

**City of White Salmon Climate Action Plan
Request for Qualifications/Proposed Approach
August 31, 2022**

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Introduction

The City of White Salmon is seeking proposals from consultants 1) to develop a comprehensive climate action plan (“CAP”) for the community and internal City operations to identify existing and potential vulnerabilities, increase resilience to severe weather events related to climate change, reduce greenhouse gas emissions, and identify sequestration opportunities, and 2) to develop a climate lens for City projects, programs and services. A central purpose of the CAP is to lay a path forward for the City of White Salmon as a thriving, low-carbon community.

The City adopted a Global Climate Crisis Resolution in 2021, which established broad sustainability goals and initial emission reduction goals for carbon neutrality by 2050. This Resolution can be found at the following link:

https://www.white-salmon.net/sites/default/files/fileattachments/city_council/page/3261/res_2021-03-517_kbwsigned.pdf.

The CAP proposed in this scope of work will expand and refine those adopted climate goals, and build on other climate-related policies noted below.

The plan shall include targets and strategies for reduction of greenhouse gas emissions in White Salmon, as well as appropriate climate adaptation strategies and actions. These targets and strategies shall establish a baseline, identify short- mid- and long-term achievement timelines, and shall consider cost, feasibility, community acceptance and likelihood of success, with an emphasis on, but not limited to, voluntary measures that can be undertaken by different sectors of the community. The plan shall include a set of potential specific, measurable actions across all plan categories that citizens and local institutions can undertake immediately upon adoption of the plan.

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The project requires a high degree of public, City and other civic partner engagement and facilitation skills to ensure input and feedback on the plan elements is achieved with a broad and inclusive reach across all sectors of the community.

Development of the new CAP is projected to take between 12 and 18 months.

This project includes significant technical analysis and engagement of both community and internal stakeholders. As such, proposals may include a primary consultant and a subconsultant to cover these two areas of expertise. The primary consultant may focus on either area of expertise, but will be responsible for the coordination and integration of both. The primary consultant is the final CAP author.

The selection process under this RFP will occur in two phases:

1. Proposers shall submit a proposal demonstrating an understanding of the project and capacity to complete it, and
2. The top-ranking proposers are interviewed.

About the Community

The City of White is a community of about 2,500 people located on roughly 1.25 square miles in the Columbia River Gorge. White Salmon is situated at an elevation of 550 feet, on a bluff overlooking the Columbia River, Mt. Hood, and Hood River, Oregon. The City takes its name from the nearby White Salmon River and the White Salmon, a now-extinct species of salmon that lived in the Columbia and surrounding area.

White Salmon is part of the ancestral lands of the Klickitat Tribe, now a part of the Yakama Confederated Nations. After the Klickitat and Yakama lost the fight for their homelands in the Yakama War in 1858, the region was very rapidly and heavily settled by white immigrants. The Klickitat were forcibly removed and relocated to the Yakama Reservation. White Salmon respects and honors the sovereignty and roles of the four Columbia River Treaty Tribes – the Confederated Tribes of Warm Springs, the Confederated Bands and Tribes of the Yakama Nation, the Confederated Tribes of the Umatilla Indian Reservation, and the Nez Perce Tribe including the Wasco, Warm Springs, Paiute, Cayuse, Umatilla, Walla Walla, Kah-milt-pah, Klickitat, Klinquit, Know-was-say-ee, Oche-chotes, Palouse, Piquose, Se-ap-cat, Shyiks, Skinpah, Wah-lal-la, Wenatshampam, Wishxam, Yakama, and Nimiipuu peoples.

