california/article260436327.html>

CAAP Process Flow Diagram



Community Engagement

We understand that the City is seeking an inclusive planning process that reflects and celebrates the diversity of the City. Equity is critical to planning and government processes, and the Rincon Team will work closely with City staff and the community to develop and implement engagement methods that include—and elevate—voices traditionally under-represented in communities historically disadvantaged.

One of the most critical aspects to planning is effectively involving the public in the decision-making process. We understand that the most successful plans are developed through a rich community dialogue, involving all segments of the population using innovative methods that garner diverse, meaningful participation.

Engagement will be clear and visual, allowing complex concepts to be understood by all members of the community, and feedback will be recognized by clearly illustrating how community input shaped the proposed goals and policies.

Our approach to engagement reflects our understanding of both the City's Request for Proposals and our experience working in the city. However, upon contract execution we will work closely with City staff to develop an engagement strategy that reflects the needs of the community and project that may incorporate other engagement activities. Key engagement and outreach techniques that will be deployed include:

- **Identify communities of focus.** We must first identify and characterize through an equity-driven process the demographic characteristics of the community to ensure consideration of broad and diverse audiences.
- **Forge partnerships.** We will immediately need to begin (or continue) building relationships with community leaders and trusted partners and rely on this partnership to both identify and overcome barriers or obstacles for under-represented community members to engage in the planning process.
- **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 range of perspectives reflective of the county's multiracial character.
- **Simple and culturally informed communications.** In our communications, we will prioritize clean, high-quality infographics and figures, avoid jargon, relate concepts to the day-to-day lived experiences of the community, and tailor culturally informed messages that are accessible across all communities.
- **Recognize other priorities.** Engagement must recognize the history of exclusion as well as many other priorities in peoples' lives and busy schedules that leave little time for engaging in civic processes and find approaches that fits into and around those priorities.
- **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 must reach out early in the process and keep people informed and engaged all the way through plan implementation to allow for input that informs and directs the shape of the plan.
- **Learn and Reflect.** We must learn from communities' direct knowledge and reflect their wisdom in our framing, development and outcomes.

Workload Coordination

The Rincon Principal-in-Charge and Project Manager involved in this contract are technical experts in the environmental industry. As a member of Rincon's Board of Directors, Principal in the firm and leader of the statewide sustainability and climate adaptation planning service line, Erik Feldman has the ability and company authority to direct and commit staffing resources towards the CAAP, allowing for the timely delivery of critical work products throughout the full length of the planning process. As an additional level of internal coordination, the Rincon Team meets bi-weekly to discuss and allocate work, as necessary. Our quality control procedures are also well established

and are integrated into all aspects of our professional practice. These techniques include careful management of workload commitments.

Our reputation is founded on providing high-quality products, on time and within budget. Most of our projects are performed by small teams of specialists within short time frames characterized by intensive activity. That includes working intimately with subconsultants, including Here LA, Iteris, HIP Investors, Virtual Planet Technologies, EcoDataLab and Advisian/Worley such that they act as an extension of Rincon's overall team with seamless integration.

Scope of Work

Task 1: Project Orientation and Management

High-quality project management is integral to the success of the CAAP. The first deliverable under this task will be an in-depth review of the project work scope, schedule, and budget with City staff and other key stakeholders, such as the Sustainability Working Group Staff and Sustainability Commission, to allow for work scope refinement. This phase will also be used to identify specific goals and required background information.

Rincon will also work with City staff to organize an initial kick-off meeting with the City's Project Team and discuss project goals and objectives. Rincon's Principal, Erik Feldman, Project Manager, Hannah Mize, and Program Managers, Ryan Gardner and Reema Shakra, will attend the virtual kick-off meeting. Additionally, because outreach is such an important part of this plan, our partners at Here LA would also attend the kick-off meeting to provide additional insight gleaned from their recent work in the City. The kick-off meeting will provide an opportunity to present the draft Project Work Plan and refine the scope of work and proposed schedule, as well as identify existing documents, existing policies, and key stakeholder groups. This meeting will also serve to establish the project management procedures, including invoicing

terms and communication protocols. Following this kick-off meeting, the Rincon Team will provide a finalized Project Work Plan, including final scope of work and deliverables such as the adjusted project schedule with proposed dates of City meetings and City Council/Sustainability Commission update sessions; project organizational chart and contact list; and a final list of existing applicable documents, data, and policies.

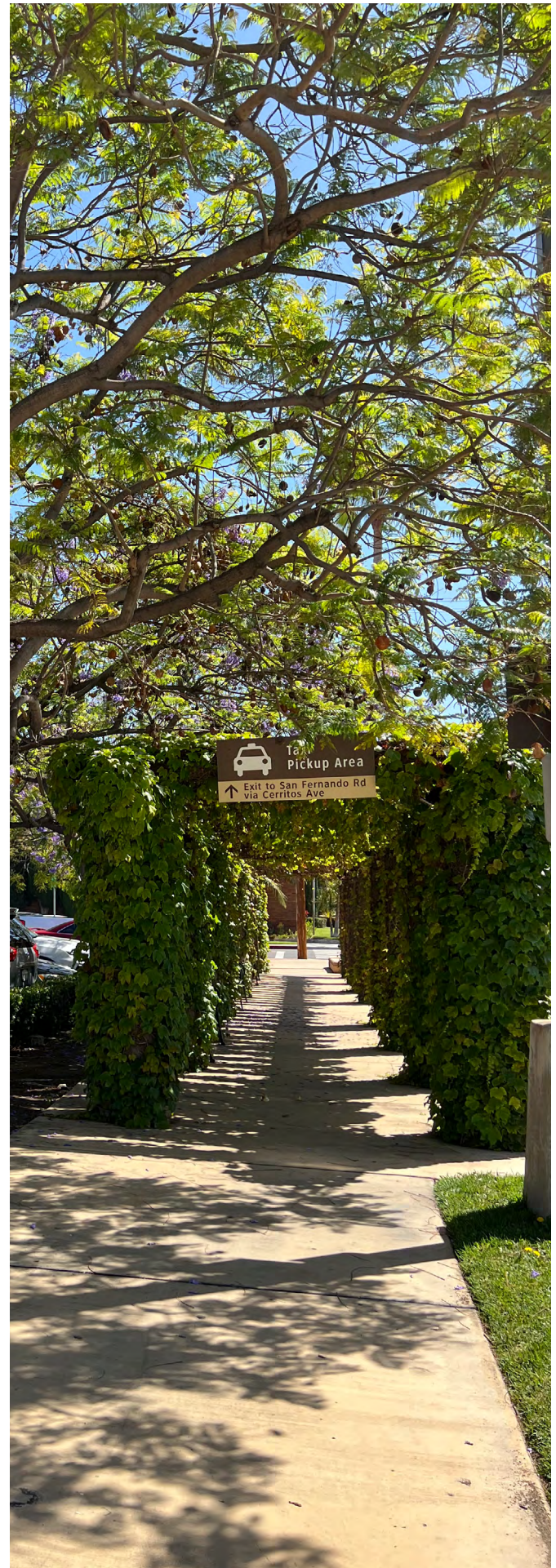
Throughout the project Rincon will provide robust project management with a team experienced in the development of CAAPs. In addition to the meetings and deliverables outlined in [Task 2](#), Rincon will also provide biweekly check-ins with meeting notes and action items summarized after each meeting. Our teaming partners from Here LA may attend these additional meetings in order to align the outreach and engagement throughout the process. Rincon's project management structure includes the Principal, Project Manager, and Assistant Project Manager being available directly for questions or other needs. This robust project team not only provides a high level of experience to the City, but also provides for quick turn arounds when questions arise and continuity throughout the project.

Conduct Literature Review and Develop MAST Tool

Immediately upon notice-to-proceed, the Rincon Team will begin reviewing relevant City documents and begin preparation of our Measure Analysis and Success Tracking (MAST) tool, which will summarize and grade the success of, as well as identifies hurdles to, the City's existing climate mitigation and adaptation policies and programs. The MAST tool will form the foundation of the CAAP update. The MAST tool allows the consultant team to familiarize themselves with the previous and ongoing work within the City related to reducing GHG emissions and increasing resilience to better inform the development of new measures and actions. This exercise also evaluates the City's successes and identifies hurdles such as lack of funding or staffing in implementing past efforts. Additionally, the MAST tool provides an opportunity to consolidate all existing efforts in one place, as well as review the most current state and regional plans to ensure consistency.

Rincon intends to review the following plans and programs/policies, at a minimum:

- Greener Glendale
- Bicycle Transportation Plan
- General Plan – Circulation Element
- Downtown Mobility Study
- Glendale Safe & Healthy Street Plan
- Los Angeles County Vulnerability Assessment
- Glendale Recycles Program
- Glendale Water and Power (GWP) In-Home Display & Thermostat Program and Large Business Incentives Program
- GWP 2020 Annual Efficiency Report
- LED Street Light Conversion
- 2019 Integrated Resource Plan
- The Biogas Renewable Generation Project
- No Water Waste Policy – Glendale Municipal Code
- 2020 Urban Water Management Plan
- Water Quality Reports
- Transportation Demand Management



- Safe Routes to School Program
- Building Energy Use Benchmarking and Public Disclosure Program
- Wildfire Mitigation Plan
- Zero Waste Strategic Plan Update
- Be Street Smart Glendale

After populating the MAST tool with existing policies and programs, the tool will be provided to the City to identify the status of each policy and program. The MAST tool includes a drop-down menu to select the status of the measures as

either completed, underway, or not yet started. Other drop-down menus allow for ranking effectiveness of the policies and programs, including clear metrics, responsible parties, and identified funding. This process allows both the consulting team and City to gain insights into hurdles to implementation, be it funding, staff time, or other items, that we can focus on overcoming during the CAAP update process.

Rincon proposes to provide this analysis along with a summary presentation of key findings at an orientation meeting/workshop with the Sustainability Working Group Staff and the Sustainable Commission.

Assumptions

- Rincon will host a (one-hour) virtual kick-off meeting with the Principal-in-Charge and the Project Manager
- Bi-weekly project meetings will be attended by Rincon's Project Manager and Assistant Project Manager
- Principal or Program Managers will attend as necessary based on the phase of the project
- The project has an 18-month timeline
- City will provide relevant data and background documents for review
- The City will host the virtual project kick-off meeting as well as the orientation meeting/workshop between the consultant team and key stakeholders, such as the Sustainability Working Group and the Sustainability Commission

Deliverables

- Project Work Plan, including final scope of work and deliverables
- Project organizational chart and contact list
- Adjusted project schedule with proposed dates of City meetings and City Council/Sustainability Commission update sessions
- Virtual kick-off meeting
- Bi-weekly (30-minute calls) coordination calls and related meeting agendas/minutes
- Monthly Progress Reports and Invoices
- MAST Tool

Task 2: Stakeholder and Community Engagement

Rincon will work with City staff to raise awareness about and solicit input on the CAAP through a variety of stakeholder and community outreach and engagement efforts, which will be outlined in the Stakeholder Education and Engagement Plan (Task 2.1) and are discussed more below in Tasks 2.2 – 2.8. The Plan will outline each of the main

outreach tasks and provide a schedule outlining when the events would occur and the role of each participant in order to clearly set expectations from the beginning and build a safe and structured mechanism for the CAAP Team to receive feedback from the stakeholders and community throughout the planning process.

Task 2.1 Stakeholder Education and Engagement Plan

Communication and engagement both internally (between departments) as well as with external stakeholders, such as the Sustainability Commission and Glendale Water & Power, and the broader community are critical to developing an equitable and implementable CAAP that is reflective of community values and priorities. Rincon and our teaming partners have extensive experience conducting engagement both virtually and in person. We prioritize engagement that is action-oriented, builds off a common community vision, and encourages sustained involvement after adoption of the CAAP into implementation. We know that an engaged and excited community enhances the planning process and provides opportunities for initiatives to be championed by community leaders. We strive to equitably reach community members using a variety of methods through the languages, spaces, and practices the community is most comfortable using, and by working closely with local community groups, organizations, and City staff who know Glendale best.

Rincon will work with the City, including the City Public Information Officer (PIO), Glendale TV (GTV), and Glendale's Graphic's Team to develop a systematic Education and Engagement Plan that outlines a transparent process, identifies key stakeholders, their roles in preparing the CAAP, and their space in an equitable landscape, as well as populations historically underrepresented in the City. The Plan will also aim to strengthen existing bridges between residents and decision makers and promotes community ownership of the CAAP moving into the future. The Plan will clearly identify consultant and City roles for all related engagement and notification activities and will also outline the activities and initiatives that the Rincon Team would use to obtain feedback from community groups, organizations, and individuals.

Once we have a clear vision of the different audience types we are targeting, we will tailor our tactics and messages to meet them on



their terms. Several engagement methods will be included in the Stakeholder Education and Engagement Plan, as presented in more detail below in Tasks 2.2-2.8. These will include pop-up events, convening an internal and external working group, preparing an engagement toolkit for use by City staff and partners, providing mini-grants to engage hard to reach communities, conducting stakeholder focus group interviews, hosting an interactive project website, and presenting at Sustainability Commission and City Council meetings. The Stakeholder Education and Engagement Plan will also include a schedule for engagement activities with timelines, milestones, and an evaluation matrix.

In general, we recommend a first phase of engagement early in the project to build awareness of climate change issues and help define the goals of the planning process and further develop the equity guardrails, and a second engagement phase once the project team has developed an initial list of CAAP measures to gather community and stakeholder input and ideas. Our goal is to design the community outreach to engage the public and community leaders in a fun and interactive way that will create a common vision and facilitate informed input into the CAAP process.

Assumptions

- City will provide one consolidated set of comments on the Draft Stakeholder Education and Engagement Plan

Deliverables

- Draft and Final Stakeholder Education and Engagement Plan with timelines, milestones, and an evaluation matrix

Task 2.2 Project Website, Branding, and Logo

Rincon will develop and maintain a website for the project which will enable community members and stakeholders to offer suggestions, exchange ideas, and learn about issues unique to the CAAP. The website will be easy to navigate and contain information important to the community such as the project schedule, ways to be involved, relevant documents, and upcoming community events. The website will be updated at three major project milestone with information and documents provided by the Rincon Team and approved by City staff. It is assumed that the website would be created at the beginning of the project, once the Stakeholder Education and Engagement Plan is complete, then updated after the vulnerability assessment ([Task 3](#)) is complete. The second update is anticipated to occur after the draft inventory and forecast analysis is complete, with the third update after the Draft CAAP is complete. The website will be structured so that

i Example Project Websites:

- <https://9021zeroemissions.rinconconsultants.com/>
- <http://southpasadenacap.rinconconsultants.com/>

the most readily available information is simple and easy to understand for a wide audience.

The website will include a Google plugin to allow for auto-translation into different languages, including Spanish and Armenian. The website will also include a survey that will be updated with each iteration (3) of the website to allow consistent feedback from the community in a central location.

Story Maps: Vision, Issues, and Priorities

To best present the information on the website, the Rincon Team will design an online ArcGIS Story Map that educates and informs residents and stakeholders about climate change, community contributions to greenhouse gas (GHG) emissions, implications of climate change on the community, and critical services based on the technical reports created in [Tasks 3](#) and [4](#). Story Maps are an educational tool to help guide the viewer through data rich content and easily provide information in a spatial format. Story Maps, which allow us to transcend language barriers, are clearly organized, visually appealing, and easy to use as well as allow us to tell the story of Glendale's climate footprint and potential approaches to increase its resilience in preparation for climate impacts in culturally appropriate ways. The Story Map will be broken into specific topics and summarize a variety of content generated from the technical scope to help educate stakeholders about that topic.

HOUSING ELEMENT 2021-2029 SHAPING THE FUTURE OF MONTEREY PARK About the Project

How will climate change impact Monterey Park?

Climate change is a change in global and regional climate patterns, attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels. Climate change is projected to continue affecting Monterey Park. Monterey Park is expected to experience the following climate hazards:

- More extreme and more frequent severe weather events, including heavier rains, could increase storm flooding from backed-up storm drains.
- More frequent and higher temperature extreme heat days. Monterey Park has experienced extreme heatwaves every summer since 2017. Worsening air quality as a result of higher temperatures and more frequent regional wildland fires.
- Decreased water availability as a result of extended periods of dry weather and less rain impacting groundwater supply.

Monterey Park Housing Element Website - Climate Change Section

Project Branding Logo

Rincon's graphic designers will create a unique logo and project branding that reflects Glendale's identity and culture, creating a recognizable brand for the project to garner enthusiasm and unity. This process will translate the local personality and culture into a graphic language of fonts, images, colors, and layout concepts. This

logo will then be used for all project products, including the website, meeting materials, technical reports, and the CAAP. Additionally, as part of this task, the Rincon Team will prepare project templates (e.g., PowerPoint), which will be used throughout the duration of the project for all presentations or discussions.

Assumptions

- Rincon will provide one draft and one final logo, which the City will review and provide one consolidated set of comments on
- Rincon would develop and prepare a website, which will be updated three times throughout the project duration. Any additional updates would be made on a time and materials basis, in accordance with our standard fee schedule.
- Rincon will be responsible for developing the content of up to five StoryMap themes and will include imagery, graphic, and interactive mapping. Any additional features such as surveys, videos, etc. would be provided on a time and materials basis, in accordance with our standard fee schedule.
- StoryMap and data will be hosted in ArcGIS Online by Rincon for the duration of the project or up to 2 years and will then be transferred to the City's ArcGIS account. Rincon can host and provide maintenance beyond this time frame for an additional cost.
- Any additional data management or functionality expansion beyond the allotted 123 hours can be provided on a time and material basis, in accordance with our standard fee schedule

Deliverables

- Website wireframing
- Website draft content
- Website, including ArcGIS StoryMap (to be updated up to three times throughout the project, specifically after deliverables for Tasks 3, 4 and 5, and 9 are complete)
- Draft and Final CAAP logo
- Report and PowerPoint branded templates
- Website based surveys

Task 2.3 City Staff Sustainability Working Group (3 Sessions)

Rincon has found the best CAAP's are developed in close collaboration with City staff from all departments. Because many of the actions identified in the CAAP will impact and augment the various City departments operations, a critical part of the work scope will be engagement with staff, in addition to external stakeholders that would be involved in the implementation process (See Task 2.4 for more information on external stakeholder engagement). For example, the City of Burbank's Greenhouse Gas Reduction Plan was designed through an incredibly collaborative process that cultivated trust and accountability across the City departments. The Rincon Team

worked closely with the City to share information throughout the process transparently with staff from each department and truly foster a space that welcomed people with different opinions to speak up and build a path forward that worked for the entire City. The plan was adopted unanimously, with City representation and support in attendance at the final City Council meeting from all departments – team members who stepped up and identified themselves as advocates and "Chief Reminding Officers," who are excited, engaged, and empowered by the process and the final plan. Collectively, the City has a shared vision and working together through

this process helped elevate the importance of coming together for a collective purpose that is bigger than the sum of its parts. We understand how crucial it is to have City staff involved directly in the process from the beginning and therefore, Rincon proposes to hold three workshops with the Sustainability Working Group to:

- **Workshop 1:** Review the inventory, forecast, and climate vulnerability analysis
- **Workshop 2:** Review draft GHG reduction and adaptation measures

- **Workshop 3:** Refine the draft GHG reduction and adaptation measures

In addition to these three core workshops, Rincon has also set aside time for 10 department specific virtual calls/meetings to discuss more in depth measure and action specifics during the measure and action development phase. Rincon also understands that additional meetings with specific departments may be needed and has included Optional Task A, which outlines the cost for each additional meeting, should the City elect to complete more than three workshops with the City Staff Sustainability Working Group.

Assumptions

- The City will schedule the meetings and send invites
- Workshops will be up to two hours in length, and occur virtually
- Calls/meetings (10) will be an hour or less and occur virtually
- Two Rincon staff members will attend each meeting

Deliverables

- Materials and presentations for up to three City Staff Sustainability Working Group meetings, including PowerPoint presentations and exhibits/handouts.
- Summaries/notes from each workshop

Task 2.4 Community Workshops (2 Sessions) – Broad Based Community Engagement

Continual and engaging stakeholder outreach is best practice throughout the project development, including at the project initiation in order to achieve support for the Engagement Plan and to define what equity means in the context of the CAAP. Rincon has found that providing two widely advertised community workshops creates a strong foundation on which to build additional community outreach and engagement from. Rincon proposes to conduct two community workshops via online platform such as Teams or Zoom in with added tools such as surveys and mural boards to reach a large amount of individuals and both provide information on key findings and solicit feedback on potential mitigation and adaptation strategies. The proposed workshop topics are as follows:

- **Workshop 1:** Results of Inventory, Forecast, Targets, and Vulnerability Analysis Introduction on the CAAP and the overall process and Discussion around Equity Guardrails, Project Goals, and Desired Outcomes, Brainstorming on Measures and Actions
- **Workshop 2:** Draft Measures and Actions (both adaptation and mitigation)

The Rincon Team will lead both workshops, develop presentations, and create interactive activities to engage participants. Rincon will also document the process and provide a summary memorandum to the City upon completion of the workshops.

Assumptions

- Workshops will be up to 1.5 hours in length, and occur virtually
- Two Rincon staff members will attend each workshop

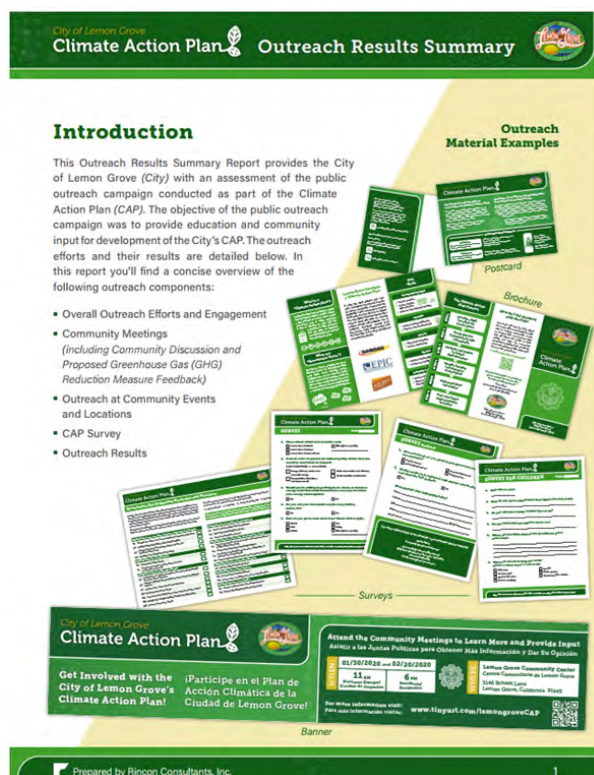
Deliverables

- Agendas
- Presentations
- Meeting Notes
- Hosting up to 2 workshops
- Summaries/notes of each workshop

Task 2.5 Focus Groups (4 Sessions) – Specific Topics with Key Stakeholders

Rincon recognizes that the City engages with a wide variety of stakeholders, including but not limited to the Glendale Fire Department, Glendale Water & Power Commission, Glendale Beeline, Glendale Community College, Glendale Unified School District, Glendale Association of Realtors, Glendale Chamber of Commerce, Rotary Club of Glendale, Community Foundation of the Verdugos, Metro, Southern California Association of Governments, and local tribes, among others. These stakeholders often have specific concerns related to major actions that drive the largest proportion of change. Some topics, such as electrification of existing buildings, the impacts of the Glendale Power Plant, and the identification of climate vulnerable populations will be important topics for further discussion with these stakeholders to alleviate concerns and build consensus.

Focus groups interviews are an important tool in delving deeper into these topics. Interviews will be conducted in one-on-one or small group format and may include regional agencies, advocacy nonprofits, tribal groups, and key community representatives. The interviews will help inform the climate change vulnerability assessment and the CAAP measures development. Rincon has budgeted for up to four virtual stakeholder focus group interviews via one-hour long video calls. The specific



Example outreach materials prepared by Rincon for the City of Lemon Grove CAP

topics and stakeholders to be invited will be determined during the development of the climate vulnerability assessment and CAAP measures.

Assumptions

- City will identify stakeholders to attend each focus group
- Focus groups will be up to 1.5 hours in length, and occur virtually
- Two Rincon staff members will attend each focus group

Deliverables

- Agendas
- Presentations
- Meeting Notes

Task 2.6 Mini-Grants — Incorporating Feedback from Hard to Reach Communities

Rincon has found that setting aside budget specifically for the community is a good way to solicit feedback from hard to reach communities in an equitable way. Rincon has put aside \$4,000 to be provided to community leaders, used for covering childcare or transportation costs, or distributed to community partners to complete outreach projects of their own design.

The mini-grant process allows the City to show the value they put on the communities' feedback in real terms and make it easier for disadvantaged communities to participate. Rincon can either partner with an existing trusted community partner, or seek out new relationships to meet specific needs during the course of the project.

Assumptions

- City will buy off on use of all funds
- Funds will be distributed using Visa gift cards

Deliverables

- Final deliverables (if applicable) will be determined prior to fund disbursement to each community group/individual
- Summaries/notes of the use of all funds and outcomes

Task 2.7 Mobile Workshop Series (2 Sessions)

Meeting people where they are is critical in gaining feedback from hard-to-reach communities. To accomplish this, Rincon has teamed with Here LA to conduct in person events within the local community. Engaging with stakeholders where they already gather, such as markets and festivals, religious centers, and schools, is ideal for reaching diverse and often less represented community members. To accomplish this, Rincon has teamed with Here LA to conduct in person events within the local community. Here LA will lead two pop-ups ("Touchpoints") at existing community events in the City to get feedback from non-traditional audiences and passersby, inviting them to learn more and provide input. These creative touchpoints will be designed to break down complex topics into digestible pieces, with an emphasis on clear visual communication and simple text, to help address language barriers and make it more inviting to participate. During these touchpoints, we can use color and tactile activities to learn about people's goals, concerns, and elements that they'd like to see integrated into the Plan. We will focus on creating a positive atmosphere and constructive dialogue and will

aim to generate quantifiable feedback that can be measured. In place of one pop-up, if desired, we can also install an arts-based touchpoint on an existing blank wall, fence, or sidewalk to push out information and teach people about the project. We will design and procure all needed materials, which could include elements like large-format posters, wood playing chips, a custom card game, colorful paper tags, interactive maps, DIY sculpture components, community mural making supplies, etc. The timing for the touchpoints will be identified within Rincon's Engagement Plan and likely will coincide with target and measurement development, as this is typically a good time to get a wide range of feedback and this sort of feedback works well in a pop-up format. To further facilitate climate-action storytelling and visualization of CAAP measures, we have partnered with Virtual Planet Technologies to create virtual reality 3-D models to be deployed as an interactive and fun engagement tool as an optional task (see [Optional Task B](#)).

i *One of the key issue areas for the City of Glendale will be communication around the upgrades of the Greyson Power Plant. While the City and GWP understand the importance of reliable power and the current limitations of 24 hour renewable energy, the community has concerns over air pollution and extended use of fossil fuels. Bringing these two sides together will take clear communication and storytelling. Together the community can work to identify strategic measures for carbon-free electricity and the co-benefits of cleaner air quality*

Assumptions

- The City will secure the booth or location, coordinating directly with the venue and community organizers, and paying applicable fees.
- In-person translation services to be provided by the City, if desired.
- Here LA will translate all materials and the announcements into Spanish and Armenian, as needed and directed by City staff.
- The City is responsible for preparing noticing materials, including social media posts, email blasts, project website updates, mailers, and newsletters, for all engagement events.

Deliverables

- Mobile workshop promotional materials (to be modified prior to each event):
 - Two flyer designs (digital)
 - Up to three social media language blurbs
- Materials for mobile workshops:
 - Workshop Logistics Plan (digital)
 - Materials for two Touchpoints
 - Sign-in sheets, comment cards, nametags
- Up to two Here LA Team members at each mobile workshop

Task 2.8 Engagement Toolkit

The Rincon Team will create a set of materials for Glendale staff to use for additional opportunities for pop-up events, booths, or other community meetings. These materials may also be shared with partner organizations to conduct their own engagement and share feedback with the project team, if desired. One opportunity to use a flier or handout is through the Glendale Water and Power mailers which have the potential to reach a wide swath of the public and communicate CAAP actions or opportunities to get involved.

The engagement toolkit will include:

- Up to two poster designs, to be printed by the City at a printer of choice
- One informational slideshow template, to be modified by staff as needed

- Template for a sign-up sheet and comment cards
- One postcard design and one flyer design with information on the project. Information contained on these handouts will include direction to the project website for information on additional engagement opportunities.

All materials will be prepared in English, Spanish, and Armenian. Written translation services will be provided by a third-party such as Lazar Translating & Interpreting, which has a unique, full-service interpreting and translation agency specializing in translating and interpreting in over 150 languages, including Spanish and Armenian. The cost for translation services would be provided on a time and materials

basis and costs \$0.15 per word per language. We have budgeted \$340 as part of this task.

