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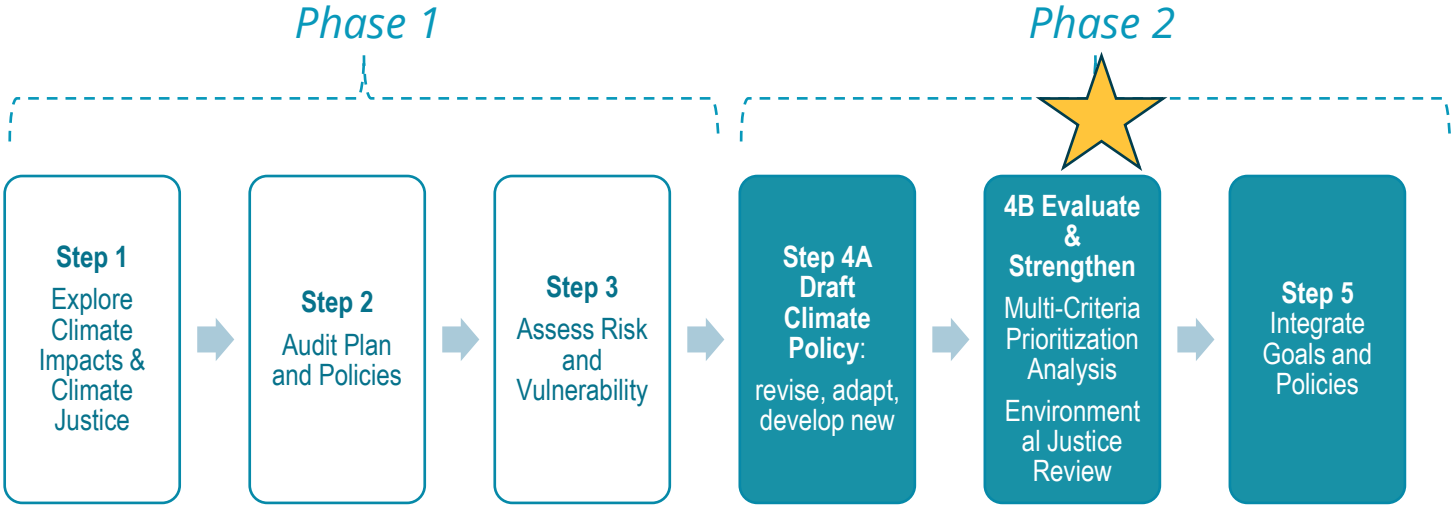
Climate Policies: Multi-Criteria Prioritization Analysis Scoring Rubric and Weighting Analysis

Prepared by BERK Consulting, Inc. | January 23, 2026

The City of Spokane is required to develop climate and resiliency policies, including policies around greenhouse gas emissions reduction, into the Comprehensive Plan to meet climate element requirements under the State Growth Management Act. The City is in the middle of Phase 2 of a State of Washington Department of Commerce grant agreement to develop those climate policies. Phase 2 builds on the City's Climate Risk and Vulnerability Assessment in Phase 1, as well as the City's greenhouse gas emissions goals and inventories. The steps in the grant are illustrated in Exhibit 1.

Exhibit 1. Commerce Grant Climate Planning Phases (HB 1181)



This document supports the City of Spokane's Climate Planning efforts to develop Climate Policies. It explains the evaluation methodology to score and weight the policies. Policies are provided under a separate cover to the Climate Resilience and Sustainability Board. See https://my.spokanecity.org/bcc/boards/climate-resilience-and-sustainability-board/. The City's climate planning web page also contains additional information on the grant and products: https://my.spokanecity.org/planspokane/climate-planning/.

The following sections identify how draft final policies were scored:

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Part A. Multicriteria Prioritization Analysis Scoring Rubric

Purpose of the Scoring Rubric

The City of Spokane is developing climate element policies in response to Growth Management Act (GMA) requirements (RCW 36.70A.070(9)) and the Climate Planning Guidance[1] developed by the State of Washington Department of Commerce. The guidance suggests jurisdictions evaluate policies using a locally adapted multicriteria prioritization analysis (MCPA) approach similar to that used by the state in identifying effective climate policies in its Climate Policy Explorer.[2] Considering state guidance, engagement results (e.g. Community Climate Policy Survey Results and Analysis, September 2025[3]), and other input, this appendix describes the scoring rubric used by BERK Consulting, Inc. (BERK) to support consistent, transparent, and repeatable scoring of all climate policies by the consultant team included in the multicriteria prioritization nalysis (MCPA). This document outlines the intent of each criterion, defines what each score represents, and describes the types of information that the consultant team scorers considered when assigning a score. The rubric was intended to help ensure that individual scorers interpreted the criteria similarly and applied the scoring scale in a consistent way.

How to Use this Rubric

Scorers reviewed the description of each criterion, consider the guiding question, and select the score that best aligned with available information. Each criterion was scored independently. Scores were intended to reflect the policy's characteristics, expected impacts, and available evidence. Scorers used the supporting information provided for each criterion and make interpretations based off what is written on the page, minimizing ad hoc assumptions.