The phrase, “The Land Where The Sun Meets The Rain” is often used to describe the climate in and around White Salmon. The city is located on the dry side of the Cascade Mountain range in a transition zone between the marine-influenced climate west of the Cascades and the dry continental climate of the intermountain region. The Columbia River Gorge serves as a funneling conduit for the differing air pressures on either side of the Cascades, resulting in reliable westerly winds in summer. The broad expanse of the Columbia River Gorge and the reliable summer winds have led to development of the area as a premier windsurfing and kiteboarding mecca. In winter the pressure patterns reverse, putting White Salmon at the top of the funnel where the bulk of the Cascade range typically inhibits the chilly easterlies that buffet Portland at the west end of the funnel.

The area’s relatively mild climate and location combine to offer visitors and residents a recreation paradise. Hiking, camping and biking opportunities are abundant throughout the Columbia River Gorge,

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Gifford Pinchot National Forest and Mt. Adams areas. Fishing is world class in the Columbia River and the abundant lakes and tributaries flowing off the High Cascades. Water enthusiasts can also sail, windsurf and kiteboard on the Columbia, or take a rafting or kayaking trip on either the White Salmon, Little White Salmon or Klickitat Rivers. In winter, downhill skiing is available at several resorts on nearby Mt. Hood and cross country trails are maintained throughout the Mt. Hood and Gifford Pinchot National Forests.

The area's farms, orchards, gardens, cattle, llamas, logging mills, fishing and hunting provide a special and diverse way of life for local residents. Because of its proximity to the Columbia River transportation corridor, White Salmon offers unique opportunities for progressive industrial development and has developed into an unmanned aerial vehicle nexus. White Salmon also has access to nearby barge, train, air transport and interstate highways – all leading to Pacific Rim ports and other major transportation arteries. The City of White Salmon continues to invest in the retail-tourism sector. Art, restaurants, lodging, and recreational activities bolster the retail economy.

In White Salmon, a diversity of household and families of varying wealth, income, ethnic background, legal status, and political opinions exist in close proximity, creating unique vulnerabilities and diverging viewpoints among the city's residents. Poor census participation in 2020 has left the city with incomplete data, but both statistically and anecdotally the city has a majority population of residents who identify as White/Caucasian and a sizable community of residents who identify as Hispanic or Latinx. On average, only 5% of the city's households receive food stamps, but the city estimates that as high as one in three households face food or income insecurity. Once a logging town, workers living in White Salmon now find work in the agricultural, recreational, and industrial sectors. Many others are students or retired. According to a 5-year estimate from the Census Bureau, one in ten residents of White Salmon lack citizenship, 1 in 5 speak Spanish and 1 in 10 reported that they don't speak English very well when asked in 2019. It was also found that one in three residents rent their homes and 10% live in mobile homes. As such residents face unique legal, mobility, physical, and financial vulnerabilities in the face of extreme weather such as heat waves and other effects of a changing climate. See also: [Resolution 2019-06-489 Declaration of Diversity and Inclusiveness](#)

The White Salmon City Council, Mayor and staff identified five strategic priorities for [2022](#):

1. Public Safety & Hazard Preparedness
 - a. Which includes developing plans for increased fire mitigation efforts and fire preparedness in and around the city.
2. Ensure residents receive quality, cost-effective services that maintain a sense of community
 - a. Which includes potential investment in electric vehicle charging stations
3. Develop & Implement Effective Communication and Outreach
4. Reduce food waste at landfills and improve collection of recyclables
 - a. Which includes looking into how the city can implement or support curbside compost pickup
5. Invest in and strengthen efforts on supporting attainable housing development

Climate change affects the City's ability to meet all these priorities. It threatens the long-term health, livelihoods and safety of community members, and the viability of both the built and natural environment. Some community members are more vulnerable to the physical, social, mental health, and economic impacts of climate change, depending on exposure to hazards such as wildfires, livelihood, personal

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resources, and the resilience and capacity of community resources. Climate change will also impact the ability of public agencies, including the City of White Salmon, to meet their missions.