Assumptions

- The City will secure the pop-up booth, coordinating directly with the venue and community organizers, and paying applicable fees
- Material would be provided by Rincon and the City would attend the events in-person. If desired, Rincon staff can also attend events on a time and materials basis, in accordance with our standard fee schedule attached.
- Rincon has budgeted \$340 for translation services. If additional services are needed, Rincon would complete them upon approval from the City on a time and materials basis, in accordance with our standard fee schedule ([Section 4](#)).
- The City will print materials for all in-person events

Deliverables

- Roadshow materials for City use:
 - Up to two poster designs, to be printed by the City at a printer of choice
 - One informational slideshow template, to be modified by staff as needed
 - Template for a sign-up sheet and comment cards
 - One postcard design and one flyer design with information on the project
 - All materials will be provided in English, Spanish, and Armenian

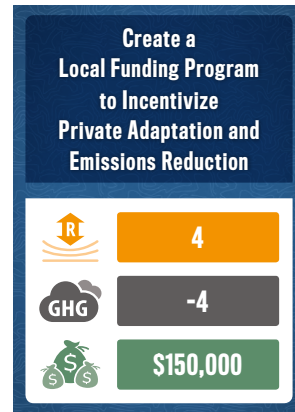
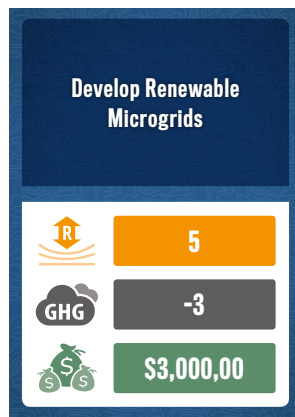
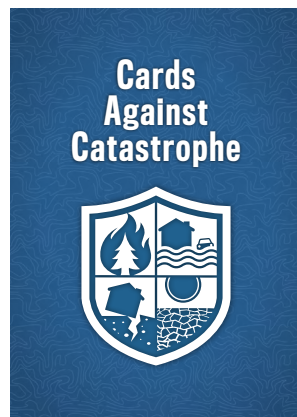
Task 2.9 Sustainability Commission Meetings (3)

The Rincon Team recognizes the importance of working closely with the City's Sustainability Commission throughout the project. Specifically, we anticipate that they would review the Draft CAAP and provide feedback that the Rincon Team will incorporate into the final document (See Task 9 for Draft and Final CAAP). A similar process was completed for both the South Pasadena and Burbank climate planning documents, where the City's Sustainability Commissions worked intimately with the Rincon Team throughout the process to provide insight into the communities needs and desired through a sustainable lens and review the plans to provide insight. Additionally,

the Sustainability Commissions recommended that the plans be adopted to Council, further bolstering the overall support at meetings. In order to incorporate regular communications with the Sustainability Commission, Rincon will attend up to three Commission meetings to present information at key milestones in the project and to solicit input. Rincon will prepare a draft and final PowerPoint and attend the meetings virtually. It is anticipated that the City would coordinate meeting invitations and Rincon would draft PowerPoint presentations to the City ahead of time for review and feedback, which would be incorporated into final versions that would be presented during the meetings.

Assumptions

- All Sustainability Commission Meetings would be virtual and would be attended by two Rincon staff members. If desired, Rincon staff can attend in-person events on a time and materials basis, in accordance with our standard fee schedule
- PowerPoint presentations would be provided by Rincon



Cards Against Catastrophe – Gaming as a Public Engagement Tool

Cards Against Catastrophe is a public engagement tool developed by Rincon to increase awareness about the interplay between mitigation and adaptation strategies, and costs of implementation. The game is highly interactive and fun and helps stakeholders and the public learn about the challenges of addressing climate change with a limited budget while still seeking to meet resilience and greenhouse gas reduction goals.

Deliverables

- Participation in three Sustainability Commission Meetings
- Materials and presentations for up to three

Sustainability Commission meetings, including PowerPoint presentations and exhibits/handouts

Task 2.10 City Council Hearings (2)

As part of this scope of work, two staff members from the Rincon Team will participate in up to two public hearings with the City Council to review the Draft CAP measures and adopt the

Final CAP. This scope of work assumes that City staff will be responsible for preparing the agenda and staff report. Rincon will provide a draft and final PowerPoint presentation.

Assumptions

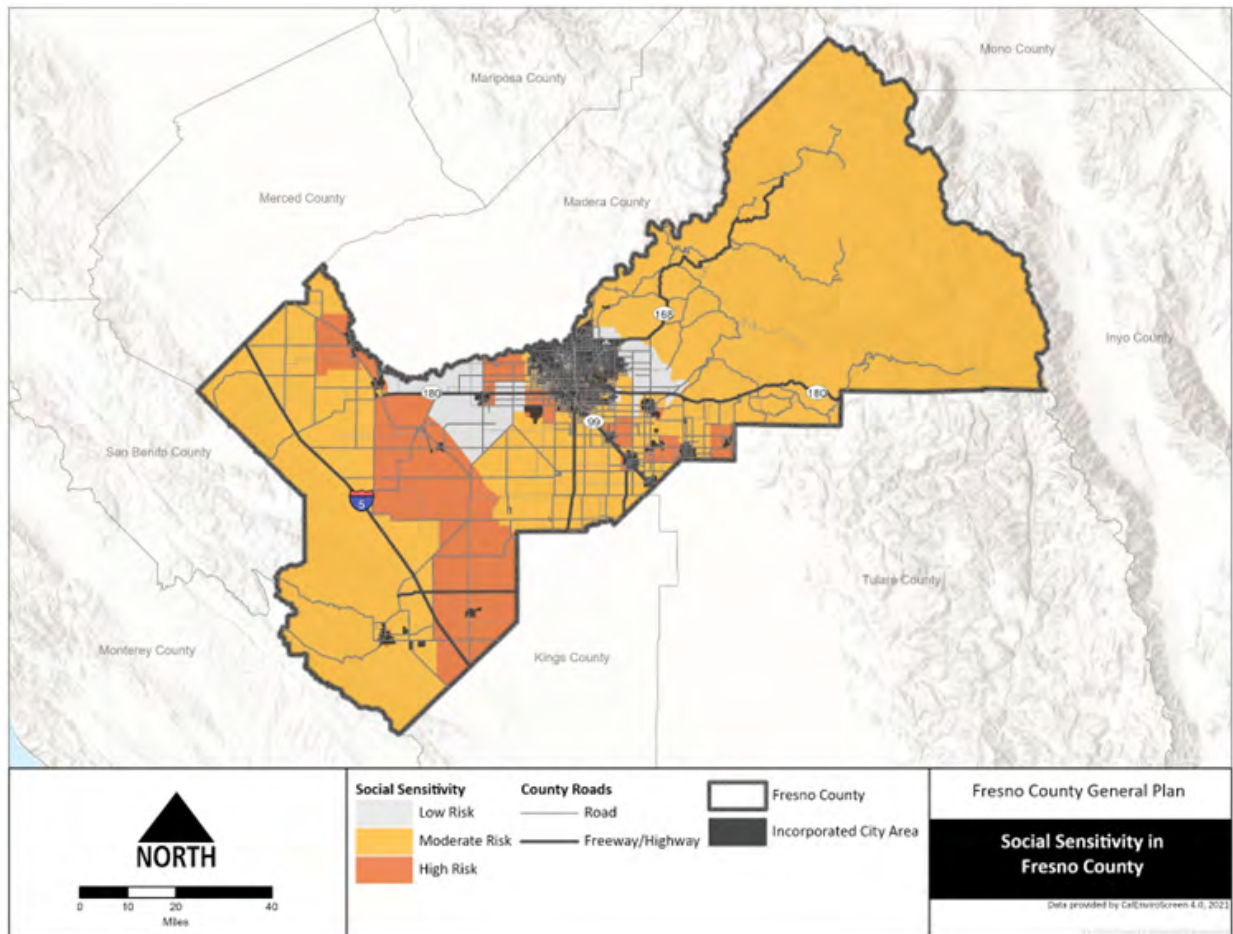
- The City will print materials for all in-person events
- Two Rincon staff members will attend and present at up to two virtual public hearings

Deliverables

- Attendance and participation at two City Council hearings

i Mapping Social Sensitivity

Rincon prepared a social sensitivity index score for Fresno County as part of the Climate Change Vulnerability Assessment report that we prepared. The social sensitivity index was developed using 22 data indicators that represented characteristics that increases a person's sensitivity to climate hazards, including characteristics that increase a person's physiological sensitivity to climate hazards, as well as socioeconomic characteristics impacting the ability of an individual to prepare for, cope with or recover from climate hazards. Census tracts in unincorporated areas of Fresno County were ranked as high, moderate, or low depending on the proportions of sensitive populations.



Task 3: Climate Change Community Assessment

Rincon will prepare a climate change vulnerability analysis (CCVA) which will detail the anticipated climate impacts in Glendale, including increases in temperature, more intense and frequent heat waves, more intense and frequent drought, increased localized flooding, worsening air quality, and more severe and frequent wildfires. This step will help the City with meeting the Senate Bill 379 requirement associated with its upcoming Safety Element Update. Rincon has extensive experience supporting municipalities with meeting the requirements of Senate Bill 379 having worked on over 30 Safety Element updates throughout California, including supporting two jurisdictions that are under the focused scrutiny of the Attorney General's office.

The CCVA will be prepared consistent with the latest (2020) California Adaptation Planning Guide, as described in California Government Code 65302(g) and the Office of Planning and Research's General Plan Guidelines. The CCVA will also be prepared consistent with the Southern California Adaptation Planning Guide, an award-winning guidebook that provides planning tools and resources to advance climate adaptation for SCAG member agencies which Ms. Shakra co-authored. Rincon will utilize

maps and data from existing plans and available sources of geospatial data, including:

- Information from the internet-based Cal-Adapt tool.
- Information from the internet-based Healthy Places Index tool to identify vulnerable populations.
- Information from the Glendale Hazard Mitigation Plan.
- Information from the Los Angeles County Climate Vulnerability Assessment.
- Information from California's Fourth Climate Change Assessment.
- Historical data on natural events and hazards, including locally prepared maps of areas subject to previous risk, areas that are vulnerable, and sites that have been repeatedly damaged.
- Existing and planned development in identified at-risk areas, including structures, roads, utilities, and essential public facilities.

Social Vulnerability Assessment

A key component of the CCVA will be an evaluation of the potential for climate change to disproportionately impact vulnerable population groups (e.g., seniors, children, low-income communities, linguistically isolated populations, etc.). This information will be used to help the City develop targeted policies and programs that support a more equitable and effective distribution of resilience benefits. The presence and overall distribution of vulnerable populations in Glendale will be identified based on the California Healthy Places Index Tool which was prepared by the Public Health Alliance of Southern California, a collaborative of local health departments in Southern California, as well as CalEnviroScreen, and U.S. Census data.

Rincon is familiar with the Los Angeles County Climate Vulnerability Assessment having integrated its findings into multiple Safety Elements and Climate Action and Adaptation

Plans, including San Fernando, Monterey Park, Beverly Hills, and Calabasas. We have also employed a similar method of ranking sensitivity of community groups to climate change as utilized in the Los Angeles Climate Vulnerability Assessment, including evaluation of the same indicators as identified on [page 36 of the Los Angeles Climate Vulnerability Assessment](#).

A critical aspect of identifying social vulnerability is engagement with community leaders and community-based organizations to establish an informed understanding of the nuances of vulnerability specific to climate change in Glendale. The engagement process establishes a working relationship with stakeholder and the public for implementation work, provide valuable 'ground-truthing' of climate impacts in the community, and helps to connect climate impacts with the primary issues of concern in different communities. This information will be solicited via Tasks 2.4 and 2.7.

Physical Vulnerability Assessment

Rincon will evaluate the locations of the City's critical facilities and services (such as for emergency response, water, power, sewer, evacuation, etc.) in relation to potential climate change impacts based on readily available geospatial data. Rincon will tabulate the assets at risk and identify assets at highest risk based on

a scoring methodology described below. Rincon has sophisticated GIS tools and experience evaluating large infrastructure datasets for efficiently identifying assets at risk to multiple climate factors, such as assets at risk under different climate change scenarios to post-wildfire debris, flooding, landslide, and liquefaction.

Cascading Impacts Assessment

Rincon consistently integrates the risk of cascading impacts in vulnerability assessments that we prepare as climate change has the potential to generate impacts across multiple sectors at a scale we have not yet experienced. Climate hazard caused impacts that compromise infrastructure or disrupt critical services will be evaluated for Glendale based on established literature citations, along with interviews and meetings conducted with service providers as part of the engagement process. The Cascading Impact Assessment prepared for the Los Angeles Climate Vulnerability Assessment will also be utilized, particularly as it relates to the finding that

ensuring access to critical facilities for essential workers is a key consideration for maintaining service during and after extreme events. Having direct control over water and power services, the City may be in a unique position to develop and implement adaptive investment strategies in its infrastructure (utility undergrounding, for example). Rincon will identify opportunities to incorporate resilience-building opportunities into existing plans (i.e. capital improvement, master planning, maintenance procedures, etc.) for services that become more reliable over time and more supportive when disasters occur.

Methodology

The CCVA will employ existing climate model data per state guidance provided in California Government Code 65302(g) and the Office of Planning and Research's General Plan Guidelines. Cal-Adapt is an online tool that presents ensemble historic and modeled projections based on 10 different global climate models in association with California's Fourth Climate Change Assessment. The tool was developed and is maintained by the University of California with oversight from the California Energy Commission (CEC). The Los Angeles Climate Vulnerability Assessment relied on this tool to generate the projected conditions for the region. It also relied on projections under the RCP 8.5 GHG scenario for mid-century. This will be the approach utilized for the Glendale CCVA. Per the RFP, the CCVA will be comprised of the following four primary components:

1. A Climate Hazard Assessment to identify climate hazards and evaluate present day and projected changes in exposure where data are available

2. A Social Vulnerability Assessment to evaluate the climate vulnerabilities of different population groups and communities across the City of Glendale
3. A Physical Vulnerability Assessment to evaluate the climate vulnerability of different physical infrastructure and facilities across the City of Glendale
4. A Cascading Impacts Assessment to evaluate the ripple effects of climate-related infrastructure disruption

Rincon will employ the vulnerability scoring system recommended by state guidance and used by Los Angeles to identify which populations and assets face are at greatest risk to climate hazards. Rincon will organize populations and assets as indicated in the RFP, which is consistent with our standard approach. The vulnerability assessment will also incorporate feedback collected through the stakeholder engagement process (Task 2). The incorporated community feedback will be accounted for in final scoring so that adaptation strategies reflect community



experiences and priorities. The scoring process will be used to prioritize a set of adaptation actions for inclusion in the CAAP. The vulnerability score is a combination of the impact and adaptive capacity score (adaptive capacity is an evaluation of existing plans and programs in place that serve to improve the ability to prepare and response to climate change). The impact and adaptive

capacity scores, which are developed using a qualitative methodology outlined in the Cal APG and SCAG Climate Adaptation Framework, will be identified for each asset and population evaluated in the Glendale CCVA. Adaptation strategies included in the CAAP will be focused on addressing the impacts to the assets of vulnerable populations that have the highest vulnerability.

Report Preparation

Rincon anticipates up to one round of review of the CCVA. The administrative draft will be submitted electronically only (Word), and we will respond to compiled, tracked changes from the County. Before Rincon moves forward with the overall analysis, it will submit a Climate Risk Outline for review by City staff. The final version of the CCVA will be provided as electronic copies (Word and PDF), and no hard copies have been assumed.

Rincon will create an executive summary with high-quality graphics, bullets, and takeaways for ease of various City departments and public consumption of the information. Rincon will also incorporate key findings, including maps, into the StoryMap website under Task 2.2. The stakeholder engagement component will be reflected in the overall Stakeholder Engagement Plan (Task 2.1).

Assumptions

- The Climate Change Vulnerability Assessment will be based on readily available information, such as from Cal-Adapt

Deliverables

- Climate Risk Outline (interim deliverable)
- CCVA Stakeholder Engagement Plan (included as part of the Task 2.1 deliverable)
- Climate Change Vulnerability Assessment (one round of review) to be appended to the Safety Element
- Administrative Draft (Word Document)
- Final Draft as an appendix to the CAAP (Word Document and PDF)
- Executive Summary with high-quality graphics (Word Document and PDF)

Task 4: Inventory Analysis/Forecast

Task 4.1 GHG Emissions Inventories

The foundation of Rincon's climate action practice is our technical experience in GHG emissions quantification and verification. Our team has completed GHG inventories and forecasts for cities throughout the state including for communities with municipal water

and power agencies such as Pasadena and Burbank. Based on this experience we have developed methodologies and tools to streamline the data collection process and increase transparency and defensibility for our clients.

Existing GHG Inventory Review

Rincon understands that Glendale has GHG inventories for 2005, 2009, and 2015. However, the 2015 inventory was completed as part of the LA County based Our Plan. A key component of GHG inventories is consistency in methodologies and data sources over time. In our experience, the greatest deficiencies with GHG inventories are often due to the use of different methodologies, missing data sources, or other inconsistencies that can make comparison of emissions between years difficult, and in some situations, it can cause artificial increases or decreases in emissions.

These inconsistencies are also a legal liability for a qualified greenhouse gas reduction plan. Therefore, Rincon will begin the inventory process by reviewing historical municipal and community inventories and providing a consistency review memo that outlines any potential data issues or inconsistencies. Rincon does not include budget to correct these inconsistencies if they do exist and can correct them on a time and material basis if desired, in accordance with our standard fee schedule ([Section 4](#)).

Data Collection

Once the historical methodologies and data sources are understood, Rincon will begin the data collection process. In our experience, the data collection process can take the greatest amount of time because data comes from multiple sources such as the various utility providers and city departments. Therefore, to streamline the data collection process and reduce any delays, Rincon has developed specific tools, including detailed data request documents and tracking mechanisms. The City's specific data request would be developed and refined after the kick-off meeting and existing inventory review once the Rincon Team has confirmed the preferred approach and necessary data required. The data request will include a summary of the data set

that is needed and specific points of contact to retrieve the data. It is anticipated that the primary community inventory data sources would include: Glendale Water and Power (GWP) for electricity usage and water consumption data and Southern California Gas Company (SCG) for natural gas usage data. Waste data would be retrieved by Rincon from CalRecycle. Rincon assumes all necessary data for the municipal inventory will be provided by the City. For community vehicle miles traveled (VMT) data, Rincon proposes to utilize the Replica big data model to provide next generation VMT data along with our partners from Iteris, who will provide QA/QC and forecasting support (See VMT Data Collection).

VMT Data Collection

Rincon understands that Glendale, like most cities, has historically used a regional transportation demand model. These regional models were developed to model long-term growth impacts on roads and highways. While they can provide total

VMT numbers, they are not updated often (~5-10 years), and they are not sensitive to local VMT changes. They also don't provide much benefit for understanding transit or active transportation mode share. Therefore, Rincon proposes to utilize

the Replica software system. Replica uses big data sources such as GPS, cell phone, credit card transactions, real estate data, and ground truthing along with powerful machine learning techniques to generate a statewide land use and VMT model that is then scaled with census data and updated on a quarterly basis. This model provides several key benefits for climate action planning that greatly exceed the capabilities of standard regional transportation models, which include:

- Quarterly VMT updates show progress over time

- VMT data at the street level which allows for more specific policy development
- Transit and active transportation mode shares
- Ability to model trips starting or ending anywhere in the state
- Ability to quantify impacts of specific VMT reduction projects more accurately
- Descriptions of “why” each trip was made will allow the project team to craft more impactful actions
- Demographic data of who is traveling

GHG Inventory and Tool Development

Consistent with the Local Government Operations Protocol (LGOP), we assume that the municipal inventory will account for GHG emissions associated with electricity, natural gas, and other fuel usage in/for City buildings and facilities; gasoline, diesel and compressed natural gas (CNG) fuel used in City fleet vehicles and equipment; municipal solid waste; water delivery and wastewater management; employee commute; and other applicable sectors. Consistent with the Global Protocol for Community-Scale GHG Emissions, the community-wide GHG emissions inventory will account for GHG emissions resulting from residential and non-residential energy usage; VMT; off-road equipment; water usage; community-generated wastewater; and community-generated solid waste. Transparency and consistency are of the utmost importance to Rincon when completing GHG inventories and forecasts. Therefore, Rincon has developed clear and easy to follow calculation tools and reports that allow our inventories to be replicated in the future by referencing all our data, assumptions, and methodologies. As part of the inventory update Rincon will provide a completed copy of our inventory tool which will contain all activity



data, emissions factors, emissions data, and references for methodologies as well as easy to read summary tabs. As part of this task Rincon assumes a draft inventory tool and technical report will be provided to the City for a round of review before a final tool and report are provided.

Assumptions

- Rincon will review the existing municipal and community inventories and provide a consistency review memo that outlines any potential data issues or inconsistencies. Rincon has not included time or budget to correct these inconsistencies if they do exist and can correct them on a time and material

basis if desired, in accordance with our standard fee schedule ([Section 4](#))

- Rincon will calculate a current (e.g., 2019) emissions inventory
- The current baseline emissions inventory year

will be determined through consultation with the City based on available and reliable data

- Rincon anticipates that the City Project Manager will be responsible for working with internal departments to retrieve the data requested in order to complete the current inventory
- One of the monthly check-in meetings included in Task 8 may be used to invite additional

Department Leads who are collecting data to address any specific questions or provide additional clarity

- Rincon has budgeted for receipt of one set of consolidated comments on each deliverable. Any additional revisions will be completed on a time and materials basis in accordance with our standard fee schedule ([Section 4](#)).

Deliverables

- Existing GHG Inventory Review Memo
- Data Request Form
- Data Evaluation Memo
- VMT Analysis Memo
- Replica Tool Access
- Draft and Final Inventory Tool (community and municipal)
- Draft and Final Inventory Memo (community and municipal)

Task 4.2 Community GHG Emissions Forecasts

Once the inventory has been completed and reviewed by City staff, the Rincon Team will utilize our forecasting tool to draft both a business-as-usual (BAU) forecast and an adjusted forecast (which includes reductions from state legislation) of expected emissions broken down by emissions sector for 2030 and 2045². These years are suggestions based on the major milestone years of Senate Bill 32 and the 2022 Scoping Plan. The business-as-usual forecast will include only population growth and projected land use changes. Rincon will work with the City to identify the best source for population, jobs, and land use change data and could include LA County data, Dept of Finance and RHNA housing considerations.

Following calculation of the BAU forecasts, we will also calculate an “adjusted” forecast, which will account for expected changes in regulations affecting the federal, state, and local level which include, emission factor changes due to increased carbon free electricity in GWP’s grid mix, Low Carbon Fuel Standard, Pavley Clean Car Standards, Advanced Clean Cars Program, Renewables Portfolio Standard, Senate Bill 100, and Title 24. The Rincon Team will calculate how these regulations will affect the selected future year GHG emissions levels and produce a GHG emission forecast that accurately portrays future emissions growth and the quantity of GHG emissions that the City will be responsible for reducing to meet GHG reduction targets, which will be established as part of Task 5. Rincon will provide a draft of the forecast tool and a detailed technical report for review to the City before incorporating feedback and developing a final of each deliverable.

² Rincon also understands the City requested a 2050 horizon year, however, based on the recent State Scoping Plan, Rincon recommends using a carbon neutrality target of 2045. The actual horizon year can be decided during the kick-off meeting.

Assumptions

- Rincon has budgeted for receipt of one set of consolidated comments on each deliverable. Any additional revisions will be completed on a time and materials basis in accordance with our standard fee schedule ([Section 4](#))
- Rincon will work with the City to identify the best source for population, jobs, and land use change data and could include LA County data, Dept of Finance and RHNA housing considerations

Deliverables

- Draft Forecast Tool (excel)
- Draft Forecast Tool and Technical Memo
- Update to the Inventory Memo with Forecast results and Final Forecast Tool

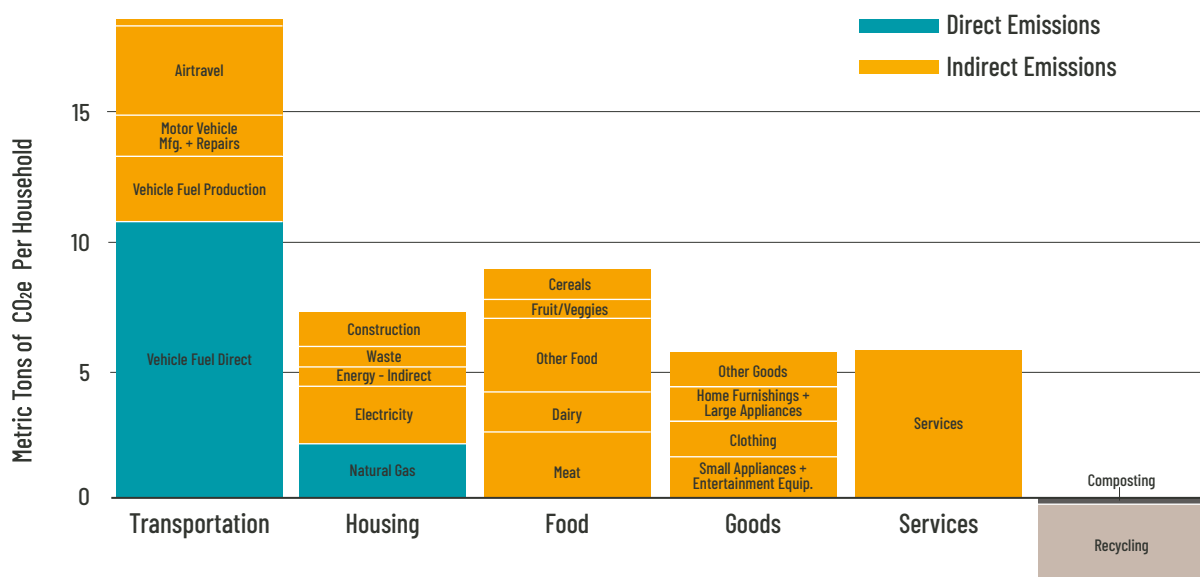
Task 4.3 Consumptive Based Inventory Review

Rincon has significant experience completing life cycle analysis and understands the complexities and nuance of consumptive-based inventories. Many jurisdictions are interested in better understanding the emissions associated with the goods and services consumed within their boarder reach as a way of engaging their citizens and lowering their full climate impacts. However, generating individual, consumptive-based inventories is challenging and requires navigating several hurdles. These include high costs to

complete the calculations due to the time it takes to track down, review, and validate the robust amount of data required to complete accurate analysis; a lack of standardized methodologies and a lack of accurate data to collect and utilize, in part due to the high use of online retail that escapes documentation through most data sources like economic input output tables. Furthermore, most datasets available will be based at a state or regional scale and then downscaled to Glendale based on population. That being said, Rincon

California Average Household GHG Footprint

Average 45.7 Metric Tons CO₂e Per Household



understands the City's desire to complete a consumptive based inventory is grounded in the idea of educating the community about how their day-to-day activities, including where people buy things from and how we live and operate, plays a role in both generating and reducing emissions in an effort to demonstrate that we're all in this together. Therefore, instead of recreating this data for a small gain in accuracy, Rincon proposes to leverage statewide average consumption data.

This consumptive-based inventory approach will provide a cost-effective consumptive inventory that Glendale can use to better understand their consumptive-based emissions and relative magnitudes. This information can be leveraged in the CAAP in a special section dedicated to community actions. Furthermore, the project team could also use the [carbon footprint calculator](#) as an outreach tool and could leverage the results from the communities self-reported carbon footprints to further refine the consumptive-based inventory results. This process will provide most of the value of a full scale consumptive based inventory without the high costs and difficult to acquire data sets. Rincon would also complete a BAU forecast based on population growth

projections as part of the scope. Rincon will summarize the Cool Climate Calculator results as part of the inventory and forecast memo complete with consumptive-based emissions results.

Rincon will also integrate consumptive based emissions data into the measures and actions within the CAAP in two ways. The first is through policies and actions that align with both the geographic and consumptive based inventories, specifically in the transportation, energy, and waste sectors. The second is through a community action section that will provide specific actions for different community members including renters, homeowners, and business owners. The actions will provide a clear connection between the community and the City's overall goals, demonstrating the need for the community to work together to achieve carbon neutrality.

If the City desires a more in-depth approach, Rincon has teamed with EcoDataLab to provide a more detailed census based approach to consumptive based inventories as an Optional Task. EcoDataLabs approach would fine tune the consumptive based inventory and allow for progress tracking over time.

Assumptions

- Rincon will summarize the Cool Climate Calculator results as part of the Inventory and Forecast Memo complete with consumptive-based emissions results
- Rincon has budgeted for receipt of one set of consolidated comments on each deliverable. Any additional revisions will be completed on a time and materials basis in accordance with our standard fee schedule ([Section 4](#)).
- Rincon has budgeted for receipt of one set of

Deliverables

- Update to the Inventory and Forecast Memo with consumptive based inventory results
- Consumptive based forecast
- Consumptive inventory related policies and actions for the community

Task 5: GHG Reduction Targets & Proposed List of Mitigation & Adaptation Measures

This task includes the development of policies and strategies to achieve the established emissions reduction targets, as well as the identification of high-level funding pathways for a select group of measures that outlines a pathway towards implementation. Environmental justice and social equity are integrated into the

design of the emission reduction measures in order to address underlying historic and current inequities, avoid impacting disadvantaged communities with the implementation of measures, and distributing the benefits of the mitigation measures in an equitable fashion.