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[1] See December 2025 Climate Planning Guidance: https://deptofcommerce.app.box.com/s/glw5yo8jvfsd40eoa4kdsx0fzde3s9ij.
[2] See: https://experience.arcgis.com/experience/dd012fae9fad4a309b0d89e3c13016e5/page/Basic/.
[3] See: https://static.spokanecity.org/documents/planspokane/climate-planning/community-climate-survey-results-and-analysis-sept-2025.pdf.

Theme: Resilience

Hazard Preparedness and Risk Reduction

Guiding Question. To what extent does this policy reduce risks from climate-exacerbated natural hazards (e.g., wildfire, wildfire smoke, stormwater and riverine flooding, drought, reduced snowpack)?

Definitions[4]

- **Risk.** The potential for negative consequences where something of value is at stake. In the context of the assessment of climate impacts, the term risk is often used to refer to the potential for adverse consequences of a climate-related hazard. Risk can be assessed by multiplying the probability of a hazard by the magnitude of the negative consequence or loss.

Scoring Guidelines. Please refer to Exhibit 2 for scoring definitions and examples.

Ecosystem-Based Resilience

Guiding Question. To what extent does this policy protect, restore, or enhance natural areas to foster climate resilience, as well as areas of priority habitats and species?

Definitions

- **Climate resilience**. The ongoing process of anticipating, preparing for, and adapting to changes in climate and minimizing negative impacts to our natural systems, infrastructure, and communities.

Scoring Guidelines. Please refer to Exhibit 2 for scoring definitions and examples.

[4] Unless otherwise specified, definitions in this section are sourced from the Glossary of Terms (Appendix K) of the Climate Element Planning Guidance.

Economic Resilience

Guiding Question. To what extent does this policy strengthen the economic conditions that help communities adapt to and recover from climate impacts?

Definitions

- **Climate impacts**. Climate impacts in Spokane are likely to include but not limited to:
  - Higher annual average temperatures, with higher temperatures during the summer and winter seasons, and more prolonged and consistent heatwaves.
  - Wildfire and wildfire smoke with air quality and emergency management risks.
  - Increased stormwater and riverine flooding from increases in precipitation in winter months.
  - Increased risk of drought, leading to decreased streamflows during the summer months, and increased water usage.
  - Reduced snowpack, resulting in less water availability for streams during the late summer months, and less recharge in groundwater. (Source: Spokane Climate Risk and Vulnerability Assessment, 2025).

Scoring Guidelines. Please refer to Exhibit 2 for scoring definitions and examples.

Community and Social Resilience

Guiding Question. Does this policy strengthen the ability of communities, especially overburdened communities and vulnerable populations, to prepare for, respond to, and recover from climate impacts?

Definitions

- **Overburdened community**. A geographic area where vulnerable populations face combined, multiple environmental harms and health impacts, and includes, but is not limited to, highly impacted communities as defined in RCW 19.405.020.
- **Vulnerable populations.** Vulnerable populations are groups that are more likely to be at higher risk for poor health outcomes in response to environmental harms, due to: adverse socioeconomic factors such as unemployment, high housing and transportation costs relative to income, limited access to nutritious food and adequate health care, linguistic isolation, and other factors that negatively affect health outcomes and increase vulnerability to the effects of environmental harms; and, sensitivity factors, such as low birth weight and higher rates of hospitalization. Vulnerable populations include, but are not limited to: racial and ethnic minorities; low-income populations; and, populations disproportionately impacted by environmental harms.
- **Climate impacts**. Climate impacts in Spokane are likely to include but not limited to:

- Higher annual average temperatures, with higher temperatures during the summer and winter seasons, and more prolonged and consistent heatwaves.
- Wildfire and wildfire smoke with air quality and emergency management risks.
- Increased stormwater and riverine flooding from increases in precipitation in winter months.
- Increased risk of drought, leading to decreased streamflows during the summer months, and increased water usage.
- Reduced snowpack, resulting in less water availability for streams during the late summer months, and less recharge in groundwater. (Source: Spokane Climate Risk and Vulnerability Assessment, 2025).

Scoring Guidelines. Please refer to Exhibit 2 for scoring definitions and examples.

Built Environment Adaptation

Guiding Question. To what extent does this policy address the capacity of buildings, infrastructure, and public spaces to withstand and adapt to climate stresses?

Definitions

- **Infrastructure includes:**
  - **Gray infrastructure** is traditional stormwater infrastructure in the built environment such as gutters, drains, pipes, and retention basins.
  - **Green infrastructure** means a wide array of natural assets and built structures within an urban growth area boundary, including parks and other areas with protected tree canopy, and management practices at multiple scales that manage wet weather and that maintain and restore natural hydrology by storing, infiltrating, evapotranspiring, and harvesting and using stormwater.
  - The term low-impact development (LID) refers to systems and practices that use or mimic natural processes that result in the infiltration, evapotranspiration or use of stormwater in order to protect water quality and associated aquatic habitat.
- **Climate impacts**. Climate impacts in Spokane are likely to include but not limited to:
  - Higher annual average temperatures, with higher temperatures during the summer and winter seasons, and more prolonged and consistent heatwaves.
  - Wildfire and wildfire smoke with air quality and emergency management risks.
  - Increased stormwater and riverine flooding from increases in precipitation in winter months.
  - Increased risk of drought, leading to decreased streamflows during the summer months, and increased water usage.