Action to reduce the contribution of our community to climate change and to build resilience to climate change will support these strategic priorities. Such actions also have the potential to create significant benefits such as improved public health, air and water quality, and healthier farmland. Climate action includes reduction of greenhouse gas emissions, adaptation efforts to reduce vulnerability and risk, work to sequester carbon from the atmosphere into soils and forests, and supporting efforts such as education, advocacy, or support for economic and lifestyle transitions.

The CAP will identify, analyze, and prioritize strategies to reduce direct and indirect emissions for the entire City, and will acknowledge imported emissions. The community and operational greenhouse gas inventories reflect this range of emissions.

Climate actions also align with existing goals and priorities in a number of strategic plans that already exist in the City. The CAP provides an opportunity to influence new goals and priorities in these plans, which include:

1. 2021 Comprehensive Plan: https://www.white-salmon.net/sites/default/files/fileattachments/planning/page/1041/white_salmon_comprehensive_plan-2021_volume_i-august_clean.pdf
2. 2020 White Salmon Urbanization Study: https://www.white-salmon.net/sites/default/files/fileattachments/planning_commission/page/3431/white_salmon_urbanization_study_final_nov._11_2020.pdf
3. 2021 Global Climate Crisis Resolution: https://www.white-salmon.net/sites/default/files/fileattachments/city_council/page/3261/res_2021-03-517_kbwsigned.pdf
4. Housing Action Plan: [See RFP here](#). The goal of this project is to gather and compile the data necessary to develop a comprehensive Housing Action Plan for the City, including a policy analysis tool/toolbox that will be used to inform development of Housing Action Plans specifically for the demographic and land use characteristics of White Salmon.
5. Parks Plan: [See RFP here](#). The city amended its Comprehensive Plan in 2016 to include a parks and recreation element. The city now desires to adopt a separate Comprehensive Park, Open Space and Recreation Plan that would then be referenced in the city's Comprehensive Plan. As the city has experienced growth, the city has also heard of a desire to increase green/open space and to provide for future parks.

Because of the complex array of authorities and jurisdictions within the City, the CAP will need to address different levels of action. City government can take some direct action within its authority, some of which is citywide (e.g. public health), and some of which is limited to unincorporated areas. Other actions would require partnership with other organizations and jurisdictions (cities, special districts, county government, state agencies, etc.). In some cases, advocacy, education and support may be the most appropriate type of action.

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Scope of Work

Planning

Virtually every department in the City contributes to and experiences impacts from climate change. One role of the climate action plan will establish a process to (1) incorporate existing climate resiliency efforts into the CAP, (2) to track departments' progress and impact in areas that address the CAP's goals, and (3) identify how these plans should evolve to reflect the City's priority on climate change.

Implementation

The CAP will have a strong focus on and orientation towards implementation. To this end, plan development will consist of three phases.

1. An initial exploratory phase will identify potential climate actions through research and engagement.
2. A second phase of analysis will identify those actions that have potential to be effective, along with clear criteria with which to evaluate those potential actions.
3. A third phase will develop a series of three implementation plans for strategically chosen actions. This contract will include the development of one complete two-year implementation plan, and two high-level implementation plans for subsequent two-year period for a total of three, two-year plans over 6 years.

City departments will have responsibility for actions in these implementation plans. Therefore, it is necessary for those departments to engage throughout the plan development process. This will cultivate ownership and depth of understanding of the selected actions. CAP actions should not duplicate actions from other plans, but rather complement and connect them to provide support and increased awareness of the role such actions play regarding climate action.

One aspect of this contract that is key to implementation will be the development of a climate lens for City staff and elected officials to use across all policies, programs and projects, regardless of whether they are in the CAP. This lens will connect to the City's and department strategic plans. The lens will be a tool to help surface decisions that have a bearing on the City's carbon footprint and our resilience to climate change, and ensure climate as an issue shapes those decisions. Engagement with department staff and leadership will be important to developing the climate lens that is relevant, designed to be incorporated into a diverse range of projects, and supported at the department level. Several projects to reduce the City's operational GHG emissions are in development now and will proceed concurrently with the climate action planning process.