Climate Change Adaptation Measures



**Electrification,
Renewable
Power, Energy
Efficiency**



**Electric
Vehicles,
Active
Transportation
& Transit**



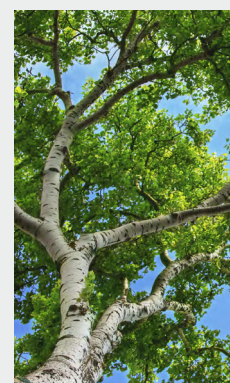
**Resource
Management**



**Wildfire
Prevention**



**Natural
Working
Lands**



Task 5.1 Target Setting

Rincon will leverage the existing GHG emissions inventories to generate SB 32 and B-55-18 related GHG reduction targets. Rincon will produce both per capita and mass emission-based targets for the City to review. Per capita emissions targets are well established by the state through the 2017 and 2022 Scoping Plans and may provide a more accurate portrayal of Glendale’s emission changes over time due to the ability to normalize population fluxes. These per person estimates can also be translated into per service person (employees + population). A complete analysis of both options will be conducted and presented to the City for approval. Rincon will generate minimum reduction targets for a qualified GHG reduction plan which includes a 40% reduction below 1990 levels by 2030 (SB-32) and carbon neutrality by 2045 (B-55-18 and the 2022 Scoping Plan). These

goals also align with the Paris Climate Change Agreement and the latest Intergovernmental Panel on Climate Change (IPCC) projections for remaining under 1.5 degrees C (carbon neutrality by midcentury). These science-based targets are currently considered best practice, and the minimum GHG reduction targets for consistency with the state. In addition, the City may wish to adopt more stringent targets based on the feasibility of the GHG reduction strategies. Rincon sees the goal setting process as iterative and to be informed by the strategy development phase.

In addition to GHG reduction targets, Rincon will work with the City to develop goals around adaptation and resilience which will serve to guide the development of more quantitative and implementable measures and actions.

Task 5.2 Draft and Final CAAP Strategy Selection

Once the GHG emission reduction targets have been established, the Rincon Team will shift to developing specific measures that will allow the City to reach these targets. We will leverage our existing climate action planning toolkit to conduct this analysis. To support this process, Rincon

has developed a suite of tools and assessment strategies to support what we have found to be the most critical portion of the work plan. As a first step, Rincon will conduct a review of the City’s existing plans and initiatives to extract the current mitigation, adaptation, and resilience measures.

Draft CAAP Strategy Selection

Drawing on the collective outputs of the MAST Tool, GHG inventory, forecast, and feedback from the community and stakeholders, the Rincon Team will identify and recommend strategies which will have the greatest positive impact on GHG emissions and climate resilience Citywide. Specifically, we have designed the Climate Policy Scorecard which we recently used for the cities of Burbank, San Luis Obispo, Ventura, and Thousand Oaks. The Scorecard was developed to clearly evaluate the quality of emission reduction measures by qualitatively assessing a variety of measure components, including the status of past legacy measure implementation, reductions potential, progress quantification methodology and appropriateness of the metrics, wording and enforcement of the measure language, available co-benefits and improvement opportunities. This tool allows customization with a weighting scale that the City can fine tune to promote measures that perform well in general or in specific criteria

ID#	Actions	Combined Score
Energy		
BE-1.1a	Electrify 100% of new construction in the City by 2023.	
BE-1.1a	Adopt an Electrification Reach Code for all new buildings, which prohibits the piping of natural gas.	70
BE-1.1b	Provide education around cooking with electric appliances, including demonstrations from chefs and/or local restaurants.	45
BE-1.1c	Provide technical resources, including hosting workforce development trainings for installers and building owners/operators to discuss benefits and technical requirements of electrification.	50
BE-1.1d	Building and Safety Division and BWP will promote the cost and environmental benefits of electrification to builders, property owners, and contractors on the City website and at the City permit counters.	45
BE-1.1e	Establish a partnership with the Building Decarbonization Coalition, or a similar organization, to engage with local building industry stakeholders in development of an Electrification Reach Code.	50
BE-1.1f	Conduct an electrification infrastructure and capacity feasibility study to identify expected increases in electricity demand due to building and vehicle electrification, build capacity to meet that demand, and identify any infrastructure improvements.	50
Measure Score		165

Example MAST Scorecard

(e.g., if the City is looking for measures that have the highest emissions reductions or the lowest community cost). Rincon will work with City staff to create an agreed upon indicator format and targets for each respective emission reduction measure (metric, relative factor, time dimension, e.g. gallons/person/year).

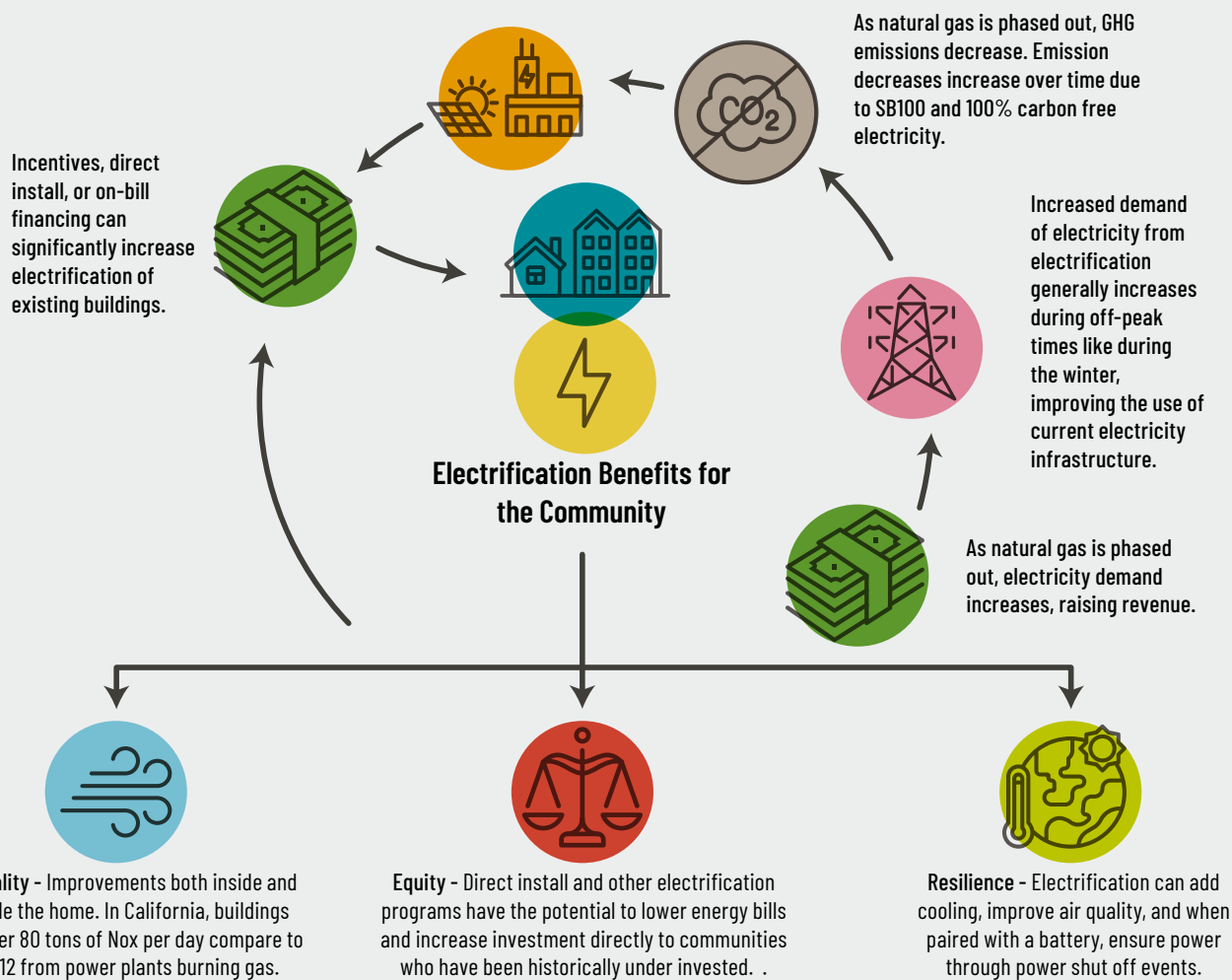
During this phase, the Project team will draw on our

experience developing CAPs for other neighboring communities like Pasadena, South Pasadena, Burbank, and Beverley Hills. Advisian/Worley will attend up to 2 virtual meetings to work with Rincon and GWP to help identify potential decarbonization strategies for the Grayson Power Plant. Through these experiences we have identified the key measures that will allow the City to make substantial progress towards GHG reductions.

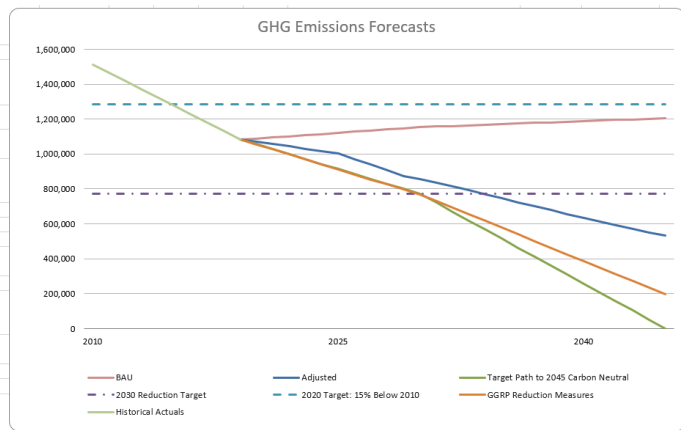
These include:

- Carbon free electricity
- New and existing building electrification
- VMT reduction through transit and active transportation
- Electric vehicles
- Organics diversion
- Carbon sequestration

Benefits of Electrification for Municipal Power Owners



Reduction Measures	2030 GHG Reductions		2045 GHG Reductions	
Buildings and Energy				
retrofit low-income and affordable housing units in Burbank to all electric, retrofiting 100 affordable housing units by 2030 and all 320 affordable housing units in the City by 2045.	100	90	320	591
Electrify 100% of new construction in the City by 2023.	Yes	5,631		17,603
Leverage BWP's operations to convert 10% of existing buildings to all electric by 2030 and 100% by 2045.	10%	6,847	100%	46,352
Continue to increase building energy efficiency through BWP's rebate and incentive programs to reduce annual customer energy use by a collective X GWh by 2030.	63	17,549	-	-
GHG-free electricity by 2040	60%	-	100%	-
Use Updated Emission Factor for Measure Calculations?	No			
Transportation				
Implement the Complete Streets Plan, increasing active transportation modeshare 2% by 2030 and 3% by 2045.	2%	941	3%	1,566
Provide clean, abundant, affordable and accessible public transit.	No	-	-	-
Continue Transportation Management Organization (TMO) Expansion, reaching 60% of employers by 2030 and 90% by 2045. With a 90% compliance Target.	30%	7,682	30%	8,759
Increase zero-emission vehicle adoption to 23% by 2030 and 100% by 2045.	23%	38,179	100%	238,989
Parking Pricing		689	-	7,334
Water				
Reduce per capita water consumption from current levels of 132 gpcd to 124 gpcd by 2030 (6.1 percent reduction) and to 120.5 gpcd by 2045 (8.7 percent reduction).	6.10%	405	8.7%	



Example SPARQ Tool

These strategies have emerged as critical in the achievement of nearly all GHG reduction goals. Existing building electrification in particular may provide a wide range of benefits to the City of Glendale given the benefits to municipally owned utilities and the ability to improve indoor air quality, a key co-benefit given the concern in the community over the Greyson Power Plant.

Rincon will begin with these strategies and develop our in-house Scenario Planning and Reduction Quantification (SPARQ) tool. The SPARQ tool will allow Rincon and the City to quickly iterate on potential levels of implementation for each of the above strategies to find a level of implementation that will allow the County to meet its long term GHG reduction targets.

Scenario-Planning for CAAP GHG Reduction Strategies

Once the key strategies and level of reduction required in each sector is identified, Rincon will begin developing a suite of actions that can be implemented to achieve the required reductions. The development of actions is

the most complex portion of the work scope, requiring a careful balance between stakeholder feedback, cost-effectiveness, progression and feasibility. To aid in this process, Rincon has developed the following frameworks:

Equity Guardrails

Rincon worked with the numerous cities, such as Berkeley and Santa Cruz, to develop equity guardrail framework to assure equity analysis of all measures and actions and promote holistic implementation. This framework requires collaboration with the community and stakeholders to identify the core impacts on equity that may be seen due to the implementation of GHG reduction and adaptation actions. Issues like increased costs, inequitable access to benefits,

displacement, and others have been identified in other communities. These concerns are then distilled into four or five equity guardrails that then serve as requirements against which GHG reduction and adaptation actions are analyzed against. The equity guardrails approach helps to ensure equity is included throughout the CAAP update in a transparent and holistic way.

Key Pillars to Successful Climate Action and Adaptation

Rincon has also developed several key pillars for which each strategy must address in order to have the highest chance of being implemented. The key pillars include:



Education: engage and empower residents



Structural Change: set institutional and policy framework to support proposed changes



Associated GHG Reductions: target emissions reductions for long-term sustainability and short-term air quality improvements



Equity: ensure inclusive participation in decision making and equitable distribution of benefits across the community



Connectivity: promote access to community groups and resources that are best positioned to lead implementation actions



Economical: cost-effective efforts that benefit resilience and sustainability

Every measure identified for the City should strive to have an action that aligns with each of the key pillars to maximize the implementation of the CAAP.

Community Feedback

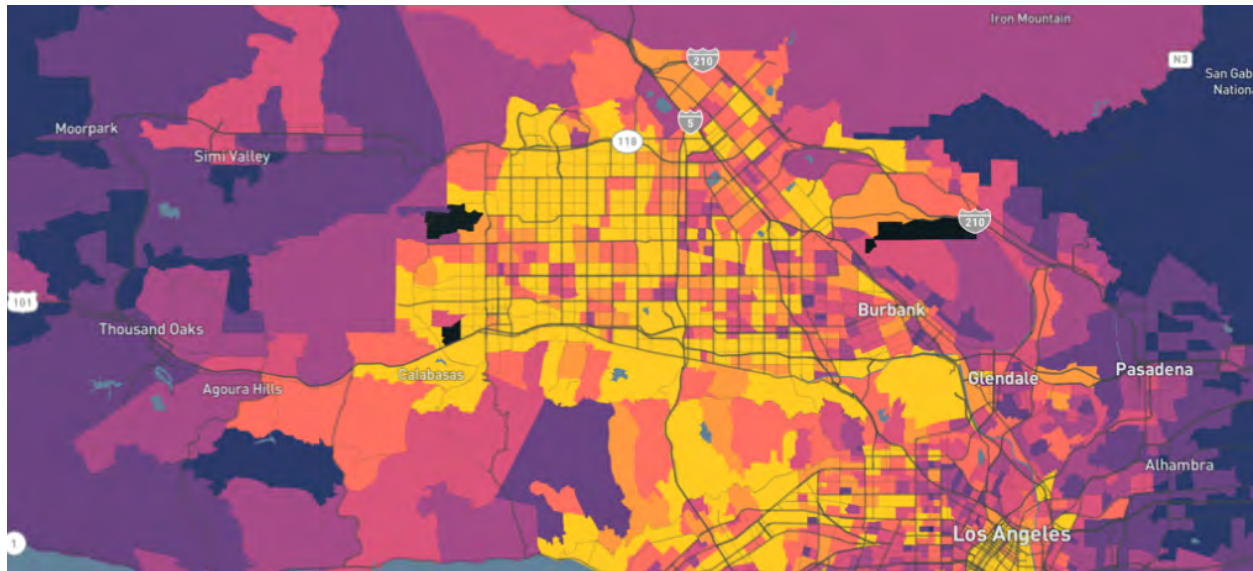
Rincon has a strong relationship with Here LA. This strong working relationship allows us to seamlessly align the outreach and measure/action development to ensure we balance community priorities with the development of implementable

and impactful GHG reduction and adaptation measures and actions. Additionally, Here LA will work collaboratively with Rincon to propose a list of climate mitigation and adaptation strategies.

Updated Measures and Action List

Based on the criteria above, Rincon will develop a draft list of GHG reduction measures and actions that will align with the City's GHG reduction targets for 2030 and 2045. Rincon assumes this list of actions will go through one round of City staff and Sustainability Working Group review before being shared with the Sustainability Commission and Glendale Water

and Power Commission, and then the community and other key stakeholders. Once comments are received from the identified stakeholders, Rincon will assess any policy or program gaps and identify additional opportunities for emission reductions and conduct an in-depth analysis of each strategy to quantify the GHG reduction, co-benefits, approximate implementation costs,



i *Replica will help our project team change the game on mobility and transportation action development. While traditional models only provide one high level VMT number, Replica provides street by street VMT data, trip specific destinations, and mode share. This data will allow Rincon and the City to develop more specific implementation actions and more accurately calculate their potential GHG reduction benefits.*

and potential funding sources. This will also include the recommended City involvement (e.g., role, department lead), linkages to exiting City plans, codes, or activities, and the identification of stakeholders and partners essential to the successful implementation. Once the initial analysis is completed, we will work with the City to refine and prioritize the emission reduction measures and use them to develop the Draft CAAP. The CAAP will need to be flexible to enable the City to respond to changes in state and federal

GHG policy, the introduction of new technologies, and changes in energy supply, among others.

Rincon will provide suggestions on the final list of strategies and the associated metrics of success including a timeline and actionable steps. However, using our quantification and scenario-planning tools, the City will have the ability to fine-tune these suggestions and settle on a list that can be feasibly implemented but also achieve the desired results of overall GHG reduction and support of regional stakeholder initiatives.

Assumptions

- Rincon has budgeted for receipt of one set of consolidated comments on each deliverable. Any additional revisions will be completed on a time and materials basis in accordance with our standard fee schedule ([Section 4](#))
- The City will select measures and actions that can be supported by substantial evidence to achieve their goals
- Rincon has budgeted for the time it takes to incorporate edits from one round of community feedback on the draft measures and actions, which would be received via workshops/website
- Rincon anticipates that the targets will be consistent with current state recommendations, including SB 32 and Executive Order B-55-18

Deliverables

- Analysis of CAAP Strategies/Measures Scenarios
- Measure Quantification Spreadsheet
- Final List of CAAP Strategies

Task 5.3 Measure Technical Appendix

The CEQA Guidelines Section 15183.5(b) establishes criteria to guide the preparation of a “plan for the reduction of greenhouse gas emissions.” Subsection (D) notes that a CEQA Guideline-consistent GHG reduction plan must include, “measures or a group of measures, including performance standards, that substantial evidence demonstrates, if implemented on a project-by-project basis, would collectively achieve the specified emissions level.” Thus, the primary distinction between a qualified CAAP and one that isn’t considered qualified is the level of substantial evidence that clearly demonstrates that the GHG reduction claimed in the CAP is achievable. This technical appendix would clearly detail all the evidence to demonstrate that the measures and actions included in the Glendale CAAP can

achieve the City’s emission reduction targets for 2030. The GHG reductions from the specific measures would be calculated using published third-party evidence provided through controlled investigations, studies, and articles carried out by qualified experts that establish the effectiveness for measures and actions. The appendix will clearly display the estimates and work through the underlying calculations that would be provided in this report would include the substantial evidence and a transparent approach to achieving the City’s GHG emissions reduction target. Rincon would complete the draft and provide it to the City for review and then address one set of consolidated comments on the document. After the comments are addressed, a finalized version would be provided to the City for inclusion in the Final CAP.

Assumptions

- Rincon has budgeted for receipt of one set of consolidated comments on each deliverable. Any additional revisions will be completed on a time and materials basis in accordance with our standard fee schedule ([Section 4](#))

Deliverables

- Draft and Final Qualified CAP Technical Appendix

Task 6: Develop Near-and Long-Term Funding and a Municipal and Community Implementation Plan (MCIP)

Rincon’s clients have repeatedly identified three main issues as a key hurdle to implementing their current climate action plans. These include:

1. A lack of clear implementation actions and timelines
2. A lack of staff and/or community buy in
3. A lack of funding

To help solve these problems, Rincon has developed a clear implementation Municipal and Community Implementation Plan (MCIP) section for each of our climate planning documents.

Our solution to each issue area is summarized below.



Clear Implementation

As part of the MCIP, Rincon will work closely with the City, the Sustainability Working Group, and other internal staff as needed to develop clear and implementable mitigation and adaptation actions. Guided by the pillars setup in Task 5, Rincon will work with the City to provide the data and examples needed to commit to clear language in the CAAP so that each step required for implementation will be clearly laid out. In addition,

each action will be provided with a timeline and responsible parties. Designing a comprehensive, yet succinct MCIP will provide the City with a tracking mechanism that can be used overtime as progress is made on individual measures and be updated in future iterations of the CAAP as necessary, to ensure that the City reaches its long-term goals.



Staff & Community Buy In

Too often CAAPs and other planning documents are developed in a vacuum without discussion and collaboration from key stakeholders, including the City staff who may be required to implement initiatives down the line. This can create a space where there is no ownership over the plan and progress is stalled or halted entirely. Creating holistic plans and programs requires collaboration from all departments and bridging communication gaps that may exist between teams in order to establish a plan where everyone can compromise on a sustainable and realistic path forward. The reality is that when it comes to climate action and adaption, the easy work has already been done and the next phase in climate action will require a greater level of commitment and support. We are all in this together, and we must collectively act in order to make the most livable future. In order to garner buy in from each department and the

community in general, Rincon will leverage our outreach and engagement plan and our partnership with Here LA to work with stakeholders throughout the development of the CAAP to have these complex conversations up front. It is essential to be transparent and navigate these discussions thoughtfully in order to mediate any concerns and design a plan that is representative of the concerns from those that it may impact most. While this can require additional meetings and resources during CAAP development, the result is a plan which already has buy in from staff and the community alike. A tangible example of this is the City of Burbank's Greenhouse Gas Reduction Plan, which included multiple meetings throughout with various departments and stakeholders in order to create a robust plan that represented all stakeholders and synthesized their concerns holistically.



Funding & Financing

Rincon's clients have repeatedly identified a lack of funding as a key hurdle to implementing emissions reduction and adaptation measures. To help solve this problem, Rincon has teamed with HIP Investor who will leverage their experience with cutting edge funding and financing vehicles including public private partnerships, energy savings contracts, private investments, public loan programs, non-predatory on bill financing, incentive programs targeting disadvantaged

communities, and more. Rincon will quantify the anticipated costs for each measure and HIP Investor will provide potential funding sources for the recommended measures. The results of this funding analysis will be summarized in a matrix provided by HIP and incorporated into the draft and final CAAP by Rincon. The Funding and Financing Map and financing matrix is valuable as both an external communication tool, as well as an internal road map to implementation.

Assumptions

- Upon finalization of the GHG emissions reduction and adaptation measures, Rincon will complete an Implementation Plan that can be used by the City to track progress over time
- Rincon will establish approximate implementation costs and HIP will identify potential funding sources for up to four primary measures

- Rincon has budgeted for receipt of one set of consolidated comments on each deliverable. Any additional revisions, including updates to the measures throughout the draft and final CAP development process, will be completed

on a time and materials basis in accordance with our standard fee schedule

- Upon finalization of the GHG emissions reduction and adaptation measures, Rincon will complete an Implementation Plan that can be used by the City to track progress over time

Deliverables

- Funding and Financing Matrix

Task 7: Develop Nexus of Related Projects/Local Organizations

Climate action and adaptation must happen at a regional scale in order to be successful. The City's Climate Action and Adaptation Plan will exist within a larger ecosystem of plans, policies, and programs. Developing interconnectivity between these external initiatives and the actor's responsible for them is essential to the Plan's success. These interconnections provide opportunities to extract value from existing efforts and add value to shared interests.

Rincon proposes a three-step process for aligning the Plan with related project and local organizations. First, Rincon will conduct a stakeholder mapping exercise. The exercise will be organized thematically from mitigation and adaptation perspective and look across state, regional, and local scales. For example, the Los Angeles County Metropolitan Transportation Authority's (Metro's) Long Range Transportation Plan contains strategies

and actions that will likely support the City's Climate Action and Adaptation priorities.

1. Conduct a stakeholder mapping exercise to identify relevant actors and initiatives at state, regional, and local scales. The mapping exercise will identify actors by sector (i.e., transportation, power, waste, water) and by adaptation category (green infrastructure, energy, health, disaster preparedness, ecosystem services, etc.).
2. The stakeholder mapping exercise will inform the Engagement Plan (Task 2.1), Engagement with identified actors will be built into engagement activities (Task 2). The information collected through desk-based research and engagement activities will be organized into a Nexus Crosswalk Tool.
3. Identified actors and initiatives will inform mitigation and adaptation strategies and actions that are placed into the Plan.

Assumptions

- Climate action and adaptation must happen at a regional scale in order to be successful. The City's Climate Action and Adaptation Plan will exist within a larger ecosystem of plans, policies, and programs. Developing interconnectivity between these external initiatives and the actor's responsible for them is essential to the Plan's success. These interconnections provide opportunities to extract value from existing efforts and add value to shared interests.
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- The stakeholder mapping exercise will inform the Engagement Plan (Task 2.1), Engagement with identified actors will be built into engagement activities ([Task 2](#)). The

information collected through desk-based research and engagement activities will be organized into a Nexus Crosswalk Tool.

- Identified actors and initiatives will inform mitigation and adaptation strategies and actions that are placed into the Plan.

Deliverables

- List of Key Mitigation and Adaptation Stakeholders and Initiatives (interim deliverable)
- Nexus Crosswalk Tool (interim deliverable)

Task 8: Develop Tools for Monitoring Tracking & Activation

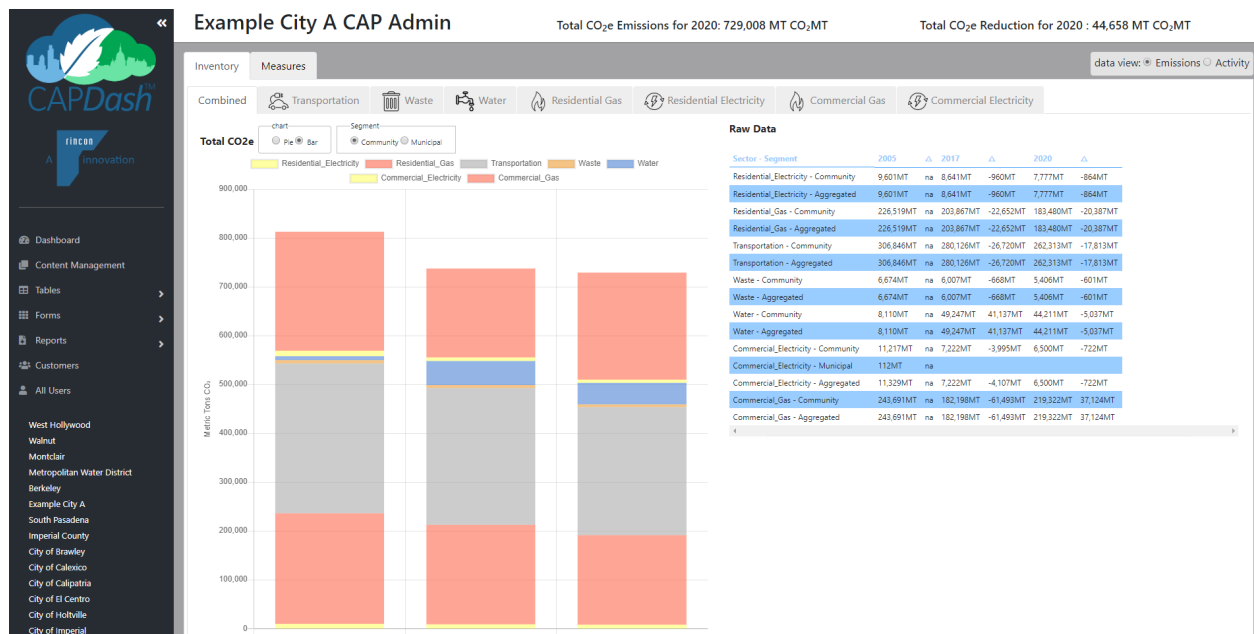
CapDash Implementation and Monitoring Software



Rincon offers the City the ability to utilize the Climate Action Planning Dashboard, CAPDash, our specialized in-house inventory calculation and implementation monitoring dashboard tool. Rincon's fully automated web application, CAPDash, serves three purposes. First, to generate a transparent GHG inventory that is compliant with the Local Governments for Sustainability (ICLEI) U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions (U.S. Community Protocol) and can be updated on an annual basis by simply uploading activity data. This allows the City to actively track progress towards GHG reduction goals. Secondly, to track the implementation status of CAP measures. We can upload all final CAP measures into the tool and allow City staff to track activity data (kW of solar installed, etc.) for each measure

and monitor progress over time. Finally, the tool acts as an automatically updating dashboard which can be used internally to display data and generate reports for staff, but also to the public through a web-based dashboard. CAPDash allows City staff to evaluate real-time progress towards its CAP goals and provide the implementation transparency to optimize CEQA streamlining under CEQA guidelines Section 15183.5.

This tool was developed to streamline the GHG inventory process and provide a way for agencies to publicly display the inventory results, a key part of maintaining a defensible CAP. CAPDash also minimizes the burden of monitoring and reporting while enabling City Staff to effectively utilize limited resources to implement CAP policies. The cost for CAPDash includes fully populating the CAPDash tool with GHG inventory data, CAAP measure and action data, a training session on CAPDash, and five years of server hosting. The Rincon Team will hold one virtual staff training on how to use the CAPDash to effectively monitor CAP implementation and progress over time. This training will focus on reviewing the implementation and monitoring tables of the CAP, confirming department leads, and clarifying roles and responsibilities for measures and actions that overlap multiple departments.