- Reduced snowpack, resulting in less water availability for streams during the late summer months, and less recharge in groundwater. (Source: Spokane Climate Risk and Vulnerability Assessment, 2025).

Scoring Guidelines. Please refer to Exhibit 2 for scoring definitions and examples.

Assumptions

- Low-impact development counts as enhancing.

Exhibit 2. Scoring Guidelines for Resilience Criteria

SCORE	DEFINITION	EXAMPLE	
		A policy belongs in this category if it:	May look like:
0 - Worsens	The policy actively increases risk, emissions, inequity, or vulnerability, or undermines existing protections or capacity.	▶ Incentivizes actions that work against this criterion.	▶ Climate protection in one area increases risk elsewhere in the state (e.g., levees that worsen downstream flooding).
1 – No effect	The policy has no plausible influence on the criteria.	▶ Is a GHG-specific policy and the criteria doesn't apply. ▶ Neither improves nor degrades conditions	▶ Outside the policy's scope or mechanism ▶ Impact is purely speculative or negligible ▶ Effects are so indirect they are not defensible
2 – Identifies	To formally recognize, map, assess, or document assets, risks, or capacities.	▶ Generates information, but doesn't take additional action	▶ Inventories ▶ Maps ▶ Registries ▶ Assessments.
3 - Protects	To prevent degradation, loss, or harm to an existing asset or capacity.	▶ Is implementing a defense of some kind, ▶ Results in maintaining the current function or condition of something, or ▶ If it slows or stops negative change.	▶ Creating regulatory restrictions or standards ▶ preservation, conservation, or maintenance ▶ Risk avoidance or damage protection.

SCORE	DEFINITION	EXAMPLE	
		A policy belongs in this category if it:	May look like:
4 - Enhances	To improve, expand, or increase capacity, performance, or benefits beyond the current state.	▶ Is taking action that goes beyond protection to create a more robust outcome ▶ Delivers net new benefits, or ▶ Has a positive, transformative impact	▶ Upgrades, ▶ expansion of functions or services, ▶ restoration ▶ optimization

Source: BERK 2025.

Theme: Greenhouse Gas (GHG) Reduction

GHG Reductions (excluding VMT)

Guiding Question. To what extent does this policy result in reductions in overall greenhouse gas emissions (excluding VMT) generated by transportation and land use within the jurisdiction but without increasing emissions elsewhere in Washington?

- This criterion evaluates non-VMT GHG emissions (e.g., fuel use, energy use, construction, materials, land use change) and explicitly requires no emissions leakage elsewhere in WA.

Definitions

- **GHG emission reduction.** Actions taken to reduce or eliminate the emissions of greenhouse gases (present and future) in order to reduce the rate and extent or climate change damage. It may also be referred to as greenhouse gas emissions GHG reduction.
- **Per capita vehicle miles traveled (VMT).** This means the number of miles traveled using cars and light trucks in a calendar year divided by the number of residents in Washington. The calculation of this value excludes vehicle miles driven conveying freight.

Assumptions. We must exclude VMT from this question so that we don't double-count it in Requirement 2.

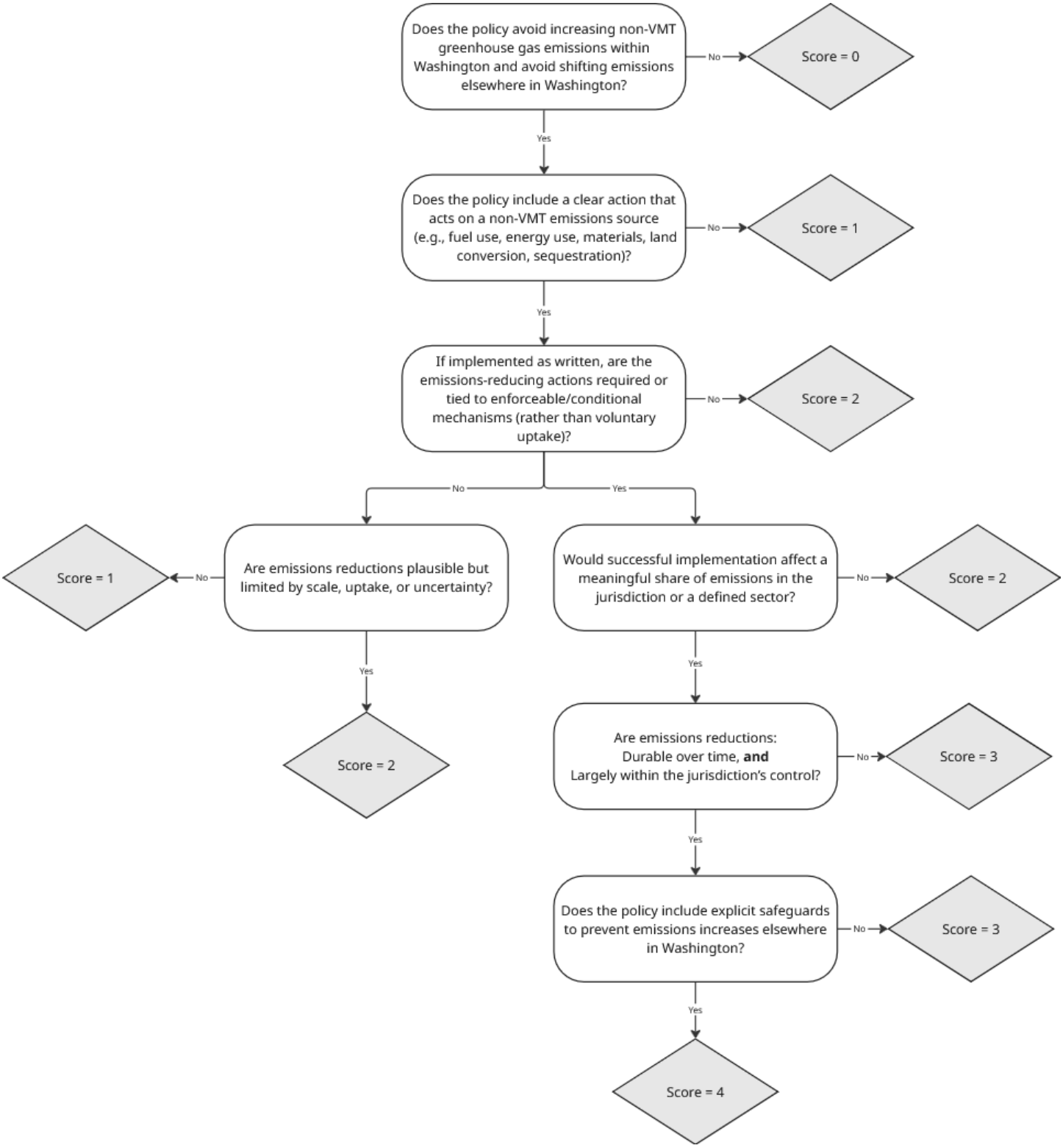
Scoring Guidelines. Refer to Exhibit 3 and Exhibit 4 for scoring details.