The CAP may be an important tool to establish the City as eligible for such local, state, or federal funding as may be available for climate change mitigation or adaptation, and will be drafted and structured to support eligibility and access to climate action funding to the greatest extent possible.

A successful CAP will be:

- Transparent & accountable – with community access and input into plan development, implementation, progress reports, and updates, such as through an advisory board.

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- Meaningful – with implementable, measurable goals, milestones, and actions that will place our community on a path to becoming carbon neutral by 2050.
- Allow for early action – with some visible actions that the City can take quickly, while understanding that other actions take significant time to plan and implement.
- Equitable – inclusive, sharing the benefits of climate action widely, and engaging and accounting for those in the community who may be disproportionately impacted and/or have less opportunity to advocate for their own interests.
- Data-driven – aligned with best available science; based on an analysis of our baseline carbon footprint, data about our community’s demographics, economy and ecosystems, and the effectiveness, cost-effectiveness, and benefits of mitigation and adaptation actions.
- Coordinated – with interdisciplinary efforts and actions to reduce our carbon footprint and build resilience efficiently and effectively, sharing a coherent story that all City’s departments can share.
- Supported – by identifying the resources needed to implement the plan, and how the plan and/or actions may be eligible for potential federal, state, or local resources that might be available for mitigation and adaptation.

Project Management

The consultant will work primarily with a core project management team of City staff. In addition, support for the project will come from the White Salmon CityLab Board, an advisory board of community members and stakeholders.

Coordination with the core project management team must include regular meetings, and monthly reports on the budget and scope, in addition to as-needed correspondence. The initial proposal and work plan should identify the frequency of core team meetings, as well as meetings with the White Salmon CityLab Board, City Council, and the City Staff implementation team.

Outreach and Engagement

Key considerations for outreach and engagement in this project are:

- Effectively communicating how climate change is an issue relevant to the City of White Salmon, how we as a community can do our part to address it, and how we will benefit from that effort.
- Explicit engagement of members of historically under-represented communities, including but not limited to communities of color, non-English speakers, youth, low-income communities, individuals with access and functional needs, and senior adults.
- Sensitivity to the fact that different actions, policies or programs to reduce the City’s carbon footprint will vary in relevance and attractiveness to different groups within the community, and that the contribution that community members can make will vary.
- Where appropriate, two-way consultation, dialogue, or consensus building with key stakeholders and input from subject matter experts and community members in evaluating pathways and actions to meet mitigation goals. (Distinct from one-way communication from City to the community.)
- Use of digital resources (website, video, social media) to reach an expanded audience and archive information, in addition to more traditional outreach methods where appropriate and safe.
- Consistent engagement with City department leadership to foster ownership of actions.

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Resilience and a Just Transition

A central purpose of the CAP is to lay a path forward for the City of White Salmon as a thriving, low-carbon community.

Reducing emissions is essential to that purpose—this means encouraging and choosing changes in the everyday systems and practices that contribute to climate change. One way of embodying the commitment to equity outlined above is by following the principles of a just transition. This means that the City's climate plan recognizes that these changes have different potential impacts on people, and works to support transitions from systems and practices that contribute to climate change, rather than imposing mandates, especially for individuals and communities with fewer resources.

Similarly, it is important to address the ways that climate change is already and will continue to impact our community, our economy, and the natural systems we depend on.

Another way to embody a commitment to equity is to acknowledge that the impacts of climate change are and will be felt more keenly by some people than others in our community. As we seek to create a community that is more resilient to climate change, the City should be inclusive of those who are more vulnerable or who have strong vested interests in specific aspects of resilience to climate within our economy and natural systems. In some cases, the City can encourage resilience to climate change by incorporating it into complementary plans (e.g. Housing Plan) that support these core objectives.