CAPDash Implementation and Monitoring Dashboard Example

Assumptions

- Rincon will populate CAPDash with all activity data from the current inventory
- Rincon will provide one virtual CAPDash training (up to two hours)

Deliverables

- Web-based Implementation Monitoring Tool and automated report template
- Staff training for Implementation Monitoring Tool



CAP.rinconconsultants.com

Task 9: Develop Draft and Final Climate Action and Adaptation Plan (CAAP)

Once a complete list of measures is reviewed and approved and community and stakeholder feedback has been incorporated, the Rincon Team will begin work on a draft CAAP. Rincon proposes to develop a user friendly and readable CAAP which leverages infographics, photos, and other visuals whenever possible and leaves all technical documentation to the appendix. The CAAP will include both near-term and long-term reduction measures as well as the municipal and community implementation plan discussed in Task 7. The CAP will also set key performance indicators (KPI) which

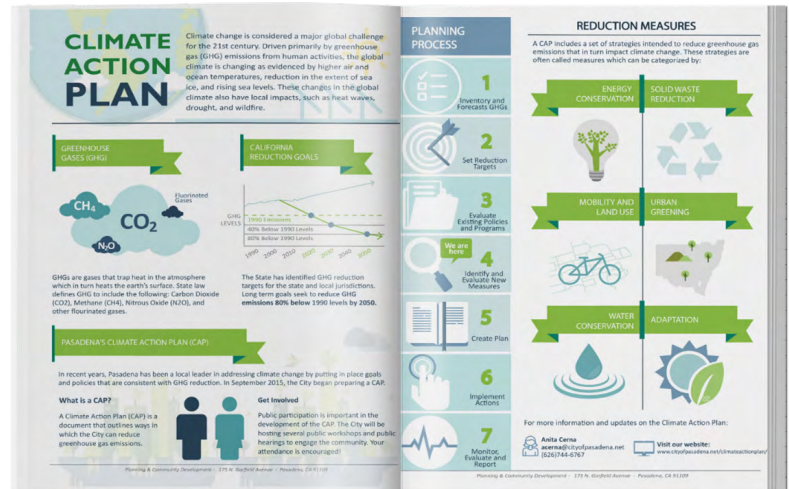
will help define a successful implementation of the CAP strategy as well as measure progress over time. These KPI's will also be tracked via CAPDash.

One of the greatest challenges of designing a climate action planning document format is the simultaneous need for both clarity and complexity. The document needs to be easily accessible to a wide range of stakeholders, while also containing detailed analysis, data, and specific actions. To solve this problem, the consultant team proposes to:

- Create a virtual Executive Summary which will contain interactive elements as well as infographics, photos, and high-level goals and projects associated with the CAAP. The virtual executive summary will take the form of a website and have links to both the main document and the CAPDash monitoring dashboard.
- The main CAAP document will also be visually driven, but also include the robust text necessary for a clear, implementable, and defensible CAAP.
- The third document is the technical appendix which will include a highly transparent review of the data, methodologies, and assumptions that went into the development of the forecast and measure quantification.

Together, these documents will provide actionable next steps and a long-term strategic framework for the City of Glendale to reach their GHG reduction targets.

The team will prepare a comprehensive plan that will be consistent with the State Attorney General's recommendations and the CEQA Guidelines' definition of a "Qualified Green- house Gas Reduction Strategy" (Section 15183.5). The CAAP will also align with the City's existing policies. The plan will provide a framework that re-imagines the current systems – built, natural, and behavioral – as ones that are interconnected and mutually



beneficial. The plan will also integrate measures that improve quality of life, build prosperity, and enhance community resilience. Specifically, the CAAP will:

- Clearly explain the community's climate challenges, and the challenges and opportunities it faces in meeting more ambitious climate adaptation and GHG reduction goals
- Serve as a mechanism to tie together the City's existing and developing sustainability initiatives, strategies, and plans with the community's goals
- Establish a set of cohesive and specific sustainability strategies, implementation plans, and metrics for regional and state strategies and initiatives
- Activate and engage residents, businesses, and institutions with positive actions and tangible benefit
- Be optimized for online viewing on the City's website In accordance with current requirements for public agencies, the CAAP will also be Section 508 compliant. The Americans with Disabilities Act of 1990 (ADA) Title II and California Government Code 7405 require all government public entities to make their digital content accessible prior to posting content online for public viewing. Essentially, any local body that is offering public services on behalf of the government must make their digital content accessible to people with disabilities.

Throughout the CAAP development process Rincon will work to find synergies between adaptation and mitigation measures. Many actions including electrification, urban greening, and local energy and water use can help reduce GHG emissions and make Glendale more resilient to climate impacts. Within the CAAP we will work to tie these benefits together to provide an integrated plan that maximizes co-benefits.

Rincon understands the accessibility requirements and the impact such requirements have on governmental entities. While immediate overall compliance of an entity's web-based materials may be cost prohibitive, step-by-step progression towards compliance is viewed affirmatively by the California Department of Justice and the California Governor's Office. To meet our public clients' accessibility goals, Rincon provides a variety of solutions to choose from to help our clients to meet their budget, needs, and requirements. Rincon has included our basic accessibility package as a starting place for the City. As an optional task, Rincon can provide a more advanced accessibility remediation service.

Our Accessibility Compliance Team is led by Zong Moua, Digital Accessibility Manager. Mr. Moua is one of the state's leading digital accessibility experts as his previous experience includes developing the state requirement guidelines at the Department of Rehabilitation as a digital accessibility specialist and state agency trainer. Zong was also at the Department of Housing and Community Development as a project manager, subject matter expert, and digital accessibility trainer responsible for bringing HCD's website, documents, and staff into accessibility compliance. Rincon strives to ensure that its documents meet the basic requirements of accessibility compliance. We will work to achieve these standards within the time and conditions agreed upon but cannot anticipate every situation that may arise related to the accessibility and usability of a document.

Assumptions

- Response to comment of up to five substantive public comment letters and emails
- All comments on the Draft CAP will be provided to Rincon in one consolidated set from the City and Sustainability Commission
- No hard copies will be provided
- Accessibility completed for ~150 pages at 2 minutes per page

Deliverables

- Word Based Screencheck Draft
- InDesign Admin Draft
- InDesign Final CAP
- Draft Website/Executive Summary
- Final Website/Executive Summary

Task 10: CEQA Compliance

In general, an Initial Study Negative Declaration (IS-ND) is sufficient CEQA documentation for a Climate Action Plan 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 has been included in this proposal as an optional task. Examples of measures that may result in potential significant impacts resiliency measures for infrastructure construction, shifting of housing patterns, or

large-scale renewable energy facilities. The need for a programmatic EIR will ultimately depend on the measures chosen for the CAP 2.0 as well as the response by the community. Therefore, Rincon proposes to start with an IS-ND and provide an optional task of a more in depth EIR analysis, if necessary. Rincon assumes that the City will prepare the Notice of Intent (NOI) to adopt an IS-ND form and will e-file the NOI and NOC forms with the State Clearinghouse and file the NOI form with the County Clerk. In addition, the City will prepare the Notice of Determination (NOD) form and e-file the NOD form with the State Clearinghouse and file the NOD form with the County Clerk and pay associated fees.

In addition, Rincon will create a project streamlining checklist that will allow development projects within the City to tier off of the CAP to show consistency with the state reduction targets and CEQA. Rincon has completed

some of the first CAP checklists in California and will leverage our deep bench of in-house environmental planners to ensure consistency with the CEQA regulations under Section 15183.5.

Assumptions

- All comments on the Draft CEQA document will be provided to Rincon in one consolidated set
- No hard copies will be provided
- The City will prepare and e-file the NOI and NOD forms with the State Clearinghouse and file the NOI form with the County Clerk. If desired, the City will also coordinate and pay for local newspaper notification of the Draft IS-ND
- The City will prepare the Notice of Determination (NOD) form and e-file the NOD form with the State Clearinghouse and file the NOD form with the County Clerk and pay associated fees

Deliverables

- IS-ND CEQA Documentation

Optional Tasks

Optional Task A — Additional Meeting Attendance (*\$1,400 per meeting*)

Rincon understands that additional meetings with the City Staff Sustainability Working Group, the External Working Group, and/or the Sustainability Commission may be necessary to work through

input on CAAP measures and implementation. Assuming each meeting is up to two hours in length and occurs virtually, the cost for Rincon attendance would be \$1,400 per meeting.

Optional Task B — Virtual Reality Community Engagement Tool (*\$28,750 to \$46,000*)

Emerging research is showing that virtual reality experiences can promote pro-social behavior change, and increase knowledge and preparation for natural disasters.^{3,4} A recent study showed that subjects who experienced flooding in 3D declared a higher intent to purchase flood insurance and to evacuate from at-risk areas when compared with videos or slides. The idea behind this is that people who have lived experiences are more aware and are more likely to understand the interactions of the planet holistically and take action. Another recent study proposed that the use of compelling images such as animated maps in conjunction with effective

textual frames can weaken science politicization, restoring the impact of textual frameworks.⁵

Therefore, as an optional task, Rincon has partnered with Virtual Planet Technologies LLC (Virtual Planet Technologies) to provide an urban heat virtual reality experience for the City of Glendale, which, if selected, would be incorporated into Task 2, Stakeholder Education and Engagement Plan. We have included this optional task to include state-of-the-art virtual reality tools that might attract and invite residents, who may otherwise not be effectively engaged, to participate in the planning process.

³ Calil, J.; Fauville, G.; Queiroz, A.C.M.; Leo, K.L.; Mann, A.G.N.; Wise-West, T.; Salvatore, P.; Bailenson, J.N. Using Virtual Reality in Sea Level Rise Planning and Community Engagement—An Overview. *Water* 2021, 13, 1142. <https://doi.org/10.3390/w13091142>

⁴ Shriram, K.; Oh, S.Y.; Bailenson, J. Virtual reality and pro-social behavior. *Soc. Signal Process.* 2017, 304–316, doi:10.1017/9781316676202.022.

⁵ Zaalberg, R.; Midden, C.J.H. Living behind dikes: Mimicking flooding experiences. *Risk Anal.* 2013, 33, 866–876, doi:10.1111/j.1539-6924.2012.01868.x

The scope of work for this task includes two options.

- The first option would be to produce a 360-degree film that is fully immersive, showing the City of Glendale through the eyes of a resident that represents a locally relevant demographic group to tell the story of extreme heat through their own lived experiences. The video would include an aerial view of the City, followed by a 3D modeled ground view with cars, buses, and people walking by. This image would highlight the key issues that the City is facing that could be further impacted by climate change, such as housing, roadway access and usability, and extreme heat projections. The video could then include historical images of the area, which allows viewers to experience the past as a way to see what the future could look like. As we shift back to the current time, Virtual Planet Technologies would utilize colors and special effects to demonstrate the warming that would occur in the City, before transforming the model to show a greener future with adaptation

and mitigation strategies (e.g., cool streets, increased tree canopy, EV charging stations, bicycle lanes) and end with a call to action.

- As second option would be to also include custom 3D models and virtual reality headsets that provide an opportunity for the viewers to interact with the VR tool. A mobile application would be created, in addition to the video. Both options would include English and Spanish narrations (and Armenian translations with assistance from City staff) and closed captioning in all three languages.

The hours required, and associated cost, to complete the work outlined for these two options would vary depending on the level of detail that the City would like to include and would generally range from approximately \$28,750 - \$36,800 to produce a 3D film and up to \$46,000 to produce a 3D film, develop a mobile app, and provide three virtual reality headsets. Both options would also include attendance of up to three events by Virtual Planet Technologies leadership.

Optional Task C — Stakeholder-Focused Risk-Benefit Analysis (\$10,350)

As an optional task, HIP could provide an additional Stakeholder-focused Risk-Benefit Analysis. This would entail a deep dive into the implementation of specific climate mitigation and resilience projects through differing funding and financing pathways. By explicitly defining project and funding

pathways, specific stakeholders, costs (and to whom), benefit to cost savings opportunities (and to whom), project risks and the cost and risk of doing nothing, Glendale will be able to define shovel ready projects that can be implemented right away and begin making real change in the City.

Optional Task D — Grant Working Groups (\$9,200)

An additional optional scope would include HIP-led working groups and relationship-building with grant-makers, lenders, private investors, and community foundations. This effort would also include hosting “online digital mixers” with funders and financiers to explore project ready funding opportunities. HIP would identify where

climate action measures overlap with the goals of businesses in the community, as an opportunity for public private partnership. This additional scope could engage the finance department and economic development group, possibly including the chamber of commerce, and is intended to result in project implementation.

Optional Task E — Traditional VMT Analysis

As an optional task Rincon and Iteris will utilize a traditional VMT analysis approach instead of using Replica. While our team believes Replica provides better data and a more useful tool, we also understand that the City may desire a more traditional approach. **There is no cost change for this task.** As part of optional Task E, Iteris will provide community traffic data, specifically

on-road transportation-related community vehicle miles traveled (VMT) based on the Southern California Association of Governments (SCAG) model. Iteris will interpolate/extrapolate VMT using the SCAG model, which will be used in combination with the appropriate emissions factors to calculate GHG emissions from on road transportation. Iteris will use GIS analysis of the model’s traffic

analysis zones that contain any portion of the City to estimate the trips within the jurisdictional boundary of the City of Glendale. Outputs will include daily VMT by vehicle type (as defined in the model). Iteris will disaggregate the VMT data to distinguish between trips located entirely within the City of Glendale, trips with either an origin or destination outside the City, and pass-through trips. Trips with both an origin and a destination

entirely within the City will be considered 100% attributable to the City's emissions. Trips with either an origin or a destination within the City (but not both) will be considered 50% attributable to the City's emissions. For the purposes of the municipal inventory, it is anticipated that waste, vehicle fleet, and employee commute data would be provided by Public Works.

Optional Task F — EcoDataLabs Consumptive Based Inventory Tool (See *subtasks below for costs*)

If desired by the City of Glendale, Rincon can include a more detailed and robust consumptive based inventory analysis through

our partners at EcoDataLabs. EcoDataLabs has three levels of service which they can provide the City on an optional basis.

Optional Task F.1 — Consumption Based Inventory and Report (\$14,375)

As part of the base scope (Optional Task F.1) EcoDataLabs will develop a consumption-based emissions inventory for Glendale from 2007 through 2020 (or other most recent year for which data is available), using the EcoDataLab / CoolClimate consumption-based emissions inventory approach.

The CoolClimate CBEI approach is detailed in the [Consumption Based Greenhouse Gas Inventory of San Francisco from 1990 to 2015](#). EcoDataLab has since further refined this approach, and is using this methodology to prepare CBEIs for Austin, TX; Seattle, WA; and King, Pierce, Kitsap, Snohomish, and Clallam Counties in the Puget Sound, WA region (reports forthcoming). By using the same methodology, Glendale will be able to make an apples-to-apples comparison of the city's

consumption-based emissions with those of other leading climate-friendly communities in the US.

The EcoDataLab CBEI approach is an econometric modeling approach. National surveys (including the Consumer Expenditures Survey, National Household Transportation Survey, and the Residential Energy Consumption Survey) are used to generate predictive models of consumer behavior. Local demographic and other data is then fed into those models to develop the consumption-based emissions estimates. Most of the local data is collected by the Census Bureau; our approach supplements the census and modeled data with real-world data wherever available.

Rincon will work with EcoDataLab to include this data into the final CAAP Update.

Deliverables

- Memo describing why this approach is recommended, and outline the benefits and limitations, including the potential to influence policy
- City- and tract-level CBEI datasets for 2007 through 2020 (or most recent available year) as CSV files
- Draft report incorporating review, analysis, and data outlined above
- Final report incorporating City feedback

Optional Task F.2 – Consumption Based Inventory Business-as-Usual Projects (\$8,625)

As part of this task, EcoDataLabs will develop a “business as usual” (BAU) projection for the consumption-based inventory out through 2050. Through collaboration with the City and the rest of the consulting team, we will identify an appropriate combination of local and regional growth projections, current Census

demographic trends, and key local, state, and/or national policy assumptions to assemble a forward-looking BAU profile for the city. By combining this with projected emission factors and vehicle fuel economy out to 2050, we will prepare BAU inventory projections for 2021 through 2050 (including 2030).

Deliverables

- City- and tract-level CBEI datasets for 2021 through 2050 (including 2030), as CSV files

Optional Task F.3 – CBEI Policy Recommendations (\$5,750)

Based upon the available data, BAU projections, and local policy environment, EcoDataLabs will coordinate with Rincon and the rest of the team to prepare recommendations for consumption-based GHG reduction strategies and pathway towards achieving the City’s GHG reduction goals with particular focus on areas

that reduce both consumptive and geographic emissions. EcoDataLabs will work with the City and the rest of the consulting team to ensure policies already enacted are incorporated correctly into the BAU projections, and to identify policies of interest for evaluation.

Deliverables

- City- and tract-level CBEIs with modeled policy effects for 2021 through 2050 (including 2030), as CSV files
- List of draft and final policies

Optional Task F.4 – EcoDataLab Dashboard (\$5,000 for a 2-year subscription)

Under this optional task, EcoDataLab will provide an interactive, public-facing web-based Dashboard for the CBEI and CBEI Report, which will be active for two years (730 days) following project completion. The Dashboard will include the full content of the inventory and report, including interactive charts and maps, as well as the projected emissions scenario, and will be updated annually.

EcoDataLab created the CBEI Dashboard to help cities easily maintain and update their CBEI inventory, report, and analyses. The Dashboard is subscription-based and updated with the latest CBEI data every year,

and includes interactive visualizations, maps, and automated “smart” analyses to identify key areas of emissions. The Dashboard is designed to facilitate stakeholder outreach and public engagement on the CBEI results.

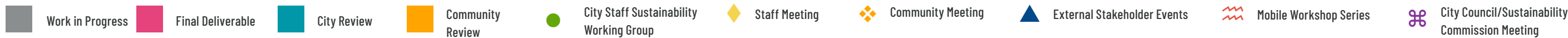
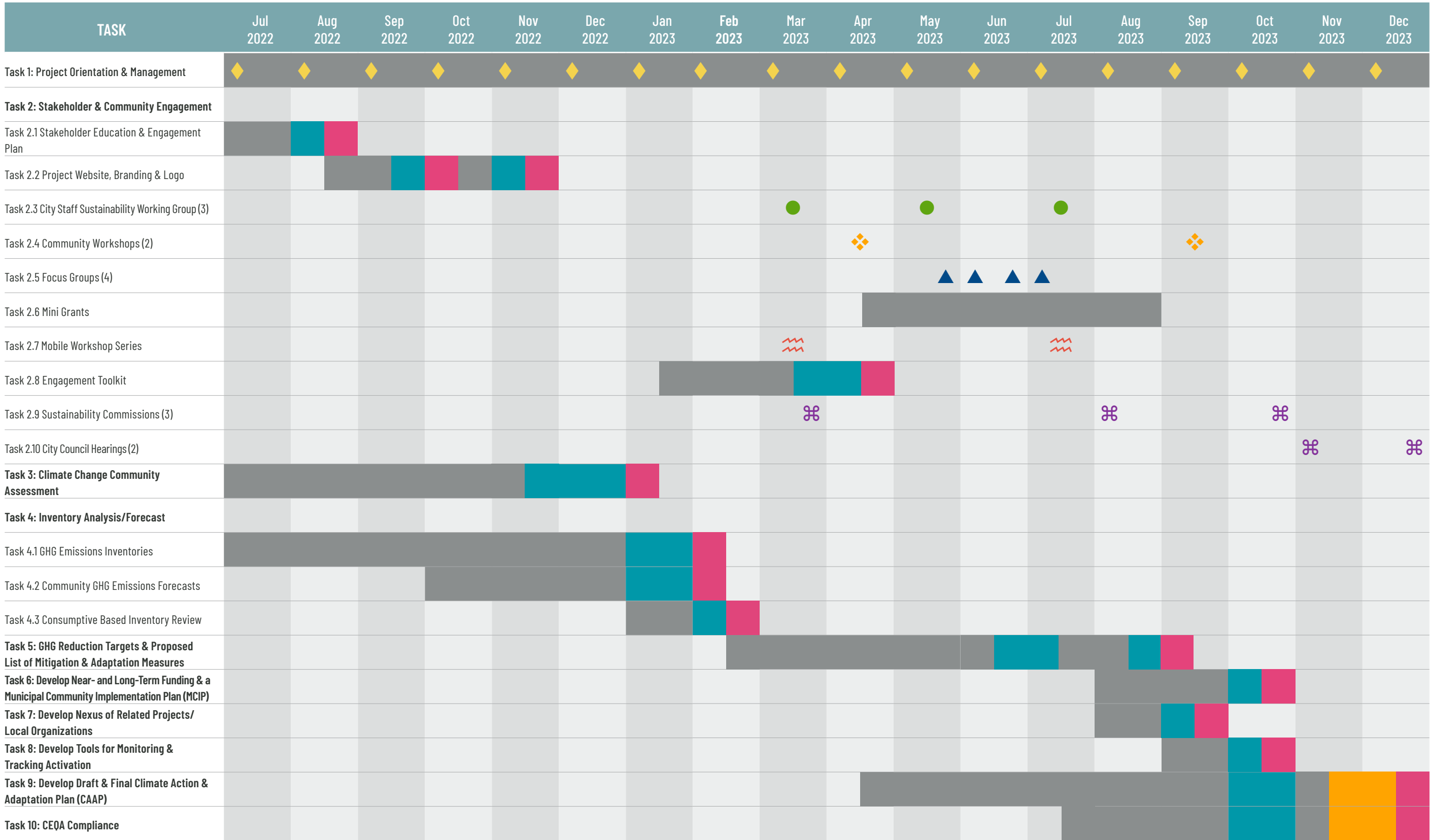
As part of a Dashboard subscription, EcoDataLab can also provide the city with the annually updated data, either directly via email or via a web interface to allow querying the EcoDataLab database. EcoDataLab can also work with the rest of the consulting team to incorporate the Dashboard components and/or data feeds into the rest of the CAAP Sustainability Dashboard.

Deliverables

- Public-facing interactive standalone CBEI Dashboard, with all report content and data visualizations included
- Integration of Dashboard elements and/or data feeds with Glendale Sustainability Dashboard

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Estimated Project Timeline



Example References of Past Climate Action or Sustainability Plans

Greenhouse Gas Reduction Plan Update



City of Burbank



Rincon led the preparation of a Greenhouse Gas Reduction Plan (GGRP) Update for the City of Burbank that serves as a “qualified GGRP” under CEQA. The work scope included development of an updated GHG inventory, forecast, reduction measures, and CEQA analysis with streamlining documentation. The Burbank GGRP Update builds upon the efforts of the City’s 2035 GGRP, adopted in 2013, with an updated GHG inventory and GHG-reduction targets to meet the state’s stringent 2030 reduction targets of reducing GHG emissions to 40 percent below 1990 levels.

The Rincon team worked closely with Burbank to engage all City departments, including the utility provider Burbank Water and Power, in development of GHG-reduction measures that are supported by substantial evidence. Rincon also used the unique opportunity of virtual community and stakeholder outreach to implement tools to further the reach of engagement efforts to enable a diverse and equitable community voice in plan development. Prior to adoption of the GGRP Update, Rincon developed the documentation needed to unlock the potential to use the GGRP Update as a tool for streamlining development review, including the CEQA analysis and GGRP consistency checklist.

To ensure future legal defensibility of the GGRP Update, Rincon established a streamlined implementation tracking program centered around the use of the Rincon’s proprietary CAPDash tool, which allows regular and transparent reporting of the status of the GGRP Update implementation. The Final GGRP Update was adopted unanimously in May 2022, with support from all City departments and the community.



Dates: August 2019 to October 2019

Staff: Erik Feldman (Principal-in-Charge); Hannah Mize (Sustainability Planner)

Website: www.burbankca.gov/web/community-development/climate-action-plan



"We had an extremely positive experience with Rincon on Berkeley's Existing Buildings Electrification Strategy. The team was thoughtful, collaborative, and professional, providing high quality deliverables on time and within budget. They consistently went above and beyond what was expected, bringing technical expertise, skillful project management and excellent graphic design resulting in a great product. They fostered a positive and supportive team culture and were a pleasure to work with."

Katie Van Dycke, City of Berkeley
Climate Action Program Manager



Pathway to Clean Energy – Existing Building Electrification Strategy



City of Berkeley

In support of the City of Berkeley's carbon neutrality and fossil fuel free targets, Rincon completed an Existing Building Electrification Strategy. The strategy was a first-of-its-kind analysis of what it takes to equitably electrify the buildings stock of a City. To complete this work scope, Rincon and its team conducted an in-depth energy modeling for each of the buildings within the City using building square footage, assessors data, and permit data. Rincon also conducted interviews with local installers and contractors to identify the upfront costs of electrifying each end use in Berkeley. This analysis considered Berkeley-specific conditions including the need for panel upgrades, drop lines, and new wiring, which was found to be extensive in Berkeley's older building stock. Once this data was collected, the Rincon team used the energy model to determine costs and paybacks for each building. Meanwhile, Rincon and Ecology Center completed extensive and targeted outreach to front line communities using the concepts of Targeted Universalism and guidelines developed by Kapwa Consulting and Greenlining Institute. The feedback received from Berkeley's communities was then used to create the Equity Guardrails, a set of standards that helped the project team scan the electrification measures and actions to ensure they did not exacerbate inequalities within the community. Additional outreach was conducted with the technical community through a technical advisory committee who provided feedback on the modeling approach and core findings.

Using the information gained during Phase I of the project, Rincon worked collaboratively with the City, project team, and key stakeholders to craft a strategy with three distinct phases. While the initial approach was to electrify as quickly as possible, the findings of the modeling analysis showed that upfront costs are too high, especially for marginalized and front line communities. Therefore, the phases were developed with key thresholds, such as accessible funding and financing, that would allow the City to move to more aggressive electrification strategies. The findings of the analysis, equity framework, and strategies were summarized in a graphically driven final report. The City of Berkeley Existing Building Electrification Strategy was adopted by the City Council in November 2021.



Award Winner

*The project was awarded a
**2020 Climate Change Business
Journal Award** in Financing
Innovation: Low-Carbon Energy.*



Dates: July 2019 to May 2021

Staff: Erik Feldman (Principal-in-Charge); Ryan Gardner (Project Manager)

Website: <https://berkeleyca.gov/your-government/our-work/adopted-plans/berkeley-existing-buildings-electrification-strategy>



"The development of the Climate Action Plan (CAP) has been a very collaborative effort. This is the first ever of its kind for an agency as large and as specialized as ours and, as such, has presented a number of challenging tasks to keep the project moving forward. ...Rincon's team have met or exceeded our expectations in every way. We have pushed this team to meet schedules that would have broken other consultants and they have worked diligently and tirelessly to ensure that not only are deadlines met but met with a quality product."

Malinda Stalvey, MET
Senior Environmental Specialist



Climate Action Plan and CEQA Documentation



Metropolitan Water District of Southern California

As part of our multi-year service contract with Metropolitan, Rincon is developing an integrated, comprehensive, and transformative Climate Action Plan (CAP) and CEQA document. The plan is intended to be applied across all of Metropolitan's land, facilities, and infrastructure and takes into account the greenhouse gas emissions from future capital investment projects such as the Regional Recycled Water Plant. The CAP will build on Metropolitan's sustainability achievements to date and identify additional actions that would reduce greenhouse gas emissions and prepare Metropolitan's facilities and operations for the impacts of climate change. Rincon recently developing a baseline greenhouse gas inventory, forecast, and analysis of greenhouse gas emissions that is being utilized to identify and evaluate feasible, cost-effective, and measurable greenhouse gas emissions reduction measures necessary to meet Metropolitan's reduction targets. Rincon is currently working with Metropolitan teams associated with planning, engineering, facility operations, and other internal stakeholders to establish greenhouse gas emissions and reduction measures and infrastructure improvements that will be implemented through the plan. The plan is intended to serve as a qualified greenhouse gas reduction plan for Metropolitan facilities, operations, and investment decisions and meet the provisions for CEQA streamlining (per CEQA Section 15183.5). Following completion of the CAP, Rincon has is continuing its partnership with Metropolitan to implement the CAP over the next five years, including close collaboration on project prioritization, annual monitoring and reporting, and a five-year CAP update.



Dates: August 2018 to Present
Staff: Erik Feldman (Principal-in-Charge);
Ryan Gardner (Project Manager)
Website: [https://www.mwdh2o.com/
media/12469/final-cap.pdf](https://www.mwdh2o.com/media/12469/final-cap.pdf)



Award Winner

*The MET Climate Action Plan received the Climate Change Document **Award of Merit** by the Association of Environmental Professionals.*



"Rincon has been amazing in developing the City's first Climate Action and Adaptation Plan. They brought their expertise and professionalism to navigate through the GHG emissions inventory phase and target goal setting and a robust community engagement process. They were thorough in their analyses and provided the community their best pathway towards carbon neutrality. Most importantly, the recommended GHG measures were garnered from the voice of the community and implementable. Thank you, Rincon for being great advisors to Beverly Hills."

Josette Descalzo,
 City of Beverly Hills
 Sustainability Program Manager



Climate Action and Adaptation Plan



City of Beverly Hills

The City of Beverly Hills has been engaged in climate change mitigation and resilience for a long time, with a keen focus on maintaining economic vitality. Beverly Hills was an early member of the Clean Power Alliance, which allowed businesses and residents to purchase low carbon electricity without increasing electricity rates. Beverly Hills has also converted a portion of the City-owned vehicle fleet to renewable fuels through the assistance of the State's Low Carbon Fuel Standards Program.

Rincon is currently preparing a Climate Action and Adaptation Plan (CAAP) to assist Beverly Hills in furthering their previous efforts in greenhouse gas mitigation, and to prepare the city's residents and business for the current and future impacts of climate change. The CAAP will layout tiered greenhouse gas emissions reduction pathways for Beverly Hills to eventually become a carbon neutral city, with each pathway evaluating the economic impact to businesses and residents while considering priorities of their unique demographics. The CAAP includes a robust climate change vulnerability assessment which guided the development of resilience strategies. The CAAP is intended to demonstrate compliance with key state greenhouse gas reduction legislation, including Senate Bill 32 and Executive Order B-55-18, and will be supplemented with analysis under CEQA for greenhouse gas emissions streamlining purposes. To track CAAP implementation and greenhouse gas emissions reductions tracking over time, Rincon is providing Beverly Hills with the proprietary CAPDash tool, which will allow for streamlined reporting of implementation status to stakeholders.