Exhibit 3. GHG Reduction Definitions

SCORE	DEFINITION
0 – Increases emissions	The policy increases non-VMT greenhouse gas emissions within Washington or shifts emissions elsewhere in Washington, resulting in a net increase.
1 – No effect	The policy has no clear or defensible causal pathway to reduce non-VMT greenhouse gas emissions.
2 – Slight reduction	The policy plausibly reduces non-VMT greenhouse gas emissions, but reductions are indirect, optional, limited in scale, or uncertain.
3 – Moderate reduction	The policy includes clear mechanisms that are expected to reduce non-VMT greenhouse gas emissions at a meaningful scale, but reductions are conditional on implementation details, uptake, or external factors.
4 –Strong reduction	The policy structurally requires or enforces durable, net reductions in non-VMT greenhouse gas emissions at scale and includes explicit safeguards to prevent emissions leakage elsewhere in Washington.

Source: BERK 2025.

Exhibit 4. GHG Emissions Scoring Flowchart



Source: BERK 2025.

VMT Emissions Reduction

Guiding Question. To what extent does this policy result in reductions in per capita vehicle miles traveled (VMT) within the jurisdiction but without increasing greenhouse gas emissions elsewhere in Washington?

Definitions

- **GHG emission reduction.** Actions taken to reduce or eliminate the emissions of greenhouse gases (present and future) in order to reduce the rate and extent or climate change damage. It may also be referred to as greenhouse gas emissions GHG reduction.
- **Per capita vehicle miles traveled (VMT).** This means the number of miles traveled using cars and light trucks in a calendar year divided by the number of residents in Washington. The calculation of this value excludes vehicle miles driven conveying freight.

Scoring Guidelines. Refer to Exhibit 5 and Exhibit 6 for scoring details.

Exhibit 5. GHG Reduction Definitions

SCORE	DEFINITION
0 – Increases VMT	The policy increases per capita VMT within the jurisdiction or shifts travel demand elsewhere in Washington, resulting in a net increase in VMT or GHG emissions.
1 – No effect	The policy has no clear or defensible causal pathway to reduce per capita VMT.
2 – Slight reduction	The policy plausibly reduces per capita VMT, but reductions are indirect, optional, limited in scale, or uncertain, and depend largely on individual behavior change.
3 – Moderate reduction	The policy includes clear mechanisms expected to reduce per capita VMT at a meaningful scale, but reductions are conditional on uptake, land use response, or supporting investments.
4 – Strong reduction	The policy structurally requires or enforces durable reductions in per capita VMT through land use, pricing, or system-level changes and includes explicit safeguards to prevent travel or emissions displacement elsewhere in Washington.

BERK 2025.

Exhibit 6. VMT Reduction Scoring Flowchart

Source: BERK 2025.

Opportunity Cost

Guiding Question. To what extent does this policy deliver greenhouse gas emissions reductions at a cost that is plausibly aligned with, or better than, the Social Cost of Carbon (SCC)?