Task and Deliverables

The purpose of this solicitation is to contract with a multidisciplinary team to develop a CAP, climate lens, and implementation plans for the City that draw on technical expertise and community engagement to maximize the chances of effective execution of the plan.

While subconsultants may be included in proposals to supplement the experience of the prime consultant, the prime consultant is responsible for providing project management and integrating the expertise of the team into a cohesive final product. The primary consultant is the final CAP author.

After an initial exploration of potential actions through research and engagement, the selected proposer will work with City staff to refine the potential actions to those that are feasible and effective, and to develop criteria by which to prioritize those actions for inclusion in implementation plans. This refined list of actions will be the basis for the overall climate action plan, a complete 2- year implementation plan, and two draft implementation plans for the subsequent 2-year work periods.

The selected consultant will perform the tasks listed below and will be expected to work closely with City staff and a community-based advisory task force to accomplish these goals. The final scope, schedule and fee will be determined during the negotiations stage of the selection process. It is expected that the CAP will take between 12 and 18 months to complete from the time Notice to Proceed is given to the selected proposer.

The primary consultant will provide a detailed project work plan to address all tasks required in this solicitation. This deliverable is the finalization of the draft work plan required as part of the proposal response contents (outlined in Section 5). The project work plan will expand upon the draft and go into further details regarding the team's approach to the project, based on the information provided in the

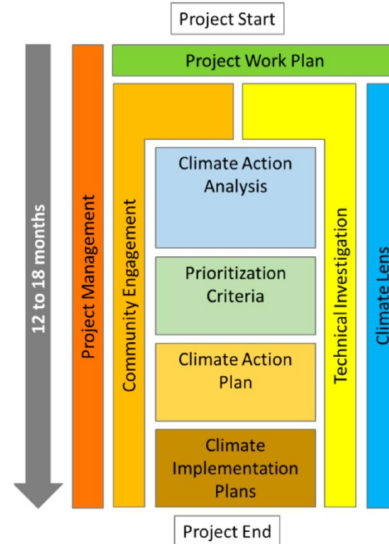
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proposal. It will be used to create the scope of work for the contract. The consultant team will draft a complete work plan for the City within 15 days of the Notice to Proceed.

Project Work Plan

The selected proposer will perform the tasks listed below and will be expected to work closely with City staff and a community-based advisory task force to accomplish these goals. The final scope, schedule and fee will be determined during the negotiations stage of the selection process. It is expected that the CAP will take between 12 and 18 months to complete from the time Notice to Proceed is given to the selected proposer.

The project work plan will include the overall goal of each task, specific sub-tasks, and which members of the consultant team are responsible for specific tasks and sub-tasks. The work plan will also provide a description of products, schedule, reviews, costs by task and discipline, anticipated meetings, an explanation of how the team will interact with each other and the client and expected deliverables. The consultant will complete the project work plan in coordination with the City project management team and will include a mutually agreeable schedule for project management check-ins and broader community meetings.



Because many of the elements of this project inform each other, the tasks and deliverables in this scope of work are not in strict chronological order. The graphic in this section shows the anticipated timing and overlap of different task areas, with project management running the length of the project. As an overview, the selected proposer will evaluate existing conditions in terms of climate impacts and climate actions already underway, as well as institutional and community partnerships with the potential to support new climate action. The consultant will work with the core planning team to engage internal City staff and the public to identify and refine opportunities for successful action.

Deliverable 1: Technical Investigation

One expectation of the technical investigation is to highlight major contributors of greenhouse gasses and areas of current or planned work that can be leveraged to reduce those contributions. It will also reveal areas at risk from climate impacts that may require actions to build resilience.

1. GHG Inventory for community baselines
2. Inclusion and analysis of local historic, current and forecasted climate trend data in sufficient detail for short, mid and long range target setting and action planning
3. Identification of significant current and potential vulnerabilities for the City of White Salmon and the community as a result of climate change, including wildfires
4. Identification of areas for preservation of existing, and historical loss of, natural carbon sequestration (e.g., trees, plants, etc.).
5. Identification of community vulnerabilities and potential related costs if no action is taken.