Dates: February 2021 to Present
Staff: Erik Feldman (Principal-in-Charge); Reema Shakra (Project Manager); Ryan Gardner (Sustainability Planner); Hannah Mize (Sustainability Planner)
Website: 9021zeroemissions.rinconconsultants.com



Dates: September 2015 to March 2018

Staff: Erik Feldman (Principal-in-Charge)
Hannah Mize (Project Manager)
Ryan Gardner (Senior Planner)

IS-ND Link: <https://ww5.cityofpasadena.net/planning/wp-content/uploads/sites/56/2017/12/E-Draft-Initial-Study-Negative-Declaration.pdf>

CAP Link: <https://ww5.cityofpasadena.net/planning/wp-content/uploads/sites/56/2017/12/Draft-Pasadena-Climate-Action-Plan.pdf>

Climate Action Plan



City of Pasadena

Working collaboratively with the City of Pasadena, Rincon helped prepare a winning grant application which, in turn, funded development of one of the first post SB32 “qualified” GHG reduction plans in the state. The work scope included the development of a baseline GHG inventory, GHG forecast, GHG reduction measures, and CEQA analysis.

The Pasadena Climate Action Plan utilized a wide range of sustainability measures from the waste, water, built environment, transportation, and urban greening sectors to reduce Pasadena’s emissions to below the state target of 40% below baseline by 2030. To accomplish these stringent reduction targets, Rincon worked hand in hand with Pasadena Municipal Power District to find opportunities to increase renewable and carbon neutral power options while balancing the contractual and financial constraints inherent in utility operations. A crucial part of the project included the creation and implementation of a comprehensive public outreach program which gained feedback from the community but also from stakeholders within city departments. Rincon also developed GHG thresholds and a CAP consistency checklist for new development, allowing development projects to tier off the CAP, a key benefit considering the lack of post-2020 approved CEQA thresholds. Finally, Rincon developed an implementation and monitoring plan to ensure the City could make measurable and sustained progress towards their climate goals.

The Climate Action Plan was adopted by Pasadena’s City Council on March 5, 2018. The team worked through complex and City-specific issues, including working to evaluate municipally owned utilities progress towards renewable portfolio standard goals as well as the impact on emissions forecasts. With an eye towards implementation, Rincon worked to develop measures that not only included significant co-benefits, but that were implementable by City staff and community partners.

The City of Pasadena's CAP was one of the first to be drafted and adopted under SB 32, which required significant emissions reductions extending out to 2045 and an updated goal of reducing emissions 40 percent below 1990 by 2030. Implementable emission reduction measures and actions were established to reach the 2030 emissions reduction goal and put the City on track to provide substantial progress towards the 2045 emissions reduction goals. The CAP was also designed to be a qualified GHG emissions Reduction Plan per the requirements of the CEQA Section 15183(b), allowing the document to be used as a streamlining tool for applicable development projects.



Award Winner

*The City of Pasadena Climate Action Plan was awarded an **Award of Excellence** for Innovation in Green Community Planning by the American Planning Association, Los Angeles.*

"First of all, thank you Rincon for the great work done throughout the preparation of the CAP. It was not always easy but we got it done and adopted! Congratulations on the adoption of yet another CAP for California.

Anita Cerna, City of Pasadena
Senior Planner





"We developed a great partnership with Rincon during the climate action planning process. Rincon ensured that, at its core, the City's Climate Action Plan reduced greenhouse gas emissions through equitable, achievable, and implementable actions that equally benefit all South Pasadenans. We consider them trusted advisors and look forward to working together again in the future!"

Arpy Kasparian, City of South Pasadena Water Conservation and Sustainability Analyst



Climate Action Plan



City of South Pasadena

Rincon led a team of consultants to complete the Southern California Association of Governments City of South Pasadena CAP. The South Pasadena CAP aims to reduce GHG emissions through equitable, achievable, and implementable actions that equally benefit all South Pasadenans. This CAP is the City's roadmap to exceed the City's 2030 target and state mandated goal of 40% below 1990 levels by 2030 and demonstrates substantial progress toward achieving carbon neutrality by 2045. Primary emission reductions in the energy sector through 2030 would be attributable to the renewable energy used by the city. Additionally, as new buildings are built and existing buildings are retrofit, further energy emission reductions would be achieved through electrification. Emissions from the transportation sector would be reduced through the reduction of VMT, increased use of alternate transportation modes, and through changing the fleet to electric vehicles. Additionally, the plan is a qualified GHG Reduction Plan and meets the requirements of CEQA 15183.5(b).

When the severe acute respiratory syndrome corona virus 2 (SARS-CoV-2) and spread of the associated corona virus disease (COVID-19) hit in the middle of the CAP-development process, the intersection between human health and climate change rose to a new precipice and amplified the importance of acting now to reduce emissions and protect those who are most vulnerable. The team acted swiftly and instead of postponing project deliverables and timeframes, adjusted the approach to community outreach to establish an equal seat at the table for everyone, despite our varying circumstances around the pandemic. The transition included hosting virtual open-house meetings where people were invited to attend and hear an update on the CAP, including a discussion of each Play and Move (Measures and Actions), and then the floor was open to accept and receive feedback. This was coupled with a community survey that was released for a month and advertised regularly on various City outlets, including social media.

Robust and meaningful community and stakeholder engagement are at the core of any successful climate action planning document, because the measures will be implemented by a variety of people and will require buy-in from across the board. The virtual meetings completed as part of the South Pasadena CAP were recorded and posted on the City's website for additional review. This outreach approach was incredibly successful and provided an equitable opportunity for people to engage in a way that worked best for them.



Dates: February 2021 to Present

Staff: Erik Feldman (Principal-in-Charge); Hannah Mize (Project Manager); Ryan Gardner (Senior Planner)

Website: <http://southpasadenacap.rinconconsultants.com/> (Project)

http://southpasadenacap.rinconconsultants.com/wp-content/uploads/2020/12/South-Pas_CAP_Final_12222020.pdf (CAP)



“Rincon did an outstanding job guiding the city through the Safety Element update process. Attention to detail and interagency coordination proved especially helpful, particularly in regard to wildfire risk assessment and emergency evacuation analyses. Overall project management by the Rincon team was also exceptional – they communicated effectively and regularly with the city staff, ensured participation and input from the general public, city commissions, and elected officials, and provided consistent follow-through.

Tom Bartlett, City of Calabasas
City Planner



Climate Change Vulnerability Assessment and Safety Element



City of Calabasas

Rincon is currently assisting the City of Calabasas with preparing updates to their Land Use, Safety and Circulation Elements of the General Plan in compliance with new State rules as part of the 6th Cycle Housing Element Update. The Safety Element Update will address requirements pertaining to climate change, wildfire risk, and evacuation routes including SB 99, SB 379, AB 2140, and AB 3065, and OPR’s Fire Hazard Planning Technical Advisory Update (Draft). Calabasas is located entirely within a very high fire hazard severity zone, has over 15 residential neighborhoods with less than two emergency evacuation routes, and numerous residential communities with gated secondary access. Policies and implementation programs are being developed in consultation with Los Angeles County Fire Department, Los Angeles County Office of Emergency Management, Los Angeles County Sheriff Department, CAL FIRE, and the City of Calabasas Transportation department.

As part of the Safety Element Update, Rincon prepared a map that identifies residential development that do not have at least two emergency evacuation routes in accordance with SB 99 requirements and recommended policies to address the lack of evacuation routes in these areas.

The Safety Element Update will include a robust suite of wildfire hazard policies that address emergency evacuation and fire hazard risk based on findings associated with Fehr and Peers and TSS Consultants technical analyses.

In addition to the Safety Element update, Rincon has prepared updates to the Land Use Element to maintain consistency with the newly updated Housing Element. In collaboration with Fehr and Peers, Rincon prepared updates to the Circulation Element to meet new state rules regarding vehicle miles traveled. Rincon also prepared an Environmental Impact Report evaluating the potential impacts associated with the updated Housing Element, and updates to the Safety, Circulation and Land Use Elements.



Dates: April 2020 to Present

Staff: Reema Shakra (Project Manager); Camila Bobroff (Sustainability Planner); Emily Gaston (GIS)

Website: <https://www.cityofcalabasas.com/government/community-development/2021-2029-housing-element-update/resources-and-documents>

Teaming Partner Experience

Creative Outreach Oversight for Climate Talks Box – *Here LA* Southern California Association of Governments (SCAG)



The Climate Talks Box is an innovative, interactive, ‘room’ that engages the community in a dialogue about climate change and adaptation. The Climate Talks Box popped-up at events in Redondo Beach, Baldwin Park, Pacoima, Glendale and Long Beach during the fall of 2019, and now resides at the Southern California Association of Governments (SCAG) headquarters.

The box tests four messaging strategies, in order to understand what climate change and adaptation messaging resonates with people living and working throughout the SCAG region. Feedback gathered during the pop-up help informed the Regional Climate Adaptation Framework, with the data helping to create a set of communication tools for municipalities to connect with their constituencies on climate policy.



Urban Design, First/Last Mile Lead & Creative Outreach Oversight for Glendale Pedestrian Plan – *Here LA*



City of Glendale



Here LA worked as part of a multi-disciplinary team on this Master Pedestrian Plan for the City of Glendale, which focused on encouraging behavior change relating to pedestrian and driver safety.

Here LA contributed on both the urban design and community engagement sides of the project.

First, Here LA conducted streetscape and connectivity analysis via a First/Last Mile study which identified design strategies to improve walking and biking in the area along key corridors throughout the City. The Here LA team produced design vignettes and place-specific connectivity recommendations.

Second, Here LA oversaw pop-ups and an interactive arts activity that engaged community members in the process of Plan creation. A colorful mural evolved over the life of the project, showcasing community sentiment about street safety, through the use of color and texture. The mural roved around the City to teach people about the plan. Our team also designed and installed a temporary educational wayfinding program that provided directions on signage to local destinations for pedestrians, along with fun stats about walking, to raise the visibility of the project and encourage walking in the City.

Funding & Financing Strategy for Climate Action Plan Update

Hip Investor



City of Livermore

Hip Investor is leveraging its research experience with cutting edge funding and financing vehicles, including public private partnerships, green bonds, and more, to help the City identify funding for purposes of implementing the updated CAP.

In working with Rincon, we are now refining the draft Funding & Financing Climate Action Map for Livermore to demonstrate the breadth of funding approaches available to fund both city and community costs to implement target climate action measures.

This work shall result in both a roadmap for financing climate action, but also a communication tool to demonstrate the breadth of funding opportunity. This map conveys the feasibility of financing strategies, with real-life examples of similar cities implementing similar projects. As well

Rincon + Hip

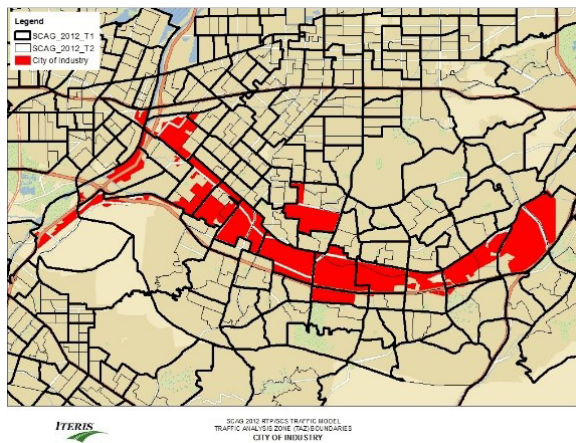
*Rincon and Hip's successful relationship is demonstrated through our work together for various public agencies including the **City of Chico**, the **City of Livermore**, and the **County of Santa Clara**.*

as providing relevant case studies and examples of each funding type, HIP is also proposing potential partners/investors/funders that would match the updated CAP strategies, actions, and projects.

Climate Action Plan – *Iteris*



City of Industry



Iteris assisted the City of Industry in developing a Climate Action Plan as part of a multidisciplinary team. Iteris reviewed the GHG inventory for on-road transportation, forecast baseline and

future vehicle miles traveled, reviewed current City policies related to transportation and worked with the City to develop strategies to reduce GHG emissions from transportation sources. All city travel demand management and active transportation investments were analyzed for their potential to reduce vehicle miles traveled. Vehicle miles traveled were forecasted using the Southern California Association of Governments Regional Transportation Plan/Sustainable Communities Strategy travel demand model and utilized methodologies recommended by the Regional Targets Advisory Committee pursuant to California Senate Bill 375. As part of this effort, the GHG reduction potential of various policies, projects, and programs was assessed and quantified to demonstrate the potential amount of GHG reduction from transportation system improvements.

Biogas Renewable Generation Project – *Advisian/Worley*



City of Glendale Water & Power



The City of Glendale has retained the Advisian/Worley Group Inc. as the City's Owner Engineer to assist with the engineering and permitting of the Scholl Canyon Landfill Biogas Renewable Electricity Generation Project. The city has executed a Major Equipment Purchase Agreement for the supply of the power island

and major equipment for the Proposed Project. The project consists of a 12 MW power plant to be located at Glendale's existing Scholl Canyon Landfill. The power plant will consist of four (4) self-enclosed GE Jenbacher JGS 620 reciprocating engine generators (REG), a biogas and condensate treating facility, natural gas pipeline, and electrical interconnection to the City's electrical distribution system. The Project will beneficially utilize the naturally occurring landfill gas locally without having to transport the gas offsite and will generate 12 megawatts of renewable energy for local consumption, helping to reduce the GHG emissions in the city.

Currently Worley/Advisian is working to permit the project and is coordinating with local agencies such as California Department of Fish and Wildlife (CDFW), US Army Corps of Engineers (USACE) and the Regional Water Quality Control Board (RWQCB) regarding potential jurisdictional impacts. Worley has recently subcontracted Rincon to conduct rare plant surveys and jurisdictional delineations.

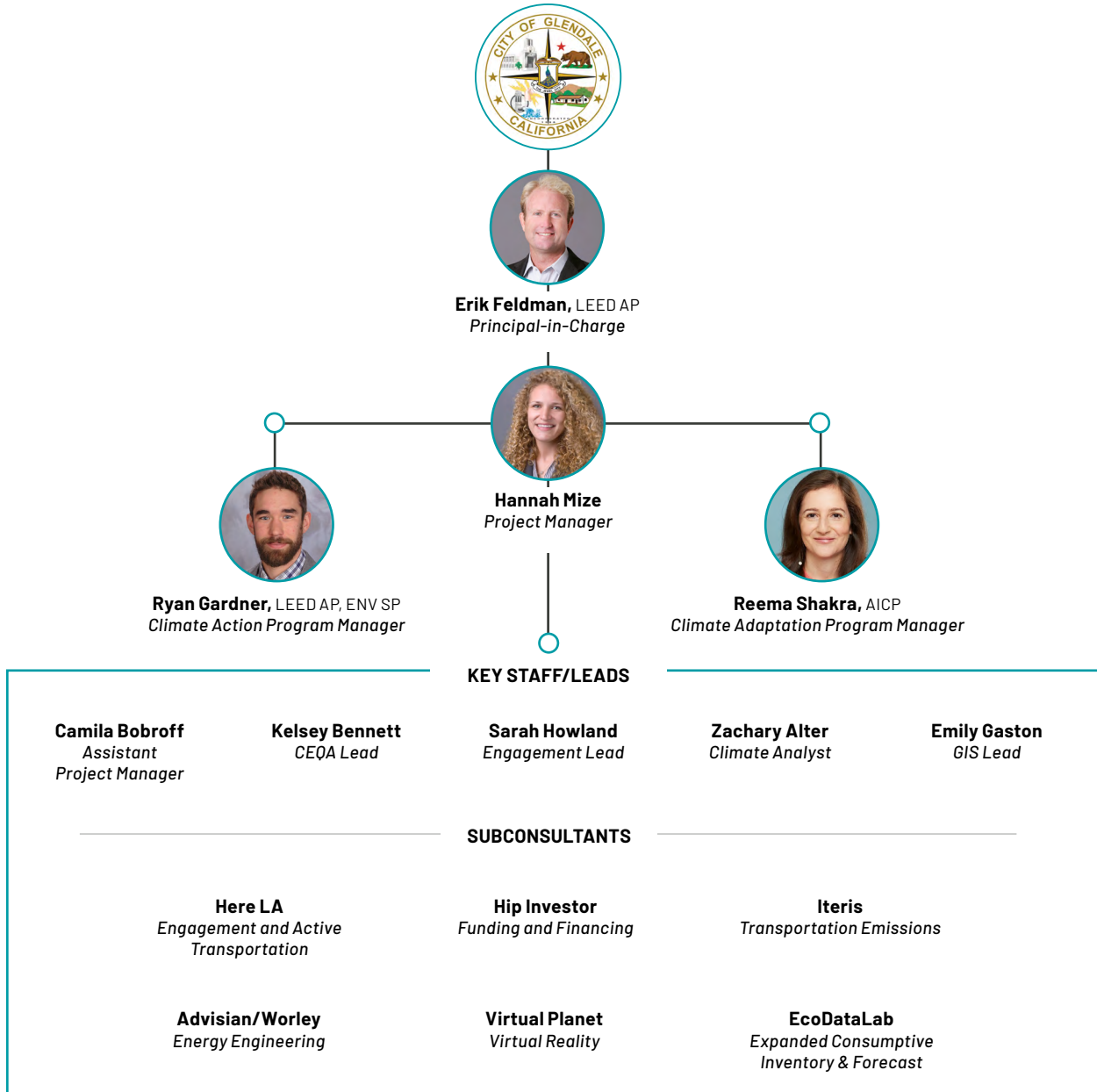
If it is determined that there are jurisdictional impacts, Rincon will work with Advisian/Worley on the restoration planning phase of the project.



Rincon's team excelled in their work with City staff to ensure a high-quality project was completed on a very tight timeframe and within budget. I look forward to continuing to work with the Rincon team on the subsequent Zoning Ordinance update and would not hesitate to reach out to Rincon for my next Planning project."

***Tony Stewart, City of Port Hueneme
Community Development Director***

Organizational Chart



Key Personnel



Erik Feldman, LEED AP
Principal-in-Charge
Rincon

Erik Feldman oversees Rincon's statewide GHG reporting, climate action planning, climate investment grant program, and carbon and Low Carbon Fuel Standards (LCFS) verification programs. Responsible for the leadership and development of Rincon's climate action and sustainability services, Erik's experience includes GHG modeling and auditing, climate action planning and sustainability design and program development. Additionally, he is involved in a wide range of urban planning and land use studies, sustainable development review, and CEQA environmental documentation and permitting activities. He has assisted numerous local agencies and development projects with the development of GHG thresholds, analytical methods, and reduction strategies in California. Erik has extensive experience preparing Qualified GHG Reduction Plans as defined by CEQA Guidelines 15183.5 and utilizing these plans to streamline GHG CEQA analysis for development projects. He applies this experience in the successful management of environmental and sustainability projects for variety of clients in the public and private sectors.



Hannah Mize
Project Manager
Rincon

Hannah Mize has experience with a wide range of climate action planning as well as GHG emissions assessments. She manages climate action plans, which entail overseeing data collection; completing inventory and forecast calculations; setting targets; developing emission reduction and adaptation/resilience measures; participating in community outreach; and completing draft and final plans. She is currently managing the City of Burbank's Greenhouse Gas Reduction Plan (GGRP) Update and worked with the City of South Pasadena to finalize and adopt their Climate Action Plan and supporting CEQA document. She has experience with urban planning and land use studies, including environmental assessments, IS-MNDs, EIRs, and technical studies such as air quality and GHG analysis. Hannah is adept at the California Emissions Estimator Model (CalEEMod) and the Emission Factors (EMFAC) model. She has also conducted GHG Verification services through the California Air Resource Board (CARB) cap-and-trade program as an Accredited Lead Verifier for electricity providers, oil and gas production facilities, refineries, mines, wastewater treatment plants, and fuel suppliers in conformance with the Assembly Bill (AB)-32 Mandatory Reporting Regulation.

Ryan Gardner is experienced in CAP development, GHG reporting and audits, life cycle analysis, green building strategies, carbon accounting, carbon sequestration and sustainable infrastructure. His responsibilities include project management of climate action plans, greenhouse gas verification for Assembly Bill 32, GHG reporting for corporate initiatives, LEED certification, energy audits, and sustainability plans. He has contributed to a variety of successful projects, including CAPs, GHG emissions inventories, energy studies, and public outreach and education programs. Ryan has experience performing ASHRAE level I and II energy audits. Using cost benefit analysis and life-cycle assessment methods, he determines which projects are economically viable for both short-term and capital investment projects. He conducts GHG verification services in conformance with AB-32 Mandatory Reporting Regulation and is adept at GHG reporting services for manufacturing facilities in conformance with the GHG protocol for corporate emissions reporting. He has experience in assessing complex operations and determining methodologies for tracking Scope I, II, and III emissions. He has experience leading public outreach for CAPs, including the creation of publicly accessible presentations and reports on technical subjects for a wide range of audiences. Additionally, he has produced white papers, presentations, and reports on multiple sustainability topics.

Reema Shakra has 17 years of consulting and public agency experience in climate action and adaptation planning and community outreach and engagement. Her wide-ranging policy background includes general plan updates, climate action plans, local coastal program updates, corridor plans, and climate adaptation plans. She co-authored a guidebook for the Southern California Association of Governments region which provides local governments with a compendium of tools, resources, and best practices to efficiently advance their climate adaptation planning process. Reema is preparing climate vulnerability assessments and adaptation policies and measures for several cities in the Los Angeles region, including for the cities of San Fernando, Calabasas, Beverly Hills, Monterey Park, and Claremont. She is an active member of the statewide Alliance of Regional Collaboratives for Climate Adaptation, Los Angeles Regional Collaborative for Climate Action and Sustainability, and the American Society of Adaptation Professionals.



Ryan Gardner, LEED AP, ENV SP
Climate Action Program
Manager
Rincon



Reema Shakra, AICP
Climate Adaptation Program
Manager
Rincon



Camila Bobroff
Assistant Project Manager
Rincon

Camila Bobroff has experience with data analysis, developing climate change adaptation strategies, and climate action measures. She is currently responsible for assisting in the management and preparation of Climate Action Plans, Climate Change Vulnerability Assessments, Carbon Inventories, and Safety Elements for jurisdictions across California. As assistant project manager of Climate Action Plans, Safety Element Updates, Climate Adaptation Plans, and Carbon Sequestration projects, Camila actively manages budgets and schedules to ensure that projects are completed within budget and on time.



Zachary Alter
Climate Analyst
Rincon

Zachary Alter is a Climate Analyst with expertise in greenhouse gas (GHG) analysis, Climate Action Plan (CAP) development, Climate Vulnerability Assessments, and Safety Element updates. He has a background in climate change adaptation and mitigation research, data analysis and policy development. His experience in sustainability planning includes preparing GHG emissions and data analyses (including inventories, forecasts, reduction strategies), CAP development, and GHG reporting audits. Zachary is currently responsible for assisting in GHG analysis, Climate Action Planning, Vulnerability Assessment production and Safety Element Policy writing for clients across California.



Emily Gaston
GIS Lead
Rincon

Emily Gaston is a broadly-trained environmental scientist and spatial analyst with an emphasis in Geographic Information Sciences (GIS), remote sensing, and coastal geomorphology. She has contributed and led peer-reviewed research concerning airborne microplastics, beach sustainability assessments, and micromapping of the Western Snowy Plover habitat. These efforts combine her technical abilities in spatial analytics and remote sensing to broader discipline of environmental science. Prior to her time at Rincon, Emily mapped methane emissions for the Los Angeles County Sanitation District and worked at California State University, Channel Islands as a lab manager focused on facilitating undergraduate and faculty research across multiple disciplines. Her academic background and industry experience has provided the technical expertise to create static maps for technical reports, design field data collection tools, model land classification and climate projects, and develop new protocols utilizing drones/UAVs.

Kelsey Bennett is experienced in environmental planning, research, and compliance processes, with expertise in CEQA and NEPA, as well as the Clean Water Act, Clean Air Act, Endangered Species Act, California Coastal Act, planning/zoning laws, and various climate change legislation. For over 18 years she has managed environmental planning projects, including sustainability planning, GHG reduction, and long range, general, and specific plans. Her public outreach experience includes facilitation of the public scoping process for project-specific CEQA and NEPA documents and visioning process for general and master plan updates. Her climate-specific experience includes climate change analyses as part of environmental impact assessment and policy development in the form of Climate Action Plan and General Plan policies to reduce GHG emissions.



Kelsey Bennett
CEQA Lead
Rincon

Sarah Howland has extensive experience crafting and facilitating creative, interactive community engagement activities, including public workshops, open-house events, stakeholder interviews, focus-group interviews, surveys, and participatory mapping activities for in-person, virtual, and hybrid arenas. Sarah has a wide-ranging policy background, having prepared or assisted with managing long-range planning, including general plan updates and local coastal program updates. She has experience in contract planning services and preparing staff reports, public meeting presentations, long-range planning documents, and environmental analysis. Her experience includes all stages of the development review and entitlement process.



Sarah Howland
Engagement Lead
Rincon

Shannon Davis is Principal and Co-Director of Here LA, an interdisciplinary urban design and planning practice. She leads several private, public, and non-profit sector projects within the fields of urban design and planning, with an emphasis on visual communication and creative community engagement. Her experience includes strategic plans, street design, master planning, and active transportation planning. Shannon leads the firm's growing civic technology segment, which applies creative technologies, applications, and programs to enhance and expand the boundaries of the urban design process. Shannon also focuses on bringing urban design solutions to life through the use of innovative, pop-up, and interactive methods throughout Southern California.



Shannon Davis
Community Engagement
Principal
Here LA



Amber Hawkes
Lead Designer
Here LA

Amber Hawkes co-leads Here LA as Principal and Co-Director. Amber oversees a diverse portfolio of projects - from large-scale open space concept planning and streetscape design, to strategic planning surrounding change in the urban context. Many of the firm's projects use out-of-the-box strategies to design and test urban improvements, including "tactical urbanism," pilot projects, and art-filled pop-up workshops. Amber has worked on vision and master planning projects for cities and clients throughout the US, with a focus on creative problem solving and community engagement through artful tactical urbanism, in-the-field trainings, walk and bike audits, consensus-building, and design charrettes. Amber was an instructor for almost a decade at the UCLA Luskin School of Public Affairs in the Graduate School of Urban Planning.



Paul Herman
Finance & Funding
Hip Investor

Paul Herman is experienced in designing strategies to fund and finance municipalities and climate action projects for investors and issuers. Climate action funding can both reduce green-house gas emissions (GHGs) and can generate a positive return on investment (ROI). Mr. Herman founded HIP (Human Impact + Profit) Investor in 2006 to serve investors seeking to build a better world via their portfolios and capital allocations. HIP rates more than 130,000 investments, including 120,000 Muni Bond Issuers and Impact Entities (Cities, Counties, States, Energy + Water Utilities, Transportation Districts, Housing Agencies, Hospitals, Universities + Community Colleges, School Districts, and Sovereigns). The HIP Ratings quantify the health, wealth, earth, equality, and trust of issuers based on actual performance metrics. HIP's clients include several of the top 10 investment managers in muni bonds, as well as in climate action.



Nick Gower
Finance & Funding
Hip Investor

Nick Gower has led HIP Investor's work designing strategies to fund and finance municipalities and climate action plans from both the investor and the project-development perspectives. These strategies can both finance equitable progress and results towards climate action goals, as well as opportunities for innovative investment and partnerships to achieve GHG reductions and potential financial return on investment. In 2012, Mr. Gower launched HIP Investor (HIP)'s data-driven municipal sustainability and impact ratings and has continued to grow and evolve them over the past eight years. HIP now rates over 120,000 Issuers and Impact Entities (cities, counties, states, energy + water utilities, transportation districts, housing agencies, hospitals, universities + community colleges, school districts, and sovereigns) and has led teams in reviewing more than 40,000 issuances, including "green bonds."

Chris Devlin has 29 years of experience in transportation planning and has managed and participated in a variety of transportation studies, including travel demand forecasting studies, travel surveys, traffic impact studies, parking studies, and corridor studies. An experienced travel demand forecaster, Chris has developed and worked on over 20 traffic models throughout the world. He is proficient in several modeling packages including TransCAD, Cube and emme2in and develops model outputs to support the economic, financial and environmental analysis of major highway, transit and aviation projects and well as VMT statistics for SB 743. Chris is proficient in the use of GIS for problem-solving, analysis, and presentation of results. He has designed and run GIS training courses specifically for transportation planners, including the design and coding of GIS utilities and scripts.



Chris Devlin
Senior Planner
Iteris

Jennifer Emerson-Martin has over 18 years of experience working in transportation forecasting and modeling, transportation planning, traffic engineering and analysis, traffic operations and management plans, and project management. Jennifer is fluent with a variety of travel demand modeling software, traffic engineering software, and traffic analysis methods. She has national experience applying, modifying, and developing travel demand models for both large and small scale projects, and has experience in evaluating outputs for environmental analysis, air quality and noise impact analyses, and traffic impact analyses. Jennifer is highly skilled in travel model performance measure output, as well as developing model analysis tools for project efficiency. She currently serves as a company resource for projects which utilize both big-data analytics and traditional planning methods.



Jennifer Emerson-Martin, PE
Transportation Emissions
Iteris

Neera Chawla has 18 years of diversified experience in the upstream and downstream sectors of the energy industry. Her primary focus is working with clients to support their decarbonization initiatives. She specializes in developing strategies that drive the advancement of technology innovation and operational improvements towards reduced greenhouse gas emissions. She uses her knowledge of analytical tools and financial models to provide clients with effective solutions to meet their low carbon objectives.