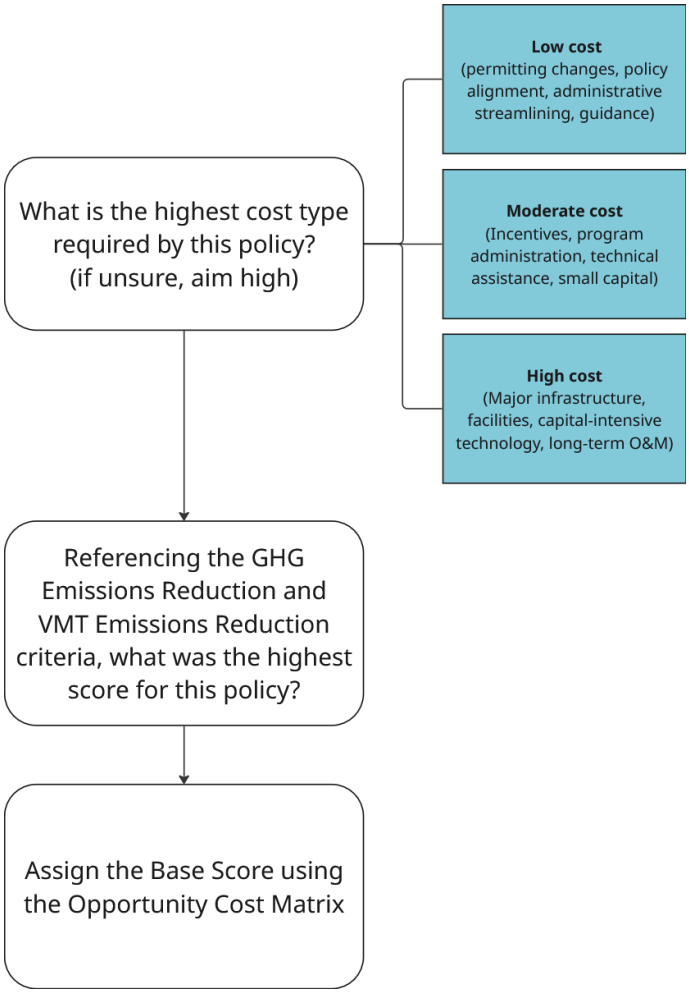
Definitions.

- **The Social Cost of Carbon (SCC)** is an estimate, in dollars, of the economic damages that result from emitting an additional ton of CO2 into the atmosphere. In order to calculate the SCC, a specialized computer model must project future emissions based on a complex set of factors, model future climate responses, assess the impacts that these climatic changes will have on economic and social outcomes, and convert future damages into present-day values.

Rationale. Modeling the SCC for 138 policies would be an extremely resource-intensive endeavor. This criterion uses a matrix to approximate the relationship between the cost of implementing the policy and the emissions reduction benefit that would occur.

Scoring Guidelines. This policy should be scored in unison with the Cost-Benefit criterion, and the same cost type should be used for both. Refer to Exhibit 7 and Exhibit 8 for scoring details.

Exhibit 7. Scoring Process for Opportunity Cost



Source: BERK, 2025.

Exhibit 8. Opportunity Cost Matrix

	Increases Emissions or No effect	Slight Emissions Reduction	Moderate Emissions Reduction	High Emissions Reduction
Low Cost	0	2	3	4
Moderate Cost	0	1	2	3
High Cost	0	0	1	2

Source: BERK, 2025.

Air Quality and Health

Guiding Question. To what extent does this policy improve air quality–related public health outcomes in Spokane?

Scoring Guidelines. Refer to Exhibit 9 for scoring details.

Exhibit 9. Air Quality and Health Definitions

SCORE	DEFINITION
0 – Worsens air quality	The policy is expected to increase air pollutant emissions or exposure, or worsen air quality–related public health outcomes.
1 – No meaningful impact	The policy does not meaningfully affect air pollutant emissions, exposure, or related public health outcomes.

SCORE	DEFINITION
2 – Indirect or uncertain improvement	The policy may reduce emissions or exposure indirectly, or health benefits are plausible but uncertain, small in magnitude, or highly dependent on implementation or external factors.
3 – Clear and supported improvement	The policy is expected to reduce harmful air pollutants or exposure and improve public health outcomes, supported by evidence, modeling, or comparable precedents.
4 – Significant and outcome-driven improvement	The policy is designed to deliver substantial, well-documented reductions in air pollution or exposure, with a clear pathway to measurable and meaningful public health improvements.

Source: BERK 2025.

Theme: Overburdened Community Benefit

Guiding Question. To what degree does this policy name and benefit overburdened communities?

Definitions[5]

- **Co-governance.** Does this measure show potential to build self-determination for frontline communities of color and/or low-income communities?
- **Targeted universalism.** Is the measure clear on rights to healthy communities, and explicit in targeting interventions to communities furthest from achieving those rights?
- **Accountability.** Does this measure show potential to directly limit harm and hold those responsible? Does it prioritize effectiveness?
- **Community Wealth Building.** Does the measure show potential to invest in and sustain local livelihoods, starting with communities with the greatest barriers to meeting their needs, through sustainable resource use and cooperative work?

Assumptions. This question will feed directly into a much more detailed Environmental Justice Analysis where policies will be further analyzed through an equity lens.
Scoring Guidelines. Refer to Exhibit 10 for scoring details.