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Deliverable 2: Community Engagement

1. Development and execution of a public engagement and involvement plan that includes tools to solicit and record public input such as online surveys, public forums, open houses, etc.
2. Public engagement plan shall be designed to achieve participation and input from all segments of the community. Factors such as age, ethnicity, income level, disabilities and others shall be incorporated into the engagement plan.
3. Public engagement plan shall also incorporate opportunities for local resident and community leaders participation based on major climate and energy topic area interest and expertise.
4. Development of a corresponding project outreach and communication plan to elicit quality involvement/input and maintain interest and project progress over project term and into the implementation stage of the plan.

Deliverable 3: Climate Action Plan and Implementation Plans

1. GHG reduction targets (short term, intermediate and long term) for scopes 1, 2, and 3 with clear articulation of the community's challenges and opportunities in meeting GHG reduction goals
2. Climate adaptation strategies and actions that coordinate with or augment mitigation strategies and action
3. Recommendations for implementation actions for achieving targets across multiple climate categories (renewables, building codes requirements / incentives, transportation infrastructure and public transit, waste, stormwater, wildfire resilience, etc) and across multiple community groups (Residential, Commercial, governmental, etc) with estimated action costs, their estimated progress towards category target and their ability to be implemented within the community.
4. Development and use of a methodology to assist community decision makers in measuring each proposed implementation action's environmental, economic and social costs and benefits to the community, its residents, businesses and other civic partners, to possibly include:
 - a. Feasibility (financial, political and technical),
 - b. Effectiveness in achieving goals outlined by the [City's 2021 Global Climate Crisis Resolution](#).
 - c. Impact of actions on climate mitigation or resilience,
 - d. Cost-effectiveness and implications of non-action,
 - e. Opportunity for state or nongovernmental funding,
 - f. Expected timeline and opportunities for phasing,
 - g. Equity impacts,
 - h. Co-benefits and unintended consequences,
 - i. Degree of City influence over the action, and
 - j. How the action interfaces with legislation and other programs and initiatives beyond the City.
5. Formatting and display of implementation plan that assists City staff and City Council in incorporating selected implementation actions into the City's budget process as appropriate.
6. The plan will be accessible to community members who speak languages other than English to ensure that non-English speakers have equal access. This may manifest as translations of the plan, or other culturally appropriate formats for sharing the plan.
7. Incorporation of best practices from peer communities as appropriate and relevant
8. Interaction and alignment of CAP policies and implementing actions with existing policies/plans of the City such as the Comprehensive Plan, Parks Plan, Transportation Plan, etc. as relevant.
9. Identification of and recommendations for resolution of potential conflicts between existing City policies/plans and the CAP being developed.
10. Integration of other community partner GHG/Climate/Energy goals/targets, such as White Salmon School District, Bingen (WA), Hood River (OR), etc.

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11. Confirmation that proposed strategies and actions meet or exceed existing regional and state level GHG and Climate Action related policies and plans
12. Development and articulation of methodology and tools for measurement process/performance tracking metrics for plan achievement and progress
13. Development of an ongoing reporting plan aligned with measurement process plan to inform Council and public on efforts and achievements of plan over time including recommendations on frequency and level of detail of reporting.
14. The consultant team will work with City staff to apply the prioritization criteria to the identified actions to propose specific actions for three consecutive two-year implementation plans.

Deliverable 4: Climate Lens

The consultant team will work with the core project team to develop a climate lens/guidelines that elected officials and City staff from all departments can use to evaluate the climate impacts of individual projects, programs, policy decisions, and operations, regardless of their relationship to the CAP.

The climate lens will articulate underlying values and intent of the City's climate action, and provide screening questions to identify projects and processes that relate to climate change and guidance on further analysis. This lens will apply to developing metrics for work planning and the development of City planning documents. Development of the climate lens will draw on internal City engagement and the technical investigation. This can be a breakout deliverable provided in advance of the CAP.