Neera Chawla, PE
Energy Engineer
Advisian/Worley

Statement of Insurance Compliance

Rincon is willing and able to provide the required insurance coverage and Accord insurance form.

Indemnity

The parties understand, acknowledge and agree that Consultants liability and expense obligations extend only to Consultants actions under this agreement and are limited to Consultants proportional share of its negligence as determined by a court of competent jurisdiction. The parties also acknowledge and agree that Consultant has no duty to defend or indemnify for any challenge to the adequacy or validity of the CAAP and its CEQA documents.

Minimum Requirements Statement

Rincon has reviewed Section II Scope of Work and Oversight of the Request for Proposals. I certify that I meet the minimum requirements of this RFP.



Erik Feldman, LEED AP

Principal, Rincon Consultants, Inc.

References



Fred Ramirez,
Assistant
Community
Development
Director - Planning

City of Burbank - Greenhouse Gas Reduction Plan Update

Contact Responsibility and Relationship to Project	Project Manager
Address	275 East Olive Avenue, Burbank, California 91502
Phone Email	818-238-5273 framirez@burbankca.gov
Description of Services	Rincon developed a GGRP scorecard for the City that quantified the City of Burbank's progress towards their 2020 goal by assessing progress towards achieving the 2020 performance metrics established for each GGRP measure. This project is described in detail in the Project Example References Section .
Key Personnel & Responsibilities	Erik Feldman (Principal-in-Charge); Hannah Mize (Sustainability Planner)
Completion Date	October 2019
Total Fees Received	\$16,401.37
Total Cost of Completed Project	\$16,405



Josette Descalzo,
Environmental
Compliance and
Sustainability
Programs Manager

City of Beverly Hills - Climate Action and Adaptation Plan

Contact Responsibility and Relationship to Project	Project Manager
Address	455 North Rexford Drive, Beverly Hills, California 90210
Phone Email	310-285-2504 jdescalzo@beverlyhills.org
Description of Services	Rincon is preparing a CAAP to assist Beverly Hills in furthering their previous efforts in greenhouse gas mitigation, and to prepare the city's residents and business for the current and future impacts of climate change. This project is described in detail in the Project Example References Section .
Key Personnel & Responsibilities	Erik Feldman (Principal-in-Charge); Reema Shakra (Project Manager); Camila Bobroff (Climate Vulnerability Assessment Task Lead)
Completion Date	Ongoing (expected completion December 2022)
Total Fees Received	\$164,277
Total Cost of Completed Project	\$288,968



Malinda
Stalvey, Senior
Environmental
Specialist

Metropolitan Water District of Southern California - Climate Action Plan and CEQA Documentation

Contact Responsibility and Relationship to Project	Project Manager
Address	700 Alameda Street, Los Angeles, California 90012
Phone Email	213-217-5545 mstalvey@mwdh2o.com
Description of Services	Rincon is developing an integrated, comprehensive, and transformative Climate Action Plan (CAP) and CEQA document. This project is described in detail in the Project Example References Section .
Key Personnel & Responsibilities	Erik Feldman (Principal-in-Charge); Ryan Gardner (Project Manager)
Completion Date	Ongoing (expected completion June 2022)
Total Fees Received	\$896,504.30
Total Cost of Completed Project	\$973,299



It took a unique team to navigate Chico through a controversial update of its Climate Action Plan, especially during COVID-19. The global pandemic posed numerous challenges, including ensuring a **sincere and robust public engagement program** and working with the City’s newly created Climate Action Commission in a virtual space. Rincon not only met, but exceeded, the City’s expectations. The Rincon Team met all deadlines and always with quality deliverables.

I’ve worked with myriad consultants over the past 20 years, and **Rincon stands out due to their responsiveness, clear communication, quality writing, focus on problem-solving, and overall professionalism.** Bottom line – we’ll be using them again!



*Brendan Vieg, City of Chico
Community Development Director*

4

Price Proposal

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Price Proposal

Rincon will prepare the Climate Action and Adaptation Plan in accordance with the scope of work described in [Section 3](#) for a fee of **\$319,903**. A detailed breakdown of costs by task, Rincon labor category, and subcontractor is provided in the table on the following pages. Rincon's standard fee schedule is included below.

Standard Fee Schedule *updated June 2022*

Professional, Technical and Support Personnel*	Hourly Rate
Principal II/Director II	\$295
Principal I/Director I	\$285
Senior Supervisor II	\$258
Supervisor I	\$240
Senior Professional II	\$224
Senior Professional I	\$208
Professional IV	\$184
Professional III	\$170
Professional II	\$153
Professional I	\$136
Associate III	\$117
Associate II	\$102
Associate I	\$95
Field Technician	\$82
Data Solutions Architect	\$175
Senior GIS Specialist	\$164
GIS/CADD Specialist II	\$146
GIS/CADD Specialist I	\$131
Technical Editor	\$130
Project Accountant	\$110
Billing Specialist	\$95
Production Specialist	\$105
Clerical	\$95

* Professional classifications include environmental scientists, urban planners, biologists, geologists, marine scientists, GHG verifiers, sustainability experts, cultural resources experts and other professionals. Expert witness services consisting of depositions or in-court testimony are charged at the hourly rate of \$375.

Reimbursable Expenses

Direct Cost	Rates
Photocopies – Black and White	\$0.20 (single-sided) & \$0.40 (double-sided)
Photocopies – Color	\$1.50 (single-sided) & \$3.00 (double-sided)
Photocopies – 11 x 17	\$0.50 (B&W) & \$3.30 (color)
Oversized Maps	\$8.00/square foot
Digital Production	\$15/disc and \$20/flash drive
Light-Duty and Passenger Vehicles*	\$88/day
4WD and Off-Road Vehicles*	\$140/day

* \$0.65/mile for mileage over 50 and for all miles incurred in employee-owned vehicles.

Other direct costs associated with the execution of a project, that are not included in the hourly rates above, are billed at cost plus 15%. These may include, but are not limited to, laboratory and drilling services, subcontractor services, authorized travel expenses, permit charges and filing fees, mailings and postage, performance bonds, sample handling and shipment, rental equipment and vehicles other than covered by the above charges.

Annual Escalation. Standard rates subject to 3.5% annual escalation. **Payment Terms.** All fees will be billed to Client monthly and shall be due and payable upon receipt. Invoices are delinquent if not paid within 10 days from receipt or per the contractually required payment terms.



RINCON CONSULTANTS, INC.

21-11575 Glendale Climate Action and Adaptation Plan

Cost Estimate

	Rate	Hours	Labor Budget	Direct Expenses	Total Budget
Task 1: Project Orientation and Management		207.00	33,431.00	0.00	33,431.00
Task 1.1: Client Kickoff Mtg		7.00	1,389.00	0.00	1,389.00
Principal II	247.00	1.00	247.00		
Senior Supervisor Planner II	211.00	2.00	422.00		
Senior Planner II	180.00	4.00	720.00		
Task 1.2: Internal Kickoff Mtg		7.00	1,224.00	0.00	1,224.00
Principal II	247.00	1.00	247.00		
Senior Supervisor Planner II	211.00	2.00	422.00		
Senior Planner II	180.00	1.00	180.00		
Planner IV	149.00	1.00	149.00		
Planner II	118.00	1.00	118.00		
Planner I	108.00	1.00	108.00		
Task 1.3: Biweekly Check Ins		74.00	12,596.00	0.00	12,596.00
Principal II	247.00	4.00	988.00		
Senior Supervisor Planner II	211.00	12.00	2,532.00		
Senior Planner II	180.00	18.00	3,240.00		
Planner IV	149.00	36.00	5,364.00		
Planner II	118.00	4.00	472.00		
Task 1.4: Project Management		94.00	14,931.00	0.00	14,931.00
Principal II	247.00	4.00	988.00		
Senior Supervisor Planner II	211.00	12.00	2,532.00		
Senior Planner II	180.00	35.00	6,300.00		
Planner IV	149.00	25.00	3,725.00		
Project Accountant	77.00	18.00	1,386.00		
Task 1.5: MAST Tool		25.00	3,291.00	0.00	3,291.00
Principal II	247.00	1.00	247.00		
Senior Supervisor Planner II	211.00	2.00	422.00		
Planner IV	149.00	6.00	894.00		
Planner I	108.00	16.00	1,728.00		
Task 2: Stakeholder Education and Engagement Plan		299.00	42,397.00	36,340.00	78,737.00
Task 2.1: Stakeholder Education and Engagement Plan		23.00	3,111.00	0.00	3,111.00
Senior Supervisor Planner II	211.00	3.00	633.00		
Senior Planner II	180.00	2.00	360.00		
Planner II	118.00	16.00	1,888.00		
GIS/CADD Specialist I	115.00	2.00	230.00		
Task 2.2: Project Website, Branding, and Logo		117.00	12,727.00	0.00	12,727.00
Principal II	247.00	1.00	247.00		
Senior Planner II	180.00	4.00	720.00		
Planner II	118.00	32.00	3,776.00		
GIS/CADD Specialist I	115.00	48.00	5,520.00		
Admin Assistant/Billing Specialist	77.00	32.00	2,464.00		
Task 2.3: City Staff Sustainability Working Group (3)		36.00	6,201.00	0.00	6,201.00
Senior Supervisor Planner II	211.00	6.00	1,266.00		
Senior Planner II	180.00	15.00	2,700.00		

	Rate	Hours	Labor Budget	Direct Expenses	Total Budget
Planner IV	149.00	15.00	2,235.00		
Task 2.4: Community Workshop Sessions (2)		24.00	4,134.00	0.00	4,134.00
Senior Supervisor Planner II	211.00	6.00	1,266.00		
Senior Planner II	180.00	6.00	1,080.00		
Planner IV	149.00	12.00	1,788.00		
Task 2.5: Focus Groups (4)		24.00	4,072.00	0.00	4,072.00
Senior Supervisor Planner II	211.00	4.00	844.00		
Senior Planner II	180.00	8.00	1,440.00		
Planner IV	149.00	12.00	1,788.00		
Task 2.6: Mini Grants		8.00	1,254.00	4,000.00	5,254.00
Senior Planner II	180.00	2.00	360.00		
Planner IV	149.00	6.00	894.00		
Task 2.7 Mobile Workshop Series		4.00	720.00	32,000.00	32,720.00
Senior Planner II	180.00	4.00	720.00		
Here LA				32,000.00	
Task 2.8: Engagement Toolkit		30.00	3,680.00	340.00	4,020.00
Senior Planner II	180.00	2.00	360.00		
Planner III	134.00	4.00	536.00		
Planner II	118.00	8.00	944.00		
GIS/CADD Specialist I	115.00	16.00	1,840.00		
Translation Services				340.00	
Task 2.9: Sustainability Commissions (3)		21.00	4,152.00	0.00	4,152.00
Senior Supervisor Planner II	211.00	12.00	2,532.00		
Senior Planner II	180.00	9.00	1,620.00		
Task 2.10: City Council Hearings (2)		12.00	2,346.00	0.00	2,346.00
Senior Supervisor Planner II	211.00	6.00	1,266.00		
Senior Planner II	180.00	6.00	1,080.00		
Task 3: Climate Change Community Assessment		212.00	28,585.00	0.00	28,585.00
Task 5.1: Draft Vulnerability Memo		158.00	20,911.00	0.00	20,911.00
Principal II	247.00	4.00	988.00		
Senior Supervisor Planner II	211.00	13.00	2,743.00		
Senior Planner II	180.00	2.00	360.00		
Planner IV	149.00	40.00	5,960.00		
GIS/CADD Specialist I	115.00	24.00	2,760.00		
Planner I	108.00	75.00	8,100.00		
Task 5.2: Final Vulnerability Memo		54.00	7,674.00	0.00	7,674.00
Principal II	247.00	2.00	494.00		
Senior Supervisor Planner II	211.00	10.00	2,110.00		
Senior Planner II	180.00	2.00	360.00		
Planner III	134.00	15.00	2,010.00		
Planner I	108.00	25.00	2,700.00		
Task 4: GHG Inventory-Forecast-Targets		162.00	20,601.00	16,000.00	36,601.00
Task 4.1: GHG Emissions Inventory		78.00	9,658.00	16,000.00	25,658.00
Senior Supervisor Planner II	211.00	8.00	1,688.00		
Planner IV	149.00	10.00	1,490.00		
Planner I	108.00	60.00	6,480.00		
Replica VMT and Data Visualization Software				5,000.00	

	Rate	Hours	Labor Budget	Direct Expenses	Total Budget
Iteris				11,000.00	
Task 4.2: GHG Emissions Foreacst		48.00	6,027.00	0.00	6,027.00
Senior Supervisor Planner II	211.00	5.00	1,055.00		
Planner IV	149.00	8.00	1,192.00		
Planner I	108.00	35.00	3,780.00		
Task 4.3: Consumptive Based Inventory		36.00	4,916.00	0.00	4,916.00
Senior Supervisor Planner II	211.00	6.00	1,266.00		
Planner IV	149.00	10.00	1,490.00		
Planner I	108.00	20.00	2,160.00		
Task 5: GHG Reduction Targets + Measures		179.00	27,016.00	16,500.00	43,516.00
Task 5.1: Target Setting		17.00	2,936.00	0.00	2,936.00
Senior Supervisor Planner II	211.00	4.00	844.00		
Senior Planner II	180.00	5.00	900.00		
Planner IV	149.00	8.00	1,192.00		
Task 5.2: Measure Development		100.00	15,810.00	16,500.00	32,310.00
Principal II	247.00	4.00	988.00		
Senior Supervisor Planner II	211.00	24.00	5,064.00		
Senior Planner II	180.00	15.00	2,700.00		
Planner IV	149.00	22.00	3,278.00		
Planner I	108.00	35.00	3,780.00		
HIP Investor				7,500.00	
Advisian/Worley				9,000.00	
Task 5.3: Measure Technical Appendix		62.00	8,270.00	0.00	8,270.00
Principal II	247.00	2.00	494.00		
Senior Supervisor Planner II	211.00	6.00	1,266.00		
Senior Planner II	180.00	4.00	720.00		
Planner III	134.00	15.00	2,010.00		
Planner I	108.00	35.00	3,780.00		
Task 6: Implementation and Funding Plan		35.00	5,008.00	8,500.00	13,508.00
Task 6.1: Implementation Plan		35.00	5,008.00	0.00	5,008.00
Senior Supervisor Planner II	211.00	4.00	844.00		
Senior Planner II	180.00	7.00	1,260.00		
Planner III	134.00	12.00	1,608.00		
Planner I	108.00	12.00	1,296.00		
Task 6.2: Funding Matrix		0.00	0.00	8,500.00	8,500.00
HIP Investor				8,500.00	
Task 7: Develop Nexus of Related Projects		31.00	3,842.00	0.00	3,842.00
Task 7: Develop Nexus of Related Projects		31.00	3,842.00	0.00	3,842.00
Senior Supervisor Planner II	211.00	2.00	422.00		
Senior Planner II	180.00	4.00	720.00		
Planner I	108.00	25.00	2,700.00		
Task 8: CAP Monitoring and Tracking		19.00	3,544.00	7,500.00	11,044.00
Task 8.1: CAPDash Tracking Tool		0.00	0.00	7,500.00	7,500.00
CAPDash Tool				7,500.00	

	Rate	Hours	Labor Budget	Direct Expenses	Total Budget
Task 8.2: CAPDash Training Mtg		19.00	3,544.00	0.00	3,544.00
Senior Supervisor Planner II	211.00	4.00	844.00		
Senior Planner II	180.00	15.00	2,700.00		
Task 9: Draft and Final Climate Action Plan		311.00	43,091.00	8,000.00	51,091.00
Task 9.1: Word based screencheck draft		104.00	15,108.00	8,000.00	23,108.00
Principal II	247.00	4.00	988.00		
Senior Supervisor Planner II	211.00	12.00	2,532.00		
Senior Planner II	180.00	21.00	3,780.00		
Planner III	134.00	22.00	2,948.00		
Planner I	108.00	45.00	4,860.00		
Here LA				8,000.00	
Task 9.2: InDesign Admin Draft		91.00	12,830.00	0.00	12,830.00
Principal II	247.00	3.00	741.00		
Senior Supervisor Planner II	211.00	6.00	1,266.00		
Senior Planner II	180.00	15.00	2,700.00		
Planner III	134.00	22.00	2,948.00		
GIS/CADD Specialist I	115.00	45.00	5,175.00		
Task 9.3: Final Indesign		52.00	7,765.00	0.00	7,765.00
Principal II	247.00	3.00	741.00		
Senior Supervisor Planner II	211.00	6.00	1,266.00		
Senior Planner II	180.00	9.00	1,620.00		
Planner III	134.00	12.00	1,608.00		
GIS/CADD Specialist I	115.00	22.00	2,530.00		
Task 9.4: Executive Summary		64.00	7,388.00	0.00	7,388.00
Principal II	247.00	2.00	494.00		
Senior Supervisor Planner II	211.00	4.00	844.00		
Senior Planner II	180.00	8.00	1,440.00		
GIS/CADD Specialist I	115.00	20.00	2,300.00		
Admin Assistant/Billing Specialist	77.00	30.00	2,310.00		
Task 10: CEQA ISND		110.00	19,548.00	0.00	19,548.00
Task 10: CEQA ISND		110.00	19,548.00	0.00	19,548.00
Principal I	227.00	4.00	908.00		
Senior Supervisor Planner II	211.00	25.00	5,275.00		
Senior Planner I	165.00	81.00	13,365.00		
Project Total		1,565.00	227,063.00	92,840.00	319,903.00

Direct Expenses Summary	Amount
CAPDash	7,500.00
Replica	5,000.00
Mini-Grants	4,000.00
Translation Services	340.00
Direct Expenses Subtotal	16,840.00



Appendix A: Resumes of Key Personnel



Erik Feldman, LEED AP

Principal-in-Charge

Erik Feldman has over 18 years of experience in the environmental science and planning field and has managed or primarily authored successful planning and environmental and planning studies on environmental assessment and climate change. He oversees Rincon's statewide Climate Group which consults on greenhouse gas (GHG) reporting, climate action and adaptation planning, and carbon verification programs and is responsible for the leadership and development of Rincon's climate action and adaptation services. His experience includes GHG modeling and auditing, climate action planning and sustainability design and program development. He has assisted numerous public and private sector clients with the development of GHG thresholds, analytical methods, and reduction strategies. Erik applies this experience in the successful management of environmental and sustainability projects for variety of clients in the public and private sectors and many regional agencies and special districts, including CAPs for Pasadena, Burbank, and Beverly Hills.

Education

MS, Environmental Science and Management, University of Sydney; Sydney, Australia

BS, Business and Administration, University of Colorado

Certifications

Accredited Lead Greenhouse Gas Verifier, California Air Resource Board (EO# H-10-043)

Accredited Low Carbon Fuel Standard (LCFS) Verifier, California Air Resource Board (EO# H3-20-054)

LEED Accredited Professional

Licensed General Engineering Contractor (#921378)

Years of Experience

18

Select Project Experience

Principal-in-Charge

City of Burbank – Greenhouse Gas Protocol Inventory, Burbank

Principal-in-Charge for the development a Greenhouse Gas Reduction Plan (GGRP) scorecard for the City that quantified the City of Burbank's progress towards their 2020 goal by assessing progress towards achieving the 2020 performance metrics established for each GGRP measure. The GGRP scorecard included the status of measure implementation, reductions originally estimated, progress quantification methodology, actual reductions resulting from implementation to date, and improvement opportunities to improve the implementation or tracking of the City's GHG reduction progress. Progress towards each quantifiable measure was based on available data provided by the City that generally spanned from the start of the 2013 fiscal year to the end of the 2019 fiscal year. Although it is not possible to track the community's contribution to overall GHG reduction without conducting a GHG inventory update, the GGRP scorecard allowed for the City's progress toward meeting the GHG Measure Reduction 2020 target in the GGRP to be quantified showing that the City had achieved 95% of its 2020 Measure GHG reduction.

Principal-in-Charge

City of Pasadena – Climate Action Plan (CAP), Pasadena

Mr. Feldman led the project team that prepared a comprehensive inventory of GHG emissions resulting from local government and community-wide activities. Pasadena is unique because the City owns its own water and power entity (Pasadena Water and Power). Rincon worked closely with the various departments, including Pasadena Water and Power, to correctly

characterize emissions, apply the correct emission factor, and distribute emissions between the City and the community accurately. Rincon developed a list of best practices that was used to develop a CAP. Rincon also assisted the City in a Strategic Growth Council grant application to request funding for the City's General Plan update and development of a CAP which was awarded. Rincon worked with the City to identify and evaluate reduction measures that would achieve the greatest reduction in the most cost-effective manner and created and implemented a comprehensive public outreach program. Rincon also developed a detailed implementation, monitoring, and maintenance plan, and GHG threshold and CAP compliance checklist to streamline future development projects under CEQA Section 15183.5.

Principal-in-Charge

Metropolitan Water District of Southern California (MET) - Climate Action Plan and CEQA Document, Los Angeles County

Principal-In-Charge for the development of an integrated, comprehensive, and transformative CAP. The plan is applied across all of Metropolitan's land, facilities and infrastructure and takes into account the greenhouse gas (GHG) emissions from future capital investment projects such as the Regional Recycled Water Plant. Rincon developed a baseline GHG inventory, forecast, and carbon budget that is being utilized to identify and evaluate feasible, cost-effective, and measurable GHG emissions reduction measures necessary to meet Metropolitan's reduction targets. Rincon worked closely with MET teams associated with planning, engineering, facility operations, and other internal stakeholders to establish GHG emissions and reduction measures and infrastructure improvements that will be implemented through the plan. Rincon has now transitioned to supporting MET on implementing the plan and monitoring progress through our CAPDash implementation and monitoring dashboard.

Principal-in-Charge

City of Berkeley - Pathway to Clean Energy (Existing Building Electrification), Berkeley

Erik oversees a team comprised of the City of Berkeley, Rocky Mountain Institute, and the Ecology Center developing an implementation plan to electrify 100% of Berkeley's existing buildings before 2045. Rincon completed a two-phase policy analysis and implementation plan to identify the technological, equity, and cost considerations around electrifying the current building stock based on age, class, and building type. Phase 1 of the analysis quantifies the costs and benefits of electrification for a wide range of stakeholders. The approach has been tailored to address impacts on historically marginalized and low-income people and integrates procedural, distributional, and structural equity considerations. The final report will identify the highest value and most equitable set of measures aimed at the elimination of fossil fuels in existing buildings in the near, mid, and long terms. Phase 2 includes a detailed cost-benefit analysis and a comprehensive implementation plan, including funding strategies, for each of the recommended policies.

Principal-in-Charge

City of Beverly Hills - Climate Action and Adaptation Plan, Beverly Hills

Rincon is preparing a climate change vulnerability assessment which identifies wildfire risk and its impact on vulnerable populations and community assets, along with other climate change related hazards. Asset manager interviews were conducted with City Departments, Southern California Edison, and Southern California Gas to identify impacts associated with historic extreme events, adaptive capacity of managed assets, and opportunities for adaptation strategies. The project also involves preparing a greenhouse gas emissions inventory and a climate action and adaptation plan that identifies measures and actions to reduce greenhouse gas emissions and adapt to climate change hazards.



Education

BS, Environmental Science and
Research Management, California
State University Channel Islands

Certification

Accredited Lead Greenhouse Gas
Verifier, California Air Resource
Board (EO# H-18-103) and Washington
Department of Ecology
Corporate Communications – Cornell

Affiliations

Secretary, California State University
Alumni and Friends Board

Years of Experience

7

Hannah Mize

Project Manager

Hannah Mize has experience with a wide range of climate action planning and greenhouse gas (GHG) emissions assessments. She is adept at managing climate action plans, including overseeing data collection; completing inventory and forecast calculations; setting targets; developing emission reduction and adaptation/resilience measures; participating in community outreach; and completing draft and final plans. She currently manages the City of Burbank's Greenhouse Gas Reduction Plan Update and worked with the City of South Pasadena to finalize and adopt their Climate Action Plan and supporting CEQA document. She is also working with the cities of Pittsburg and Pinole to draft climate action plans that reduce their emissions and align with the State's goals. Her experience with urban planning and land use studies includes environmental assessments, IS-MNDs, EIRs, and technical studies such as air quality and GHG analysis. Hannah is experienced with the California Emissions Estimator Model (CalEEMod) and the Emission Factors (EMFAC) model. She has also conducted Greenhouse Gas Verification services through the California Air Resource Board (CARB) cap-and-trade program as an Accredited Lead Verifier for electricity providers, oil and gas production facilities, refineries, mines, wastewater treatment plants, and fuel suppliers in conformance with the Assembly Bill (AB)-32 Mandatory Reporting Regulation.

Select Project Experience

Project Manager

City of Burbank - Greenhouse Gas Reduction Plan (GGRP) Update, Burbank

Hannah oversees the preparation of a GGRP Update for the City of Burbank that will serve as a "qualified GGRP" under CEQA. Work includes development of an updated GHG inventory, GHG forecast, GHG reduction measures, and CEQA analysis with streamlining documentation. The Burbank GGRP Update builds upon the efforts of the City's 2035 GGRP, adopted in 2013, with an updated GHG inventory and GHG reduction targets to meet the state's stringent 2030 reduction targets of reducing GHG emissions to 40% below 1990 levels. Rincon works closely with the City to engage all departments, including the utility provider, Burbank Water and Power, in development of GHG reduction measures supported by substantial evidence. Rincon is using the unique opportunity of virtual community and stakeholder outreach to implement tools to further the reach of engagement efforts to enable a diverse and equitable community voice in plan development. To ensure future legal defensibility of the GGRP Update, Rincon is establishing a streamlined implementation tracking program centered around the use of the Rincon's proprietary CAPDash tool, which will allow regular and transparent reporting of the status of the GGRP Update implementation.

Project Manager

City of South Pasadena - Climate Action Plan and Grant Application, South Pasadena

Hannah led the effort to draft a grant application for the City of South Pasadena to complete a CAP through the Southern California Association of

Governments (SCAG). The grant was funded and Hannah took the lead on the second part of the effort – completing a qualified CAP for South Pasadena. The CAP facilitates the reduction of GHG emissions throughout South Pasadena through implementation of SCAG's 2016-2040 Regional Transportation Plan/Sustainable Communities Strategy: Towards a Sustainable Future (RTP/SCS) in a way that is practical, efficient, and beneficial to the community and enhances the City's desirable characteristics and qualities. Completed technical analyses include a baseline GHG emission inventory, emissions forecast, and setting targets approved by the City that are the foundation of the CAP. CAP programmatic CEQA review documentation in the form of an Initial Study/Negative Declaration (IS/ND) was prepared. The CAP is CEQA-QUALIFIED and was adopted in December 2020.

Project Manager

City of Walnut – Climate Strategy Initiative, Walnut

Ms. Mize worked with the City of Walnut to develop and adopt a Climate Strategy Initiative (CSI), which serves as an introductory guide to help the City understand and reduce GHG emissions as well as begin to mitigate the associated impacts related to climate change. The CSI was adopted in January 2020 and included completing a baseline emission inventory and forecast; setting targets; establishing emission reduction strategies; and compiling a visually pleasing, informative Plan for the community. The intent of this CSI is to introduce climate reduction strategies and build community buy in so that in future years the City can develop a Climate Action Plan that will spur substantive GHG reduction. The strategies outlined in the CSI were consistent with and build off of the City's General Plan, which was adopted in May 2018. In the CSI, the strategies are identified and summarized with supporting actions, related co-benefits, and steps that the community can take to actively reduce emissions and increase the City's adaptive capacity.

Lead Analyst

City of Pasadena – GHG Emissions Inventory and Climate Action Plan, Pasadena

Rincon prepared a comprehensive inventory of GHG emissions resulting from local government (municipal) and community-wide activities. The inventory was prepared according to State-recommended protocols, including the Local Government Operations Protocol and the ICLEI U.S. Community-wide Protocol. Rincon also developed a list of best practices that will be used to develop a CAP. Following completion of the GHG Emissions Inventory, Rincon assisted the City of Pasadena in a Strategic Growth Council grant application to request funding for the City's General Plan update and development of a CAP. Ms. Mize assisted with developing reduction measures and quantifying emissions associated with the Climate Action Plan, in addition to assisting with public outreach.

Lead Analyst

City of La Cañada Flintridge – Inventory Update and Climate Action Plan, La Cañada Flintridge

Lead analyst for the preparation of a CAP for the City through funding from the Southern California Association of Governments (SCAG). The goal of the project was to develop a comprehensive roadmap that outlines cost-effective actions the City can implement to reduce local GHG emissions consistent with AB 32 and Executive Order S-3-05 and mitigates the community's contribution to global climate change. Rincon developed a baseline inventory and forecast (years 2020 and 2030) of GHG emissions from community-wide and municipal activities; establish emissions reduction targets for the years 2020 and 2030; identify and evaluate reduction measures that would achieve the greatest reduction in the most cost-effective manner; and create and implement a comprehensive public outreach program. The CAP measures build on La Cañada Flintridge's strengths and take into account local conditions. Rincon also developed a detailed implementation, monitoring, and maintenance plan, and a 15183 CEQA streamlining checklist for future development projects.