[5] The definitions in this section come from the Intermediate Commerce guidance (December 2023), p.66

Exhibit 10. Overburdened Community Benefit Definitions

SCORE	DEFINITION
0 – No	The policy does not explicitly name overburdened communities and does not provide direct benefits to them.
1 – Benefits, but does not name	The policy provides benefits that are likely to equitably benefit overburdened communities or vulnerable populations, but does not explicitly references either group.
2 – Targeted and outcome-driven	The policy provides direct, targeted benefits to overburdened communities AND includes mechanisms that are reasonably expected to produce measurable outcomes for those communities (e.g., required reductions, required delivery, performance criteria).
3 – Targeted, outcome-driven, and one of the following: Co-governance, accountability, community wealth-building, targeted universalism	The policy is targeted and outcome-driven, and includes at least one of the following: ▶ Co-governance (Building self-determination for frontline communities of color and/or low-income communities.) ▶ Accountability (Hold those responsible, prioritizes effectiveness) ▶ Community wealth-building (invest in and sustain local livelihoods, starting with communities with the greatest barriers to meet their needs, through sustainable resource use and cooperative work) ▶ Targeted universalism (explicitly targeting interventions toward communities furthest from achieving right to a healthy community).
4 – Targeted, outcome-driven, and two or more of the following: Co-governance, accountability, community wealth-building, targeted universalism	The policy is targeted and outcome-driven, and includes at least two of the following: ▶ Co-governance (Building self-determination for frontline communities of color and/or low-income communities.) ▶ Accountability (Hold those responsible, prioritizes effectiveness) ▶ Community wealth-building (invest in and sustain local livelihoods, starting with communities with the greatest barriers to meet their needs, through sustainable resource use and cooperative work) ▶ Targeted universalism (universal goal with differentiated strategies/resources)

Source: BERK 2025.

Theme: Co-Benefits

Guiding Question. Which co-benefits apply to this policy?

Assumptions. Check any co-benefits that apply, even if they are already accounted for in other criteria.

Scoring Guidelines. Co-benefits were selected when there appeared to be a clear, defensible pathway between the policy's actions and the benefit. Do not select co-benefits based on intent alone.

General guidance:

- Include if the policy explicitly names the benefit (e.g. MCPA_0001 says "to prevent deterioration of current housing stock" → supports housing supply and diversity
- If there's an extra step not addressed in the policy that is needed to achieve the co-benefit, do not include.
- Elements of a policy listed as examples and not mandatory components of the policy don't count toward co-benefits.

Please use the rubric in Exhibit 11 to score this theme.

Other Notes.

- These are the co-benefits listed in the Commerce Guidance (p.40) and workbook.
- The workbook auto-normalizes these scores on a 0-4 scale for scoring.

Exhibit 11. Scoring Rubric for the Co-Benefits Theme

SCORE	DESCRIPTION	SELECT IF:
0	No co-benefits	
+1	Reduces emissions	The policy includes actions that reduce greenhouse gas emissions (VMT or non-VMT), even if emissions reduction is not the primary goal. Examples: Concentrating development and reinvestment in existing urban areas reduces vehicle miles traveled and avoids emissions associated with greenfield development. Reuse of materials for buildings was not included as reducing emissions, unless explicitly includes mention of carbon emissions. Supporting local food security, gardens, and agriculture reduces VMT and reduces emissions.
+1	Sequesters carbon	The policy explicitly supports biological or geological carbon sequestration (e.g., soils, vegetation, agriculture, wetlands) with some expectation of durability.

SCORE	DESCRIPTION	SELECT IF:
		Planting street trees counts as sequestering carbon if it is a core part of the policy (not optional)
+1	Enhances resilience	The policy directly improves the ability of people, ecosystems, or infrastructure to withstand or recover from climate impacts (flooding, heat, wildfire, drought).
+1	Improves salmon recovery	The policy includes actions that directly improve salmon habitat, passage, water temperature, or flow. The policy includes actions that directly improve salmon habitat, passage, water temperature, or flow.
+1	Promotes economic development	The policy is expected to support job creation, business activity, or regional economic growth, particularly in targeted sectors or geographies. Revitalization programs typically stimulate local investment, job creation, and business activity in established areas.
+1	Promotes equity and justice	The policy explicitly targets overburdened communities, reduces disparities, or includes equity-driven design (not just equity language).
+1	Provides cost savings	The policy is expected to reduce long-term public or private costs (e.g., avoided damages, reduced operating costs, decreasing parking requirements).
+1	Provides ecosystem services	The policy protects or enhances the benefits that humans receive from nature (inclusive of agriculture, water systems, natural environment and trees) that provide services such as flood mitigation, water filtration, carbon storage, or habitat.
+1	Protects Tribal treaty rights	The policy explicitly recognizes, protects, or advances treaty-reserved rights, access, or resources.
+1	Improves public health and well-being	The policy directly addressing health risks or improve physical or mental well-being (e.g., heat exposure, access to green space, safety, transit and range of mobility options).
+1	Improves air quality	The policy directly reduces criteria air pollutants or exposure, particularly near emission sources or sensitive populations. Examples: ▶ Investments in transit and mobility improvements improve air quality. ▶ Investments in tree canopy and restoration of natural ecosystems improve air quality. ▶ Reducing VMT and greenhouse gases improves air quality
+1	Builds community knowledge	The policy explicitly includes education, training, technical assistance, raising awareness, or community-led learning, not just data collection.
+1	Protects water quality	The policy directly reduces pollutant loading, runoff, or thermal impacts to surface or groundwater.