Term of Contract & Submission Guidelines

Submissions shall be electronically submitted to Jan Brending, White Salmon City Clerk Treasurer at clerk.treasurer@ci.white-salmon.wa.us, with the subject line of: RFP for City of White Salmon Climate Action Plan.

Submissions are due September 30, 2022. All submissions will be reviewed and scored by city staff and the White Salmon CityLab board within 30 days of RFP due date. Interviews of consultants may be scheduled. Once a finalist is identified, White Salmon City Council will review and approve/reject the proposed contract with the selected consultant.

The term of the contract shall be from the effective date established by the White Salmon City Council, through December 31, 2023.

For full consideration and scoring of submitted proposals, please provide the following information in the order in which it appears below:

Cover Letter (1-2 Pages):

The cover letter should include:

- Introduce your team and describe the business philosophy of each firm involved.
- Indicate who will be the prime consultant and the project manager.
- Describe what distinguishes the firm(s) involved from other firms providing a similar service.

Project Understanding and Approach/Project Schedule (10 page max): 45 Points

This section will serve as a draft work plan to be refined as the first deliverable for the selected proposer, and should describe how the project team proposes to manage the project and ensure its

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success. The project approach should address the following:

- Provide a 1-2 paragraph statement summarizing your understanding of the project and its goals.
- How the project team will approach all tasks and deliverables (e.g. Project Work Plan, Project Management, Technical Investigation, Community Engagement, Climate Action Analysis, Prioritization Criteria, Climate Action Plan, Climate Lens, and Climate Implementation Plans).
- Highlight how the project team will address the project considerations described (e.g Overall Criteria of Success, Project Management, Outreach and Engagement, and Resilience and a Just Transition), beyond what is written above regarding the tasks and deliverables.
- Discuss any unique aspects of the project, or alternative approaches that the City should consider related to technical investigation, engagement, and implementation. Demonstrate an awareness of the City and its communities, the opportunities and constraints likely to shape the plan, and how the approach will take these into account.
- Provide a project schedule keeping with the time frame established for the project (approximately 12-18 months). The project schedule should include sufficient detail to be a realistic representation for the project tasks and duration, including work by sub consultants and time for review.

Qualifications and Key Personnel (3-4 pages): 20 Points

For each key member of the team, provide the following information:

- Name and role on the project team
- Firm associated with
- Relevant education and credentials
- Relevant experience, including:
 - Name and dates of project
 - Role on project
 - Key contributions to the project

The above personnel summaries must demonstrate that the team has experience in the following areas:

- Climate mitigation, adaptation, and sequestration action planning
- Public engagement, specifically with under-represented communities and demographics
- Internal stakeholder engagement with local governments
- Strategic implementation planning
- Communicating climate action through succinct, graphics-rich documents and web content

Prior Project Experience (2-4 pages): 30 points

For each firm involved in the proposal, provide all relevant projects worked on in the past three (3) years, including:

- Name and dates of project
- Name and location of client
- Contact information (name, address, email, and phone number) of client for reference check
- Role of proposer (prime or sub)
- Role of any key personnel from section 5.4 involved in project

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- Brief summary of project (100 words max per project), highlighting similarities to the project in this RFP, including but not limited to:
 - - City as client/jurisdiction
 - Just transition principles
 - Climate action tailored to rural community
 - Inclusive of actions for agricultural or forestry land uses

The proposer may include up to three projects outside of the three-year timeframe if they demonstrate relevant experience that is not demonstrated by projects in the past three years, following the same format as above.

Environmental Impact (1-2 pages): 5 Points

Provide a strategy to manage the environmental impact of the consultant's work on the plan. The solution could include using local staff to reduce travel distances and mode, strategic use of technology, carbon offsets and other mitigation efforts.