Education

MESM, Energy and Climate, Bren School of Environmental Science and Management, University of California, Santa Barbara

BA, Biology, Kalamazoo College, Kalamazoo, Michigan

Certification

Accredited LEED Professional for Building Operations + Maintenance (LEED AP O+M)

Accredited Lead Greenhouse Gas Verifier, California Air Resource Board and Washington Department of Ecology

40-hour Hazardous Waste Operations Emergency Response (HAZWOPER) Certification

Years of Experience

11

Ryan Gardner, LEED-AP, ENV SP Climate Action Program Manager

Ryan Gardner is experienced in climate action plan (CAP) development, greenhouse gas (GHG) reporting and audits, life cycle analysis, green building strategies, carbon accounting, carbon sequestration and sustainable infrastructure. His responsibilities include project management of climate action plans, greenhouse gas verification for Assembly Bill 32, GHG reporting for corporate initiatives, LEED certification, energy audits, and sustainability plans. He has contributed to a variety of successful projects, including CAPs, GHG emissions inventories, energy studies, and public outreach and education programs. He has experience performing ASHRAE level I and II energy audits. Using cost benefit analysis and life-cycle assessment methods, Ryan determines which projects are economically viable for both short-term and capital investment projects. He has experience in assessing complex operations and determining methodologies for tracking Scope I, II, and III emissions. He has experience leading public outreach for CAPs, including the creation of publicly accessible presentations and reports on technical subjects for a wide range of audiences. Additionally, he has produced white papers, power point presentations and reports on multiple sustainability topics.

Select Project Experience

Project Manager

City of Glendale – Reach Code Development, Glendale

Ryan currently leads a team developing a building electrification, electric vehicle charging, and solar photovoltaic reach code for the City of Glendale. This effort coincides with adoption of the 2022 Title 24 building code adoption and will help set the City on a pathway to decarbonization in line with state targets. In addition to conducting research on best practices and developing the ordinance language, Rincon will also be conducting outreach and engagement and working collaboratively with stakeholders throughout the City and Glendale Water and Power.

Project Manager

Metropolitan Water District of Southern California (MET) – Climate Action Plan and CEQA Document, Los Angeles County

Ryan led the development of an integrated, comprehensive, and transformative Climate Action Plan (CAP) and CEQA document for MET. The plan is applied across all of Metropolitan's land, facilities and infrastructure and takes into account the greenhouse gas (GHG) emissions from future capital investment projects such as the Regional Recycled Water Plant. Rincon developed a baseline GHG inventory, forecast, and carbon budget that is being utilized to identify and evaluate feasible, cost-effective, and measurable GHG emissions reduction measures necessary to meet Metropolitan's reduction

targets. Rincon worked closely with MET teams associated with planning, engineering, facility operations, and other internal stakeholders to establish GHG emissions and reduction measures and infrastructure improvements that will be implemented through the plan. Rincon has now transitioned to supporting MET on implementing the plan and monitoring progress through our CAPDash implementation and monitoring dashboard.

Program Manager

City of Beverly Hills - Climate Action and Adaptation Plan, Beverly Hills

Rincon is preparing a climate change vulnerability assessment which identifies wildfire risk and its impact on vulnerable populations and community assets, along with other climate change related hazards. Asset manager interviews were conducted with City Departments, Southern California Edison, and Southern California Gas to identify impacts associated with historic extreme events, adaptive capacity of managed assets, and opportunities for adaptation strategies. The project also involves preparing a greenhouse gas emissions inventory and a climate action and adaptation plan that identifies measures and actions to reduce greenhouse gas emissions and adapt to climate change hazards.

Project Manager

City of Berkeley - Pathway to Clean Energy (Existing Building Electrification), Berkeley

Ryan leads a team comprised of the City of Berkeley, Rocky Mountain Institute, and the Ecology Center developing an implementation plan to electrify 100% of Berkeley's existing buildings before 2045. This first of its kind project leveraged the recent ban on natural gas in new construction recently passed by City Council. As part of the work scope, the team analyzed the technologies and policies required to electrify the existing building stock as well as the equity impacts of such an undertaking. Rincon developed a suite of equity guardrails in coordination with the community to limit the potential impacts of existing building electrification and help direct benefits to under-invested communities throughout the City. By using the tenants of targeted universalism Rincon and the project team was able to develop a plan that enjoyed unanimous support at city council and with the community.

Analyst

City of South Pasadena - Climate Action Plan, South Pasadena

Ryan served as an analyst for the Southern California Association of Governments (SCAG) City of South Pasadena Climate Action Plan (CAP), which was kicked-off in July 2019. The CAP is intended to facilitate the reduction of greenhouse gas (GHG) emissions throughout South Pasadena through implementation of SCAG's 2016-2040 Regional Transportation Plan/Sustainable Communities Strategy: Towards a Sustainable Future (RTP/SCS) in a way that is practical, efficient, and beneficial to the community and enhances the City's desirable characteristics and qualities.

Project Manager

City of Livermore - Climate Action and Adaptation Plan Update, Livermore

Ryan leads this effort assisting the City of Livermore in updating its CAP. The updated CAP will provide the basis for prioritizing, budgeting, implementing, and monitoring GHG emission 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, and CEQA review of the updated CAP. The team also includes experts to provide funding strategies to execute the project in an effective and dynamic manner, and to provide innovative outreach and engagement strategies to create a plan with stakeholder buy in and strategies to reduce GHG emissions over time, while improving quality of life.



Education

BS, Urban and Regional Planning,
California State Polytechnic University,
Pomona

Certification

Certified Planner, American Institute of
Certified Planners (no. 023226)

Years of Experience

17

Reema Shakra, AICP

Climate Adaptation Program Manager

Reema Shakra has 17 years of consulting and public agency experience in sea-level rise vulnerability and adaptation assessments, climate action and adaptation planning, and community outreach and engagement. Reema has a wide-ranging policy background, having prepared or managed general plan updates, climate action plans, local coastal program updates, corridor plans, and climate adaptation plans. She co-authored a step-by-step guidebook for the Southern California Association of Governments region which provides local governments with a compendium of tools, resources, and best practices to efficiently advance their climate adaptation planning process. Reema is currently managing the safety element updates for several cities located within or in close proximity to very high fire hazard severity zones, including the cities of Calabasas, Beaumont, and San Fernando. She is also serving as senior advisor for climate vulnerability assessments for cities that will be impacted by more frequent and extreme wildfires, including Ojai, Beverly Hills, and Cupertino.

Select Project Experience

Project Manager

City of Beverly Hills - Climate Action and Adaptation Plan, Beverly Hills

Rincon is preparing a climate change vulnerability assessment which identifies wildfire risk and its impact on vulnerable populations and community assets, along with other climate change related hazards. Asset manager interviews were conducted with City Departments, Southern California Edison, and Southern California Gas to identify impacts associated with historic extreme events, adaptive capacity of managed assets, and opportunities for adaptation strategies. The project also involves preparing a greenhouse gas emissions inventory and a climate action and adaptation plan that identifies measures and actions to reduce greenhouse gas emissions and adapt to climate change hazards.

Deputy Project Manager

Southern California Association of Governments - Southern California Regional Climate Adaptation Framework, Counties and Cities of Ventura, Los Angeles, Orange, Riverside, San Bernardino, and Imperial

Reema assisted SCAG in preparing a comprehensive framework to support regional climate adaptation planning. Ms. Shakra co-authored a regional climate adaptation guidebook which provides SCAG member agencies with a compendium of tools, resources, and best practices to efficiently advance their climate adaptation planning process. She prepared a matrix that identified over 275 adaptation strategies for a variety of climate hazards, including wildfire. Ms. Shakra conducted a gap analysis of all member

agencies to identify local governments that have adopted or are in the process of adopting climate adaptation policies in their safety elements. Reema led the preparation of climate adaptation model policies for safety elements and local coastal programs. She identified metrics and indicators that local governments and regional metropolitan planning agencies can use to help track progress in adapting to

Project Manager

City of Calabasas – Safety, Circulation and Housing Element Update, Calabasas

Calabasas is preparing a comprehensive update to their Housing Element and related updates to the Land Use, Safety and Circulation Elements in compliance with new State rules. Ms. Shakra is serving as project manager and authoring the updates to the safety, land use and circulation elements. The safety element is being updated in compliance with recent state legislation, including SB 99, SB 379, AB 2140, and AB 3065, and OPR's Fire Hazard Planning Technical Advisory Update (Draft). Calabasas is located entirely within a very high fire hazard severity zone, has over 15 residential neighborhoods with less than two emergency evacuation routes, and numerous residential communities with gated secondary access. Policies and implementation programs are being developed in consultation with Los Angeles County Fire Department, Los Angeles County Sheriff Department, Los Angeles County Emergency Operations Department, and CAL FIRE.

Project Manager

City of Beaumont – Safety and Housing Element Update, Beaumont

Project Manager for preparing an update to the City of Beaumont Housing Element as part of the 6th Regional Housing Needs Assessment Cycle and related updates to the Safety Element. Reema served as project manager and authored the updates to the safety element in keeping with new statutory State requirements on wildfire risk and evacuation routes for residential neighborhoods. Reema worked closely with CALFIRE to review and revise the Safety Element in response to CALFIRE assessments.

Project Manager

City of Monterey Park – Safety, Environmental Justice, and Housing Element Update, Monterey Park

The City of Monterey Park is preparing an update to their Housing Element as part of the 6th Regional Housing Needs Assessment Cycle. The City is also preparing an update to their Safety Element to include a climate change vulnerability assessment and climate adaptation strategies. The City is also preparing a new Environmental Justice Element to address inequitable distribution of pollution and its associated health risks. Reema serves as the project manager, managing the preparation of technical reports and policies and programs associated with the housing, safety and environmental justice elements. The project also includes a robust public engagement and outreach effort, including development of a project logo with associated project branding and public engagement plan, convening community workshops with translation services in Chinese and Spanish, facilitating focus group stakeholder meetings, hosting a project website, and presenting to the City Council.



Camila Bobroff

Assistant Project Manager

Camila Bobroff is a Sustainability Planner with Rincon's Environmental Planning and Sustainability Group. Camila has substantial experience with data analysis, developing climate change adaptation strategies, and climate action measures. She is currently responsible for assisting in the preparation of Climate Action Plans, Climate Change Vulnerability Assessments, Carbon Inventories, and General Plans for jurisdictions across California.

Education

MESM, Energy and Climate, Bren School of Environmental Science & Management, University of California, Santa Barbara

BA, Environmental Studies, BS, Ecology and Evolutionary Biology, University of California, Santa Cruz

Affiliations

California Association of Environmental Professionals

Years of Experience

5

Select Project Experience

Sustainability Planner

City of South Pasadena - Climate Action Plan, South Pasadena

Camila was the sustainability planner responsible for preparing a public outreach plan for the City to use as they develop and implement their Climate Action Plan. The outreach plan discussed the types of outreach methods, number of public meetings, and the content of these meetings to gather public input regarding the draft City of South Pasadena Climate Action Plan.

Sustainability Planner

County of Merced - Climate Action Plan, Merced County

Camila is serving as a sustainability planner for the Merced County Climate Action Plan. She conducted the vulnerability assessment related to greenhouse gas emissions in Merced County. She was also responsible for preparation of mitigation measures for reducing agriculture-related greenhouse gas emissions. Camila also contributed to the quantification of future greenhouse gas emissions reductions assuming implementation of the mitigation measures proposed for the Climate Action Plan.

Environmental Planner

City of Thousand Oaks - General Plan Update. Thousand Oaks

Camila was the environmental planner responsible for assisting in the development of the Thousand Oaks Background Environmental Report as part of the General Plan Update. She prepared the chapters outlining the existing conditions of greenhouse gases, climate change and climate resiliency, and public services in the City of Thousand Oaks.

Assistant Project Manager

County of Santa Barbara - 2030 County Climate Action Plan and EIR, Santa Barbara County

Camila is assistant managing the natural and working lands inventory for the Climate Action Plan. This will include emissions from the natural lands, agricultural industry, and agriculture land use types (also known as Natural and Working Lands). Rincon is working with the Bren School of Environmental Science and Management, University of California Santa Barbara (UCSB) to complete extensive research and reached out to experts in the respective fields to ensure the incorporation of the information found is appropriate

and the methodology to calculate GHG emissions is accurate. The Climate Action Plan is intended to facilitate the reduction of GHG emissions in a way that helps improve the public health and economy of the County through partnerships with the community providing resources for a more sustainable and equitable community.

Sustainability Planner

City of Livermore – Climate Action Plan Update, Climate Vulnerability Assessment and Initial Study-Negative Declaration, Livermore

This climate action plan was prepared for the City, as required by its new General Plan Climate Change Element and set a GHG emissions reduction goal of 15 percent below 2008 levels. The CAP provided actions related to transportation, building energy use, water consumption, wastewater treatment, and waste generation that the City can implement to meet the City's goal and the State-mandated, 2020, GHG emissions reduction goal. Camila was responsible for developing the Climate Change Vulnerability Assessment for this project, which assessed localized climate impacts, sensitive populations and assets to those climate impacts, and the City's adaptive capacity based on current policies and programs.

Sustainability Planner

County of San Mateo – Government Operations Client Action Plan and Community Climate Action Plan, San Mateo County

Rincon and Cascadia are providing planning services for the San Mateo County Government Operations Climate Action Plan (GOCAP) and the Community Climate Action Plan (CCAP). Rincon is leading review of the County initial list of action ideas, recommending specific measures, and further defining each action item with specific targets and/or actions in order to identify potential metrics for each action item to a level that would allow for qualitative analysis. Camila conducted emissions forecasting analysis and recommended specific reduction measures to help the County reach carbon neutrality by 2035.

Sustainability Planner

City of Port Hueneme – General Plan and Housing Element Update, Port Hueneme

Rincon is creating a long-range planning program for the City Port Hueneme that is innovative, practical, and facilitates the City in achieving their goals. Specifically, Rincon is developing a General Plan update that is compliant with recent State legislation and guidance. Camila is responsible for the development of the Climate Change Vulnerability Assessment for this project, which assessed localized climate impacts (including sea level rise, extreme heat, and precipitation changes), sensitive populations and assets to those climate impacts, and the City's adaptive capacity based on current policies and programs.

Sustainability Planner

County of San Luis Obispo – Avila Community Plan Update, Avila Beach

Camila assisted with the update of Avila Community Plan for the County of San Luis Obispo. The Community Plan update includes preparing and implementing a community outreach strategy, developing the land use scenario, local policies, and development standards, and resolving planning issues within the Avila community. Camila was responsible for developing environmental resource policies.



Education

MPA, Environmental Science & Policy, Columbia University, School of International & Public Affairs and The Earth Institute

BS, Biology (with minors in Environmental Studies & Psychology), University of California San Diego

Certification

Leadership in Energy and Environmental Design Accredited Professional (LEED-AP)

Water Management and Ecosystem Restoration Certificate

Years of Experience

21

Kelsey Bennett, LEED AP CEQA Lead

Kelsey Bennett is well-versed in sustainability and environmental planning with expertise related to climate change laws such as SB 32 and SB 375 as well as CEQA, NEPA, CAA, CWA, ESA, NHPA, CZMA, and planning/zoning laws. She has prepared, organized, and overseen climate action plan (CAP), environmental impact report (EIR), general plan and long range development plan (LRDP), environmental impact statement (EIS), initial study-mitigated negative declaration (IS-MND), environmental assessment (EA), mitigation monitoring reporting program (MMRP), climate vulnerability assessment, and CEQA GHG Threshold/Checklist documents. She has managed a broad range of multi-faceted projects, such as climate/sustainability planning, greenhouse gas (GHG) reduction, energy, water, education, health care, civic, conservation/ restoration, residential, recreation, transportation, transit-oriented development, and land use/safety/climate resiliency planning. She has prepared natural and social resources analyses in many technical areas, such as climate/GHG emissions/energy, aesthetics, hazards, geology, biological resources, and hydrology/water quality. Her climate experience includes climate change analyses (contribution to climate change and climate adaptation) as part of impact assessment and policy development via CAP and general plan policies to reduce GHG emissions.

Select Project Experience

CEQA Lead

City of South Pasadena – Climate Action Plan Update and IS-ND, South Pasadena

This CAP Update provides strategies to facilitate reduction of GHG emissions in South Pasadena via implementation of the Southern California Association of Governments 2016-2040 Regional Transportation Plan/ Sustainable Communities Strategy. CAP Update CEQA assessment via an IS-ND was prepared with Kelsey as the CEQA Lead for this qualified and adopted CAP.

Author and CEQA Advisor

Metropolitan Water District of Southern California (MET) – Climate Action Plan and CEQA Document, Los Angeles County

Rincon is developing a MET regional CAP and CEQA document. The plan would be applied across all MET land, facilities, and infrastructure and takes into account GHG emissions from future capital investment projects such as the Regional Recycled Water Plant. The CAP identifies actions to reduce GHG emissions and prepare MET facilities and operations for climate change impacts. Ms. Bennett served as a primary author of the regional CAP and advisor for the CAP CEQA document.

CEQA Lead

City of Beverly Hills – Climate Action and Adaptation Plan (CAAP) and CEQA Document, Beverly Hills

Rincon is preparing a climate change vulnerability assessment which identifies wildfire risk and its impact on vulnerable populations and community assets, along with other climate change related hazards. Asset manager interviews were conducted with City Departments, Southern California Edison, and Southern California Gas to identify impacts associated with historic extreme events, adaptive capacity of managed assets, and opportunities for adaptation strategies. The project also involves preparing a greenhouse gas emissions inventory and a climate action and adaptation plan that identifies measures and actions to reduce greenhouse gas emissions and adapt to climate change hazards..

Project Manager

City of San Luis Obispo – CEQA GHG Thresholds/Guidance and CAP/GHG Thresholds IS-ND, San Luis Obispo

Rincon developed defensible GHG emissions significance thresholds for use in CEQA review of projects and plans proposed in the City of San Luis Obispo. CEQA GHG emissions thresholds were developed and tailored for residential, commercial, and mixed land uses to address concerns raised in recent CEQA case law. The thresholds allow the City to streamline future CEQA GHG emissions analyses and apply a consistent approach related to CEQA analysis of GHG emissions. A guidance document was also prepared indicating when and how to tier from the City CAP vs. use of the quantitative thresholds in CEQA review and how to quantify project emissions. A CAP/GHG Thresholds IS-ND was also prepared.

Deputy Project Manager

California Air Pollution Control Officers Association (CAPCOA) – Model Policies for GHGs in General Plans: A Resource for Local Government to Incorporate General Plan Policies to Reduce GHG Emissions, California Statewide

This document provides recommendations for incorporating GHG reduction policies into general plans. Resulting subsequent publications and analyses have greatly influenced the state of practice for how climate change is addressed in California general plans.

Project Manager

City of Cupertino – Climate Action Plan Update and IS-ND, Cupertino

The Cupertino CAP has been developed in collaboration with the City, CAP subcommittee, and other identified stakeholders. Rincon reviewed the City GHG inventory and climate vulnerability assessment and developed GHG forecasts as well as GHG reduction and climate adaptation measures. Ms. Bennett also led preparation of the qualified CAP Update and CAP Update CEQA IS-ND.

Deputy Project Manager

City of Livermore – General Plan Update & Specific EIR (SEIR) for Climate Change, Livermore

This general plan update focused on policies establishing a path for reduction in GHG emissions. The new climate change element built on existing general plan policies/ordinances related to energy efficiency, land use, transportation, water conservation, and waste reduction. The SEIR disclosed current GHG inventory, emissions under business-as-usual scenario, and estimate of emissions.



Education

MS, City and Regional Planning,
California Polytechnic State University,
San Luis Obispo

BA, Political Science, Concentration in
Pre-Law, California Polytechnic State
University, San Luis Obispo

Years of Experience

5

Sarah Howland

Engagement Lead

Sarah Howland has extensive experience crafting and facilitating creative, interactive community engagement activities, including public workshops, open-house events, stakeholder interviews, focus-group interviews, surveys, and participatory mapping activities for in-person, virtual, and hybrid arenas. In addition, she coordinates and prepares detailed, visually appealing work products, including marketing materials, staff reports, story maps, project website materials, and technical analysis reports for community engagement. Sarah has a wide-ranging policy background, having prepared or assisted with managing long-range planning, including general plan updates and local coastal program updates. She has experience in contract planning services and preparing staff reports, public meeting presentations, long-range planning documents, and environmental analysis. Sarah has experience with all stages of the development review and entitlement process.

Select Project Experience

Outreach Specialist

City of Camarillo Safety Element Update, Camarillo

The City of Camarillo is preparing an update to their Climate Action Plan, Safety Element, and Sustainable Communities Plan. Sarah will coordinate and lead a variety of community engagement events, including virtual public workshops, community pop-up events, surveys, and stakeholder interviews. Sarah will also assist with creation of the Safety Element.

Long Range Planner

City of Bakersfield General Plan Update, Bakersfield

Sarah is assisting with the comprehensive update of General Plan for the City of Bakersfield. The General Plan update will include developing land use scenarios, resolving planning issues within the community, and introducing local policies and development standards. Sarah is responsible for preparing local policies for safety, public facilities, and environmental justice.

Assistant Project Manager

City of American Canyon General Plan Update, American Canyon

The City of American Canyon is preparing a technical update to their General Plan, focusing on their Housing, Safety, and Environment Elements. Sarah coordinated and led a variety of community engagement events, including virtual public workshops, community pop-up event materials, and stakeholder interviews. Sarah will also assist with creation of the Safety Element.

Outreach Specialist

City of Hayward General Plan and Climate Action Plan Update, Hayward

The City of Hayward is preparing an update to their Housing, Safety, and Environmental Justice Elements and Climate Action Plan. Sarah is coordinating and leading a variety of community engagement events, including an educational gallery event, virtual public workshops, and virtual stakeholder interviews.

Long Range Planner

City of Port Hueneme General Plan Update and Local Coastal Program Update, Port Hueneme

Sarah assists with the update of General Plan and Local Coastal Program for the City of Port Hueneme. The General Plan update included developing the land use scenario, resolving planning issues within the Port Hueneme community, and introducing local policies and development standards. Sarah was responsible for preparing local policies for environmental justice and economic development. Sarah is currently updating Port Hueneme's LCP in order to conform with Coastal Commission policy directives and approaches to address climate change adaptation strategies, such as those for sea level rise (SLR). The Port Hueneme General Plan was adopted in November 2021. The Port Hueneme General Plan was awarded the American Planning Association Award for the Central Coast region.

Outreach Specialist

City of Monterey Park Housing Element Update Community Outreach, Monterey Park

The City of Monterey Park prepared an update to their Housing Element as part of the 6th Regional Housing Needs Assessment Cycle. Sarah coordinated and led a variety of community engagement events, including virtual public workshops, virtual stakeholder interviews, online participatory mapping activity, project website coordination, and a range of translation options. Sarah also assisted with creation of the Housing, Safety, and Environmental Justice Elements. The Monterey Park Housing, Safety and Environmental Justice Elements were adopted in January 2022.

Outreach Specialist

City of West Hollywood Housing Element Update Community Outreach

The City of West Hollywood prepared an update to their Housing Element as part of the 6th Regional Housing Needs Assessment Cycle. Sarah coordinated and led a variety of community engagement events and online surveying techniques during the Covid-19 pandemic. Sarah prepared technical reports of community outreach results for city planning staff and decision makers. The West Hollywood Housing Element was adopted in January 2022.

Outreach Specialist and Long Range Planner

County of San Luis Obispo – Avila Community Plan Update, San Luis Obispo County

Sarah assists with the update of Avila Community Plan for the County of San Luis Obispo. The Community Plan update includes preparing and implementing a community outreach strategy, developing the land use scenario, local policies, and development standards, and resolving planning issues within the Avila community. Sarah is responsible for community outreach, developing planning area standards as well as localized goals, policies, and programs for secondary access, land use planning, circulation and parking, visitor-serving, protection of environmental resources and assisting project manager.



Education

MPA, Environmental Policy and Management, University of Washington

BA, Sociology, Minor, Environmental Systems and Society, University of California Los Angeles

Years of Experience

2

Zachary Alter

Climate Analyst

Zachary Alter has expertise in greenhouse gas (GHG) analysis, Climate Action Plan (CAP) development, Climate Vulnerability Assessments, and Safety Element updates. Zachary has a background in climate change adaptation and mitigation research, data analysis and policy development. His experience in sustainability planning includes preparing GHG emissions and data analyses (including inventories, forecasts, reduction strategies), CAP development, and GHG reporting audits. Zachary is currently responsible for assisting in GHG analysis, Climate Action Planning, Vulnerability Assessment production and Safety Element Policy writing for clients across California.

Select Project Experience

Sustainability Planner

County of Santa Barbara – Climate Action Plan, Santa Barbara County

This project involved preparation of a GHG inventory and forecast, technical analysis of GHG reduction strategies and preparation of a Climate Action Plan for County approval. Zachary assisted in technical support and measures development for this project.

Sustainability Planner

County of San Mateo – RICAPS Program Strategic Support, San Mateo County

This project involves supporting regional efforts through the County of San Mateo's RICAPS program to reduce GHG emissions in the county through administration of monthly and quarterly working group meetings, individualized technical support to all local jurisdictions, and annual inventory updates. Responsibilities for this project have included preparation of emissions forecasts and technical analysis of GHG reduction strategies.

Sustainability Planner

City of Pinole – Climate Action Plan, Pinole

Zachary is working with the City of Pinole to prepare a Climate Action Plan for reducing GHG emissions associated with city activities. Responsibilities for this project include preparation of a GHG inventory and forecast, technical analysis of GHG reduction strategies, and preparation of the Climate Action Plan for city approval.

Sustainability Planner

City of San Leandro – Climate Vulnerability Assessment, San Leandro

Zachary is the Sustainability Planner responsible for developing the Climate Change Vulnerability Assessment for this project. He prepared sections on localized climate impacts, sensitive populations and assets to those climate

impacts, and the City's adaptive capacity based on current policies and programs.

Sustainability Planner

City of Carlsbad – Safety Element Update Services, Carlsbad

Zachary is working with the City of Carlsbad staff to update the City's Safety Element. He conducted the vulnerability assessment on climate hazards Carlsbad is projected to experience. The Safety Element builds off the work the City recently completed to adopt a Local Coastal Plan. Zachary is working closely with the City's planning division to update the climate adaptation policies of the Safety Element based on the findings of the vulnerability assessment.

Sustainability Planner

San Bernardino Valley Municipal Water District – Climate Action & Resilience Plan, San Bernardino County

Zachary is working with San Bernardino Valley Municipal Water District to prepare a Climate Action & Resilience Plan. This project involved preparation of a Climate Action & Resilience Plan for reducing GHG emissions associated with water district activities. Responsibilities for this project included preparation of a GHG inventory and forecast, technical analysis of GHG reduction strategies, and preparation of the Climate Action & Resilience Plan for board review and approval.

Sustainability Planner

City of Carmel – Climate Adaptation Strategy, Carmel

Zachary is assisting in developing the City of Carmel's adaptation strategy. This includes producing adaptation-related policies and criteria for protection of the City's most vulnerable communities and assets. Ms. Alter worked to identify measures for increasing the resilience of the City of Carmel.

Green House Gas (GHG) Verifier

California Cap and Trade Program – GHG Verification, Various Counties/Cities, California

Zachary provides GHG verification services for multiple clients required to report annual GHG emissions to the California Air Resource Board under the Cap-and-Trade Program. Tasks include ensuring client data and calculations are reported according to state-established protocols and preparing verification reports.

Sustainability Planner

City of Hayward – Safety Element Update Services, Hayward

Zachary is the Sustainability Planner responsible for developing the Climate Change Vulnerability Assessment for this project. He prepared sections on localized climate impacts, sensitive populations and assets to those climate impacts, and the City's adaptive capacity based on current policies and programs.

Sustainability Planner

City of Claremont – Safety Element, Claremont

Zachary assisted in updating Claremont's Safety Element. The project is of particular importance with the need for wildfire adaptation and mitigation policies. The Safety Element was updated to address both vulnerable populations in the region and the growing concerns with regards to Climate Change.



Education

MS, Geographic Information Sciences,
California State University, Long Beach

BS, Environmental Science and
Resource Management, Minor in
Chemistry, California State University,
Channel Islands

Years of Experience

5

Emily Gaston

GIS Lead

Emily Gaston is a broadly-trained environmental scientist and spatial analyst with an emphasis in Geographic Information Sciences (GIS), remote sensing, and coastal geomorphology. Ms. Gaston has contributed and led peer-reviewed research concerning airborne microplastics, beach sustainability assessments, and micromapping of the Western Snowy Plover habitat. These efforts combine her technical abilities in spatial analytics and remote sensing to broader discipline of environmental science. Before her time at Rincon Consultants, Ms. Gaston mapped methane emissions for the Los Angeles County Sanitation District and worked at California State University, Channel Islands as a lab manager focused on facilitating undergraduate and faculty research across multiple disciplines. Her academic background and industry experience has provided the technical expertise to create static maps for technical reports, design field data collection tools, model land classification and climate projects, and develop new protocols utilizing drones/UAVs.

Select Project Experience

GIS Specialist

County of Santa Barbara – Natural and Working Lands Inventory, Santa Barbara County

Ms. Gaston served as a GIS analyst for the county wide natural and working lands inventory. This involved understanding the Department of Conservations TerraCount tool and ApexRMS ST-SIM tool to model different land use scenarios effect on carbon sequestration values for the next 15 years.

GIS Specialist

Ventura Port District – Ventura Harbor Dredge Material Project, Ventura

Ms. Gaston served as a GIS analyst for the Ventura Harbor Dredge material. This involved interpolating transect data by inverse distance weighting to create two surface raster datasets, to calculate total volume change post dredge in the Ventura Harbor. Additionally, Ms. Gaston helped with a new proposal to implement the use of UAVs for the next monitoring season.