SCORE	DESCRIPTION	SELECT IF:
		Note: Direct mention of water conservation is included in protecting water quality.
+1	Supports housing supply and diversity	The policy directly enables new housing, diverse housing types, or affordability through zoning, funding, or incentives. ▶ Urban revitalization often includes infill and mixed-use development that expands housing supply in areas with existing services.

Source: BERK 2025.

Co-Benefits Example

Policy MCPA_0001. Encourage revitalization and improvement programs to conserve and upgrade existing properties and buildings to prevent deterioration of current housing stock and support adaptive reuse.

Co-benefits selected:

- **Reduces emissions.** Concentrating development and reinvestment in existing urban areas reduces vehicle miles traveled and avoids emissions associated with greenfield development.
- **Promotes economic development.** Revitalization programs typically stimulate local investment, job creation, and business activity in established areas.
- **Supports housing supply and diversity.** Directly stated in the policy.

Co-benefits not selected:

- Sequesters carbon. Urban revitalization does not inherently involve carbon sequestration /no explicit indication.
- Enhances resilience. It is plausible, but not defensible because policy does not address anything related to climate adaptation, infrastructure hardening, hazard mitigation, or recovery capacity, etc.
- Improves salmon recovery. Doesn't include any actions related to stream connectivity, aquatic habitats, etc.
- Promotes equity and justice. The policy does not include anti-displacement measures, community governance, prioritization of overburdened communities, etc.
- Provides cost savings. Plausible, but not defensible: Does not identify avoided costs, lifecycle savings, or efficiency gains.
- Promotes ecosystem services. Policy does not reference ecological restoration, green infrastructure, etc.
- Protects Tribal treaty rights. No reference to this.
- Improves public health and well-being. Plausible/secondary, but not defensible. Doesn't specify any health-related interventions or environmental improvements.

- Improves air quality. No direct mechanisms that would improve air quality.
- Builds community knowledge. No indication in the policy language.
- Protects water quality. Possible but too indirect unless stormwater requirements are specified.

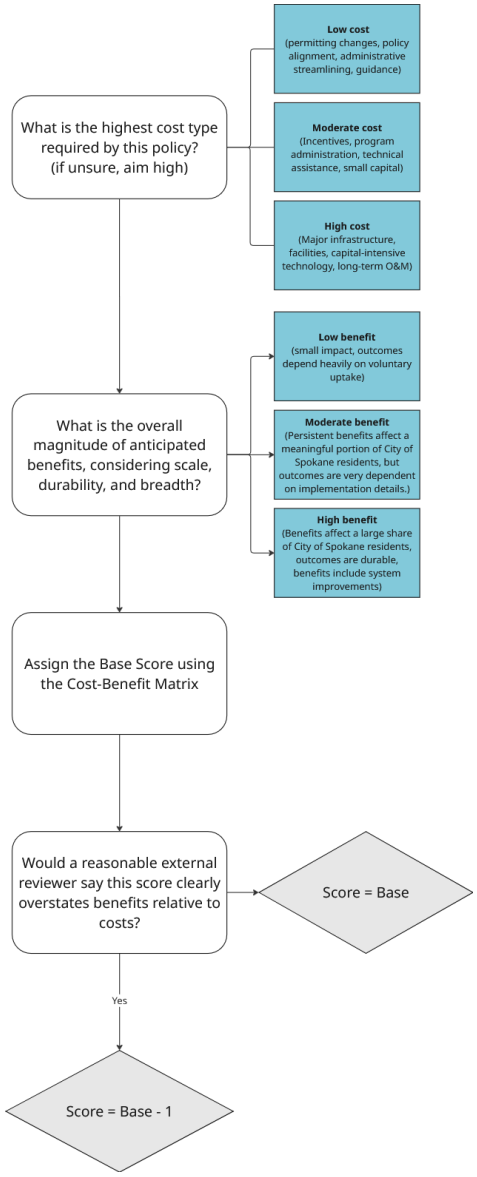
Theme: Logistics

Cost-Benefit

Guiding Question. To what extent are the expected costs reasonable relative to anticipated benefits?