GIS Analyst

City of Goleta – Ellwood Mesa Monarch Butterfly Habitat Management Plan Support Implementation of Coastal Conservancy Grant and Management of Grant Eligible Projects, Goleta

GIS analyst for the MBHMP support implementation of Coastal Conservancy Grant. She has created a variety of figures to accompany permit reports, web mapping applications across multiple agencies, and field collection tools for efficient data collection while out in the field.

GIS Analyst

South San Luis Obispo Sanitation District- Wastewater treatment Facility Redundancy and Improvements Project- 2021/2022 Coastal Hazards Monitoring Report, San Luis Obispo County

Ms. Gaston served as a GIS analyst for the SSLOSD Coastal hazards Monitoring report. This involved raster analysis of drone imagery to analyze elevational change along the beach and lagoon mouth. Additionally, Ms. Gaston helped with quality assurance and control of field elevation data to ensure accuracy and precision.

GIS Specialist

City of Monterey Park Housing Element Update Community Outreach, Monterey Park

The City of Monterey Park prepared an update to their Housing Element as part of the 6th Regional Housing Needs Assessment Cycle. Emily contributed maps and graphics to an extensive stakeholder mapping exercise to identify community-based organizations and organizations and agencies that serve underrepresented populations to solicit input throughout the planning process. The Monterey Park Housing, Safety and Environmental Justice Elements were adopted in January 2022.



SHANNON DAVIS

Principal, Urban Designer, Urban Planner

Shannon Davis co-leads Here LA, an interdisciplinary urban design and planning practice and has led a number of private, public, and non-profit urban planning and design projects. Her experience includes multi-modal strategic plans, complete streets design, master planning, and application of civic technologies. Shannon has a deep appreciation for creative civic engagement and seeks to incorporate new outreach methods that enhance and expand the boundaries of the design process, including tactical and pilot project design. She also brings many of the firm's urban design solutions to life within Southern California, through the use of innovative, pop-up, and artful engagement methods.

Current Position

Here LA, Co-Director, Founder (2015-Present)

Previous Positions Held (selected)

Melendrez Landscape Architecture, Planning, & Urban Design: Leadership Team, Senior Associate, Senior Urban Designer, Planning & Urban Design. (2012- February 2016)

UCLA Luskin School of Public Affairs, Urban Planning Masters Program: Lecturer, Core Course, Visual Communication. (2017 - 2019)

Gwynne Pugh Urban Studio: Urban Designer & Project Manager. (2011 - 2012)

Kounkuey Design Initiative: Project Manager. (2011)

Relevant Project List (selected)

Mobility-Related Urban Design, Streetscape, & Tactical/Creative Outreach

Willoughby Greenways Pilot Project & Creative Outreach, City of West Hollywood

Glendale Pedestrian Plan Streetscape & Creative Arts-Based Outreach, City of Glendale

GoMango Greenway Pilot Project & Creative Outreach, City of Santa Monica

Santa Monica Pilot Art Crosswalks, City of Santa Monica

Pasadena Form Based Street Guide, City of Pasadena

La Pacific Streetscape Plan & Creative Outreach, City of Huntington Park

Eastside Community Plan Urban Design and Creative Outreach Festival, City of West Hollywood

North Hollywood to Pasadena Urban Design Integration, LA County

Little Tokyo Joint Development Design Review Community Interactive Sculpture, Metro, Los Angeles

Golden State Specific Plan, Urban Design & First/Last Mile Analysis, City of Burbank

Purple Line Extension First/Last Mile Streetscape Design, Metro, Los Angeles and Beverly Hills

Uptown Planning, Land Use, and Neighborhood Strategy Creative Outreach, City of Long Beach

Metro Complete Streets Trainings, Metro, LA County

Blue Line First/Last Mile Plan & Temporary Kit-of-Parts, Metro, Los Angeles County

Inglewood First/Last Mile Plan, Metro, Inglewood

10th Street Vision Plan, Pilot Project Design, & Community Workshops, City of Long Beach

Space 134 Conceptual Park Design & Creative Outreach, Paint Truck, Temporary Parklet, City of Glendale*

Complete Streets Plan & Pacific Blvd Streetscape Design, City of Huntington Park*

Urban Greening & Creative Placemaking Toolkit Website, Metro, Los Angeles County*

Broadway Streetscape Master Plan & Pilot "Dress-Rehearsal," CRA/LA & LADOT, Los Angeles*

Education

University of Southern California, (USC): Master of Arts - Urban Planning, Urban Design, Awarded the Deans Merit Scholarship

Chapman University: Bachelor of Arts - Sociology - Minor Political Science. Cum Laude

* Project completed while at previous firm



AMBER HAWKES

Principal, Urban Designer, Urban Planner, Lecturer

Amber Hawkes co-leads Here LA, an interdisciplinary urban design and planning practice. Amber works on a diverse portfolio of projects - from large-scale open space concept planning, to the design and temporary installation of "tactical" improvements and multi-modal streetscape design. Amber has worked on strategic, vision, and master planning projects for cities and clients throughout the US, with a focus on creative problem solving and community engagement through arts-based interactions, walk and bike audits, consensus-building, and design charrettes. For a decade, Amber was an instructor at the UCLA Luskin School of Public Affairs, Graduate School of Urban Planning.

Current Position

Here LA, Co-Director, Founder (2015-Present)

Previous Positions Held

(selected)

Melendrez Landscape Architecture, Planning, & Urban Design: Leadership Team, Associate Principal, Associate, Senior Project Manager, Planning & Urban Design. (2011 - February 2016)

UCLA Luskin School of Public Affairs, Urban Planning Masters Program: Lecturer, Core Course, Visual Communication. (2010 - 2019)

Torti Gallas and Partners: Urban Designer & Project Manager. (2007 - 2011)

Relevant Project List

(selected)

Mobility-Related Urban Design, Streetscape, & Tactical/Creative Outreach

Glendale Pedestrian Plan Streetscape & Creative Arts-Based Outreach, City of Glendale

SCAG Pilot Project in Glendale, Creative Outreach & Pilot Project Design, City of Glendale/SCAG

Pasadena Form Based Street Guide, City of Pasadena

One Arroyo Creative Community Engagement, City of Pasadena

North Hollywood to Pasadena Urban Design Integration Guide, LA Metro, LA County

Willoughby Greenways Pilot Project & Creative Outreach, City of West Hollywood

GoMango Greenway Pilot Project & Creative Outreach, City of Santa Monica

COAST Culture Wall, Creative Community Interaction, City of Santa Monica

Santa Monica Pilot Creative Crosswalks, City of Santa Monica

Golden State Specific Plan, Urban Design & First/Last Mile Analysis, City of Burbank

Little Tokyo Joint Development Design, Community Interactive Sculpture, Metro, Los Angeles

Eastside Community Plan Urban Design and Creative Outreach Festival, City of West Hollywood

La Pacific Streetscape Plan & Creative Outreach, City of Huntington Park

Uptown Planning, Land Use, and Neighborhood Strategy Creative Outreach, City of Long Beach

Purple Line Extension First/Last Mile Streetscape Design, Metro, Los Angeles & Beverly Hills

Metro Complete Streets Trainings, Metro, LA County

Blue Line First/Last Mile Plan, Metro, Los Angeles County

10th Street Vision Plan & Community Workshops, City of Long Beach

Brea Connecting the Core, Creative Pop-Ups & Installation, City of Brea

Space 134 Conceptual Park Design & Creative Outreach, Paint Truck, Temporary Parklet, City of Glendale*

* Project completed while at previous firm

Education

University of California, Los Angeles (UCLA): Master of Arts - Urban Planning, Urban Design, and Physical Planning, Awarded the Departmental Fellowship. Conflict Mediation Study.

Vassar College: Bachelor of Arts - Urban Studies, Poughkeepsie, NY.

Cum Laude & Departmental Honors.

JENNIFER EMERSON-MARTIN, PE

Senior Manager



EDUCATION

BS, Civil Engineering, University of Idaho, Moscow, ID, 2003

YEARS OF EXPERIENCE

With Iteris: **7** Total: **18**

REGISTRATIONS

Civil Engineer (PE)

ID #18578, 2019

NE #E17065, 2018

WA #54719, 2017

TX #128405, 2017

AK #11998, 2008

CORE DISCIPLINES

Travel Demand Modeling & Forecasting

Transportation Planning

Traffic Impact Analysis

Peer Review

AFFILIATIONS

Institute of Transportation Engineers (ITE)

Women's Transportation Seminar (WTS)

WTS Spokane/Coeur d'Alene Chapter Board Member (Treasurer)

Ms. Emerson-Martin serves as a Senior Manager for Iteris' Mobility Consulting Solutions and has been with the firm since 2014. She has over 18 years of experience working in transportation forecasting and modeling, transportation planning, traffic engineering and analysis, traffic operations and management plans, and project management. Ms. Emerson-Martin is fluent with a variety of travel demand modeling software, traffic engineering software, and traffic analysis methods. She has national experience applying, modifying, and developing travel demand models for both large and small scale projects, and has experience in evaluating outputs for environmental analysis, air quality and noise impact analyses, and traffic impact analyses. Ms. Emerson-Martin is highly skilled in travel model performance measure output, as well as developing model analysis tools for project efficiency. She currently serves as a company resource for projects which utilize both big-data analytics and traditional planning methods.

Did you know?

Jennifer has lived in four states: Washington, Idaho, Alaska and California. She has many hobbies, including cooking, sewing and wine-making.

Project Experience

TRAVEL DEMAND MODELING & MICROSIMULATION

Travel Demand Modeling – National

As a Senior Engineer, Ms. Emerson-Martin has experience applying, modifying, developing, and analyzing multiple travel demand models nationally. She is experienced with many Southern California models (SCAG, OCTA, RivTAM, SBTAM, VCTM, and other subregional travel models). She developed the City of Columbus, NE model in 2019, and most recently has been updating the City of Hayden, ID model. She has used these models to support various projects, including general plan updates, long-range planning efforts, transportation strategic plans, environmental project support, traffic impact analysis, fee nexus and traffic impact fee studies, corridor studies, and local development projects.

City of Hayden Travel Demand Model Update – Hayden, ID

As Project Manager and Task Lead, Ms. Emerson-Martin leading the development of the City of Hayden sub-regional travel demand model (in VISUM software). The primary task for the update is ensuring consistency with the current regional Kootenai County MPO travel demand model. The major tasks required the splitting of zones and growth of land use consistent with the concurrent Comprehensive Plan, while remaining controlled to regional growth forecasts. The project began in April 2019 and is expected to be complete in October 2020.

Division Street Corridor Study & Division High Performance Transit Implementation Study, Spokane Regional Transportation Council (SRTC) – Spokane, WA

Ms. Emerson-Martin serves as Project Engineer on a multidisciplinary team providing travel demand modeling, signal timing and operations, and other traffic engineering support services. The Study focuses on Division Street opportunities and challenges with completion of the North Spokane Corridor

and implementation of High Performance Transit (HPT) by STA. The Study will result in recommendations that address transit operations, multimodal planning, geometrics, safety, and land use opportunities in the corridor study area. The project began in May 2019 and will be completed in May 2021.

[US-101 High Occupancy Vehicle \(HOV\) / Project Approval and Environmental Document \(PA&ED\) – Ventura County, CA](#)

Ms. Emerson-Martin serves as Task Lead for travel demand modeling. In addition to modeling and forecasting, she was responsible for providing post-processed travel model outputs (including turning movements) for over 140 intersections along the 20+ mile corridor between SR-23 and SR-33 in Ventura County. The project began in June 2018, is ongoing, and is scheduled to be completed in June 2023.

[City of Simi Valley Nexus Fee Impact and Travel Demand Model Update, City of Simi Valley, CA](#)

Ms. Emerson-Martin updated the of a city-wide windowed travel demand model to a base year of 2019, TransCAD Version 6.0, updated the geographical user interface to a singular model add-in, and developed standard SB 743 VMT model outputs for project analysis. In addition, Jennifer updated the model documentation and developed a stand-alone model analysis spreadsheet for the City's SB 743 analysis use. The project began in December 2018 and completed in September 2020.

[City of El Centro Modeling – VMT](#)

Ms. Emerson-Martin acted as the project manager and task lead for the use of the Imperial County Travel Demand Model (a SCAG 2016 RTP/SCS sub-regional model in TransCAD) to produce model outputs as well as VMT for the development of a regional mall. This project began in June 2020 and is completed in December 2020.

[Citywide Traffic Model Development and On-Call Modeling and Planning – City of Anaheim, CA](#)

As Ongoing Model Support, Ms. Emerson-Martin is responsible for modifying and running the Anaheim Traffic Analysis Model (ATAM) model for on-call modeling requests. Her tasks include compiling zone level trips to be used in the fee assessment and reviewing model inputs and outputs for land use development projects. She has also managed a significant number of traffic impact studies, traffic impact analysis, peer reviews, and trip generation studies. The project began in 2009 and will conclude in 2021.

[Camarillo Traffic Impact Fee Update – City of Camarillo, CA](#)

As the lead Transportation Modeler, Ms. Emerson-Martin was responsible for validating and updating the travel demand model to verify previously calculated traffic impact fees based on the updated project set including the US-101 auxiliary lanes through the City of Camarillo. The project began in April 2018 and completed in September 2020.

[City of Murrieta General Plan Update, City of Murrieta, CA](#)

Ms. Emerson-Martin serves as task lead for the development of a city-wide windowed travel demand model using the SMDT process for the SCAG 2016 RTP/SCS regional model. On this project, Iteris is responsible for developing the circulation portion of the General Plan Update. The project began in December 2018 and completed in December 2019.

[Ventura County Travel Model \(VCTM\) Update – Ventura County, CA](#)

As the lead Transportation Modeler, Ms. Emerson-Martin is responsible for utilizing the SCAG 2016 Regional travel demand model (TransCAD) and subarea modeling tool for use in the development of a subarea model specifically designed to meet the needs of Ventura County. Scripting for the travel model includes the development of additional add-in support for conversion from land use to socioeconomic data, as well as post-processing results in the required format for NEPA/CEQA analysis. The project began in April 2016 and completed in December 2018.

[I-10/I-110 Express Lanes Microsimulation, Los Angeles County Metropolitan Transportation Authority \(Metro\) – Los Angeles, CA](#)

Ms. Emerson-Martin served as the Project Manager and Task Lead for the microsimulation and data collection efforts for the fast-paced express-lane to HOT lane microsimulation analysis for two major corridors within Los Angeles County. She was primarily responsible for verifying data collection efforts for the entire project, as well as verifying Origin-Destination inputs from the 2016 RTP/SC travel demand model into the VISSIM microsimulation software analysis. The project began in May 2018 and completed in December 2018.

[MicroTransit Pilot Project, Los Angeles County Metropolitan Transportation Authority \(Metro\) – Los Angeles, CA](#)

Ms. Emerson-Martin served as the Project Manager and technical lead for the microtransit zone definitions and analysis efforts for the microtransit pilot project within Los Angeles County. She was primarily responsible for obtaining useable data from the 2016 RTP/SCS travel demand model, as well as directing the project team in brainstorming sessions for preferred pilot program evaluation. The project began in May 2018 and completed in December 2018.

[Inglewood Transit-Oriented Development – City of Inglewood, CA](#)

As Lead Transportation Modeler, Ms. Emerson-Martin was responsible for modifying the SCAG 2012 Regional travel demand model (TransCAD) for use in the analysis of transit-oriented development centering on newly developed rail stations in the City of Inglewood. Her tasks included land use modifications, network editing and producing travel model outputs for intersection and roadway analysis. The project began in September 2017 and completed in September 2018.

[Cajalco Road Widening – Riverside County, CA](#)

Ms. Emerson-Martin served as Lead Transportation Modeler responsible for developing opening year and forecast year forecasts for traffic operations at intersections, arterial roadway segments, freeway segments, and ramps. She evaluated multiple alternatives that propose the widening of existing Cajalco Road between I-15 and I-215 in Riverside County. The project began in September 2011 and completed in December 2018.

[Mountain Area Transportation Study \(MATS\) – San Bernardino County, CA](#)

As the Lead Transportation Modeler, Ms. Emerson-Martin created a modeling tool utilizing the quick response model method to design and evaluate the existing and forecast roadway network in the San Bernardino Mountain area. The integration of visitor information was required to develop the tool, including capacity assumptions for rural facilities. Jennifer developed the post-processing evaluation to determine locations of impact during peak visitor events, and was heavily involved in stakeholder involvement and reporting. The project began in September 2015 and completed in December 2017.

[Indio General Plan Update – City of Indio, CA](#)

Ms. Emerson-Martin served as Lead Transportation Modeler responsible for modifying the RivTAM

travel demand model (TransCAD) for use in the general plan update. Her tasks included zone splitting, land use modifications, network editing, and producing travel model outputs for NEPA/CEQA analysis. The project consisted of over 50 intersections for analysis and over 50 roadway segments, including interstates. The project began in October 2014 and completed in May 2016.

[United Technologies Corporation \(UTC\) Traffic Model Development – City of Los Angeles, CA](#)

Ms. Emerson-Martin served as Lead Transportation Modeler responsible for developing forecasts for the proposed transit-oriented site development. She split the zones in the Warner Center model (a modification of the SCAG 2008 Regional Travel Demand model), and maintained modified land uses and network assumptions. Ms. Emerson-Martin was also responsible for producing model outputs for intersection analysis at 45 intersections, as well as representing the trip distribution patterns for site-based trips. The project began in February 2015 and completed in February 2016.

[SR-710 EIR/EIS, Los Angeles Metropolitan Transportation Authority \(Metro\) – Los Angeles, CA](#)

Ms. Emerson-Martin served as Transportation Planner and provided traffic engineering services for the alternatives analysis and Draft Environmental Impact Report phases of the SR 710 North Study. As a Transportation Modeler, Ms. Emerson-Martin was responsible for using the SCAG 2012 travel demand model for coding and developing analysis tools. She is also heavily involved in public outreach as a technical expert on the travel modeling and planning aspects of the project. The project began in December 2011 and completed in January 2015.



EDUCATION

MSc, Transportation Planning and Engineering, University of Leeds, UK, 1991

BA, Economics, Durham University, UK, 1987

YEARS OF EXPERIENCE

With Iteris: **8** Total: **29**

CORE DISCIPLINES

Transportation Planning & Analysis

Travel Demand Forecasting

Geographic Information Systems

Transportation Surveys

Traffic Asset Management Systems

AFFILIATIONS

Institute of Transportation Engineers (ITE)

Orange County Traffic Engineering Counsel (OCTEC)

Mr. Devlin has served as a Senior Planner of Iteris' Mobility Consulting Solutions since 2013. He has 29 years of experience in transportation planning and has managed and participated in a wide variety of transportation studies. These include travel demand forecasting studies, travel surveys, traffic impact studies, parking studies, and corridor studies. Mr. Devlin is an experienced travel demand forecaster having developed and worked on over twenty different traffic models throughout the world. He is proficient in several modeling packages including TransCAD, Cube and emme2in . He has developed model outputs to support the economic, financial and environmental analysis of major highway, transit and aviation projects and well as VMT statistics for SB 743. Mr. Devlin is also proficient in the use of Geographic Information Systems (GIS) for problem-solving, analysis, and presentation of results. He has designed and run GIS training courses specifically for Transportation Planners, including the design and coding of GIS utilities and scripts. Mr. Devlin has also performed several large-scale transportation surveys from the survey design stage, through implementation, data cleaning, database population, and reporting.

Did you know?

Chris enjoys mountain biking in the Santa Ana Mountains and other scenic areas.

Project Experience

TRANSPORTATION PLANNING & ANALYSIS

[Senate Bill 73 \(SB 743\) Implementations – Cities of Irvine, Glendora, Laguna Niguel, and Seal Beach, CA](#)

Mr. Devlin is assisting several jurisdictions with the implementation of SB 743, a law that involves transitioning away from Level of Service (LOS) to the use of Vehicle Miles Travelled (VMT) for assessing transportation impacts. In this role, Mr. Devlin has supported City staff from both a technical and policy standpoint including presenting at public meetings and stakeholder outreach events. The projects started in June 2019 and are ongoing.

[Carson Neighborhood Mobility Plan, Southern California Association of Governments \(SCAG\) – Carson, CA](#)

Mr. Devlin was part of a multidisciplinary team under contract with SCAG, assisting the development of the City of Carson's Neighborhood Mobility Plan. Using performance measures derived from the 2016 Regional Transportation Plan/Sustainable Communities Strategy, scenarios of neighborhood mobility improvements such as bike share, bicycle paths, NEV lanes, and pedestrian improvements and land use changes were modeled to demonstrate their changes to forecasted travel patterns. The project team coordinated with the City's General Plan Update effort to ensure consistency with the scenario and citywide planning. The project started in July 2018 and completed in June 2019.

[Climate Action Plan Vehicle Miles Traveled \(VMT\) Analysis – Various Cities](#)

Mr. Devlin served as a Task Lead for VMT analysis for the Climate Action Plans of the County of Los Angeles and the Cities of Los Angeles, La Canada Flintridge, Industry, and Inglewood. As part of the Greenhouse Gas (GHG)

inventory for on-road transportation, the VMT of trips originating or destined for the jurisdictions was calculated using the regional travel demand model, with additional off-model, local street estimates. To estimate the ability to reduce VMT, city policies related to transportation were reviewed and Mr. Devlin worked with the Cities to develop strategies to further reduce GHG emissions from transportation sources by assessing and quantifying the GHG reduction potential of various policies, projects, and programs. The Inglewood Energy and Climate Action Plan project received the Award of Merit in the Innovation in Green Community Planning category at the 2014 APA LA Awards.

[On-Call Transportation Engineering Services – City of Buena Park, CA](#)

Mr. Devlin served as part of the Iteris team acting as On-Call Transportation Engineer for the City of Buena Park. He supported City Staff with completion of transportation engineering functions within the City's Public Works Department. Mr. Devlin periodically worked on-site at City Hall, providing as-needed services to support City services in the Public Works, Planning, and Police Departments. He supported the review of new development plans, the completion of new traffic signal installations or signal upgrades, and the response to citizen inquiries regarding traffic flow and safety conditions. Mr. Devlin's involvement was from January 2018 through January 2019.

[I-405 Design-Build Improvement Project, Orange County Transportation Authority \(OCTA\) – Orange County, CA](#)

Mr. Devlin serves as a Transportation Planner as part of a multidisciplinary design and construction team on this \$1.2 billion dollar design build project in Orange County California. The project will improve 16 miles of the I-405 between the SR-73 freeway in Costa Mesa and the I-605 near the Los Angeles County line. The project includes adding one regular lane in each direction from Euclid Street to I-605, making improvements to freeway entrances, exits and bridges, and will also implement Express Lanes that expands the existing HOV lane from one lane to two lanes in each direction from SR-73 to I-605. Mr. Devlin is providing review of the TMP and MOT components. The TMP includes detour routes and supporting traffic analysis for partial or complete closures for 17 arterial overcrossings and over 35 freeway ramps. The project began in February 2017 and is ongoing.

[Las Vegas Raiders NFL Stadium Site Report Comparison, Event Traffic Impact Study Peer Review – Clark County, NV](#)

Mr. Devlin served as a Transportation Planner responsible for conducting a review of two traffic studies documenting the multi-modal traffic impacts of the proposed NFL Stadium within the Las Vegas Resort Corridor. Main tasks included verifying mode choice and trip generation and evaluating the adequacy of the study area, analysis methodologies and the effectiveness of the proposed mitigation. The project began in June 2017 and completed in October 2017.

[Master Plan of Arterial Highways \(MPAH\) Reclassification Study – County of Orange, CA](#)

Mr. Devlin managed this project involving three potential MPAH amendments in the County of Orange. These are Santiago Canyon Road widening, and the proposed extensions of Jeffrey Road and Blackstar Canyon Road. The project involved a traffic study to assess the traffic impacts of removing these future improvements from The Orange County MPAH and identify any potential mitigation measures. The project required co-ordination with several stakeholders including local jurisdictions, OCTA, Caltrans and the Transportation Corridor Authority (TCA). The project began in June 2016 and completed in July 2017.

[Transportation and Mitigation Improvement Programs \(TIMPS\), South/Southeast Los Angeles New Community Plans, City of Los Angeles Department of City Planning – Los Angeles, CA](#)

Mr. Devlin served as Project Manager on this TIMP for South and Southeast Los Angeles community plan areas within the City of Los Angeles. The TIMP identified transportation system deficiencies resulting from traffic generated by projected land use patterns, employment and population growth and reduction of vehicular roadway capacity. The program was developed through a systematic process that included the evaluation of five land use scenarios utilizing the SCAG travel demand model. Mr. Devlin was responsible for evaluating potential TIMP impacts on the transportation system based on VMT, VHT, V/C ratios and arterial LOS. He also participated in community outreach events for residents of the South and Southeast community plan area. This component of the project began in April 2016 and completed in December 2017.



Paul Herman | CEO, Founder, CIO | HIP Investor

Education: B.Sci., Finance and Entrepreneurship, The Wharton School at the University of Pennsylvania (Philadelphia PA)

Certification: Series 65 Investment Advisor
Fundamentals of Sustainability Accounting (FSA) Credential I

Role: Project Consultant

Mr. Herman is experienced in designing strategies to fund and finance municipalities and climate action projects for investors and issuers. Climate action funding can both reduce green-house gas emissions (GHGs) and can generate a positive return on investment (ROI).

Herman founded HIP (Human Impact + Profit) Investor in 2006 to serve investors seeking to build a better world via their portfolios and capital allocations. HIP rates more than 130,000 investments, including 120,000 Muni Bond Issuers and Impact Entities (Cities, Counties, States, Energy + Water Utilities, Transportation Districts, Housing Agencies, Hospitals, Universities + Community Colleges, School Districts, and Sovereigns). The HIP Ratings quantify the health, wealth, earth, equality, and trust of issuers based on actual performance metrics. HIP's clients include several of the top 10 investment managers in muni bonds, as well as in climate action.



Nick Gower | SVP, Municipal Analytics | HIP Investor

Education: BA, Economics and Psychology, University of North Carolina, CH

Certification: Series 65 Investment Advisor Candidate
Fundamentals of Sustainability Accounting (FSA) Credential I

Role: Project Consultant

Mr. Gower has lead HIP Investor's work designing strategies to fund and finance municipalities and climate action plans (CAPs) from both the investor and the project-development perspectives. These strategies can both finance equitable progress and results towards climate action goals, as well as opportunities for innovative investment and partnerships to achieve greenhouse gas (GHG) reductions and potential financial return on investment.

In 2012, Mr. Gower launched HIP Investor (HIP)'s data-driven municipal sustainability and impact ratings and has continued to grow and evolve them over the past eight years. HIP now rates over 120,000 Issuers and Impact Entities (cities, counties, states, energy + water utilities, transportation districts, housing agencies, hospitals, universities + community colleges, school districts, and sovereigns) and has led teams in reviewing more than 40,000 issuances, including "green bonds."

Neera Chawla, P. Eng.

Senior Consultant

Overview

Ms. Chawla has 18 years of diversified experience in the upstream and downstream sectors of the energy industry. Her primary focus is working with clients to support their decarbonization initiatives. She specializes in developing strategies that drive the advancement of technology innovation and operational improvements towards reduced greenhouse gas emissions. She uses her knowledge of analytical tools and financial models to provide clients with effective solutions to meet their low carbon objectives.

Areas of Expertise

- Technology Evaluation
- Configuration
- Strategic Planning
- Economic Analysis
- Environmental
- Regulations Compliance
- Safety

Relevant Experience

Environmental

Decarbonization

Study lead in which opportunities were assessed, including pre combustion and post combustion solutions, to decarbonize the SAGD process.

Developed a net zero decarbonization strategy roadmap for onshore and offshore facilities located in the US and Far East.

Blue Hydrogen

Conducted study of integrated world-scale development of blue hydrogen production.

Low Intensity Electricity, Heat and Hydrogen

Established baseline technical and economic performance for electricity, heat, and hydrogen generation processes to serve as points of reference for the development of novel technologies to reduce the GHG emissions intensity of these commodities.

Energy Efficiency

Performed a variety of studies for the Alberta Government and several oil producers to determine the optimal means to reduce greenhouse gas emissions in the production of crude from the oil sands via technological and operational improvements with minimal capital investments.

Climate Change and Emissions Management

Participated in an investigation of clean technology projects to advance carbon capture and storage efforts, enhance energy efficiency and reduce emissions in the oil sands.

Water Conservation

Analyzed a range of water qualities in the Northern Alberta region to identify appropriate water treatment techniques to achieve compliance with the Alberta Energy Regulator; created HYSYS water models of which fundamentals were developed using OLI.

Lifecycle Analysis

Created a lifecycle crude model to estimate energy requirements for crude production in an effort to quantify and reduce GHG emissions.

Technology Evaluation

Molten Carbonate Fuel Cell Technology

Assessed the benefits of integrating a Steam Assisted Gravity Drainage (SAGD) facility with fuel cell technology coupled with carbon capture and compression.

Direct Contact Steam Generation

Evaluated the use of novel steam generation technology and non-commercial air membrane separation technology for use in a SAGD facility followed by potential carbon capture.

Boiler Blowdown Reduction Technologies

Investigated innovative and commercially available boiler blowdown technologies within a SAGD facility, to reduce water disposal and meet Directive 81 regulated by the Alberta Energy Regulator (AER).

Water Conservation Techniques












Assessed various water treatment technologies in terms of environmental performance and economic returns for the purposes of water conservation as part of a Joint Industry Project.

Hot Solvent Injection Technology

Conducted a preliminary design study on a developing oil sands recovery method based on hot solvent injection as an alternative to conventional SAGD processes. Evaluated the effect of the technology on energy consumption and capital costs.



Office Locations

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