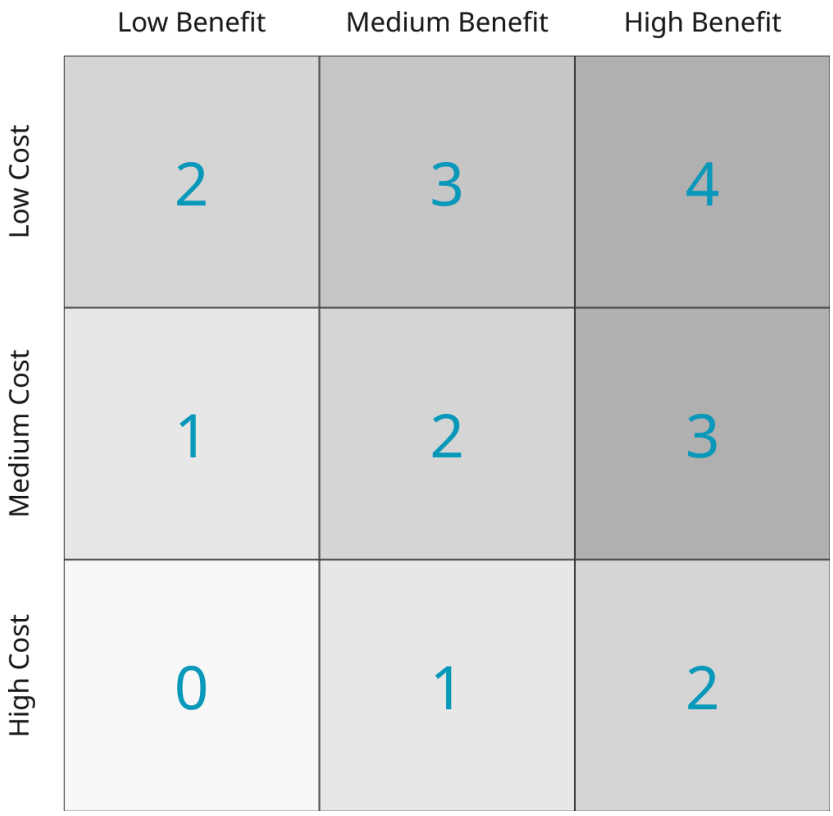
Scoring Guidelines. Refer to Exhibit 12 and Exhibit 13 for scoring details.

Exhibit 12. Cost-Benefit Scoring Flowchart



Source: BERK 2025.

Exhibit 13. Cost-Benefit Matrix



Source: BERK 2025.

Administrative Feasibility

Guiding Question. To what extent does existing administrative and staff capacity reasonably support implementation of this policy, without requiring substantial new capacity or specialized expertise?

Assumptions.

- Do not score based on whether the policy is desirable or well-funded. Score based on whether staff could realistically implement it in the expected timeframe (see timeframe in policy info).
- CTAC will provide input. Scores revised using CTAC input will be indicate this change in the notes column of the workbook.

Scoring Guidelines. Refer to Exhibit 14 for scoring details. Consultant team initially scored by assigned higher scores to policies with tasks seem to fit well into existing positions, are implementing plans already made, or are already happening to some extent. Lower scores were assigned to policies that seem less aligned with typical local government roles or require a lot of staff capacity. This section needs to be reviewed by staff as it depends on institutional knowledge.

Exhibit 14. Administrative Feasibility Definitions

SCORE	DEFINITION
0 – No capacity	Implementation would clearly exceed existing administrative or staff capacity, requiring major new staffing, systems, or expertise that is not identified.
1 – Limited capacity	Implementation would require significant new staff time, skills, or systems, and capacity gaps are likely to impede delivery without major changes.
2 – Moderate capacity	Implementation is feasible with some adjustments, such as reallocating staff time, adding limited capacity, or relying on external support.
3 – Strong capacity	Implementation can be managed largely within existing staff roles and systems, with only modest additional effort or training.
4 – Ready capacity	Implementation fits cleanly within existing administrative processes, staffing, and expertise, with minimal additional burden.

Source: BERK 2025.

Partnerships

Guiding Question. To what extent does this policy meaningfully align with or leverage partnerships that strengthen implementation, coordination, or community relevance?

Assumptions. Do not score based on whether the policy is desirable or well-funded. Score based on whether staff could realistically implement it in the expected timeframe (see timeframe in policy info).

Scoring Guidelines. Refer to Exhibit 15 for scoring details.

Exhibit 15. Partnerships Definitions

SCORE	DEFINITION
0 – No partnership consideration	Typically something the city would implement without partners
1 – Limited or informal coordination	Partners might provide some feedback/input as part of community input
2 – Defined coordination with partners	Partners are expected to engage or be consulted for their expertise (more at advocacy level)
3 – Active collaboration or shared implementation	Partners are active participants in the planning or implementation of policy
4 – Co-developed or partner-led approach	Partners are leading or co-leading implementation

Source: BERK 2025.

Theme: Degree of Certainty

Unintended Impacts

Guiding Question. To what extent are the negative unintended social, economic, and environmental impacts of this policy well understood and supported by evidence, rather than uncertain or untested?

Scoring Guidelines. Refer to Exhibit 24 for scoring details.

Exhibit 16. Degree of Certainty Definitions

SCORE	DEFINITION
0 – Highly uncertain or untested	Negative impacts are largely unknown, speculative, or untested, with little relevant precedent or evidence.
1 – Mostly uncertain	Some negative impacts are understood, but key social, economic, or environmental outcomes are uncertain, context-dependent, or poorly evidenced.
2 – Moderately understood	Negative impacts are partially understood, with relevant precedent or pilots, but outcomes may vary significantly by context or implementation.
3 – Well understood	Negative impacts are generally well documented, with established evidence from comparable policies or programs, though some uncertainty remains.
4 – Very well understood	Negative impacts are well established and predictable, supported by strong evidence, repeated implementation, or standard practice.

Source: BERK 2025.

Public Support

Guiding Question. To what extent is this policy clearly identified as a priority through documented public engagement, rather than inferred or assumed?

Scoring Guidelines. Refer to Exhibit 17 and Exhibit 18 for scoring details.

Notes: The City of Spokane's Climate Risk and Vulnerability Assessment Section 1.3 Engagement includes input from community leaders and community members: Community Climate Planning Survey, Earth Day Community Workshop, Focus Groups, community events.[6]

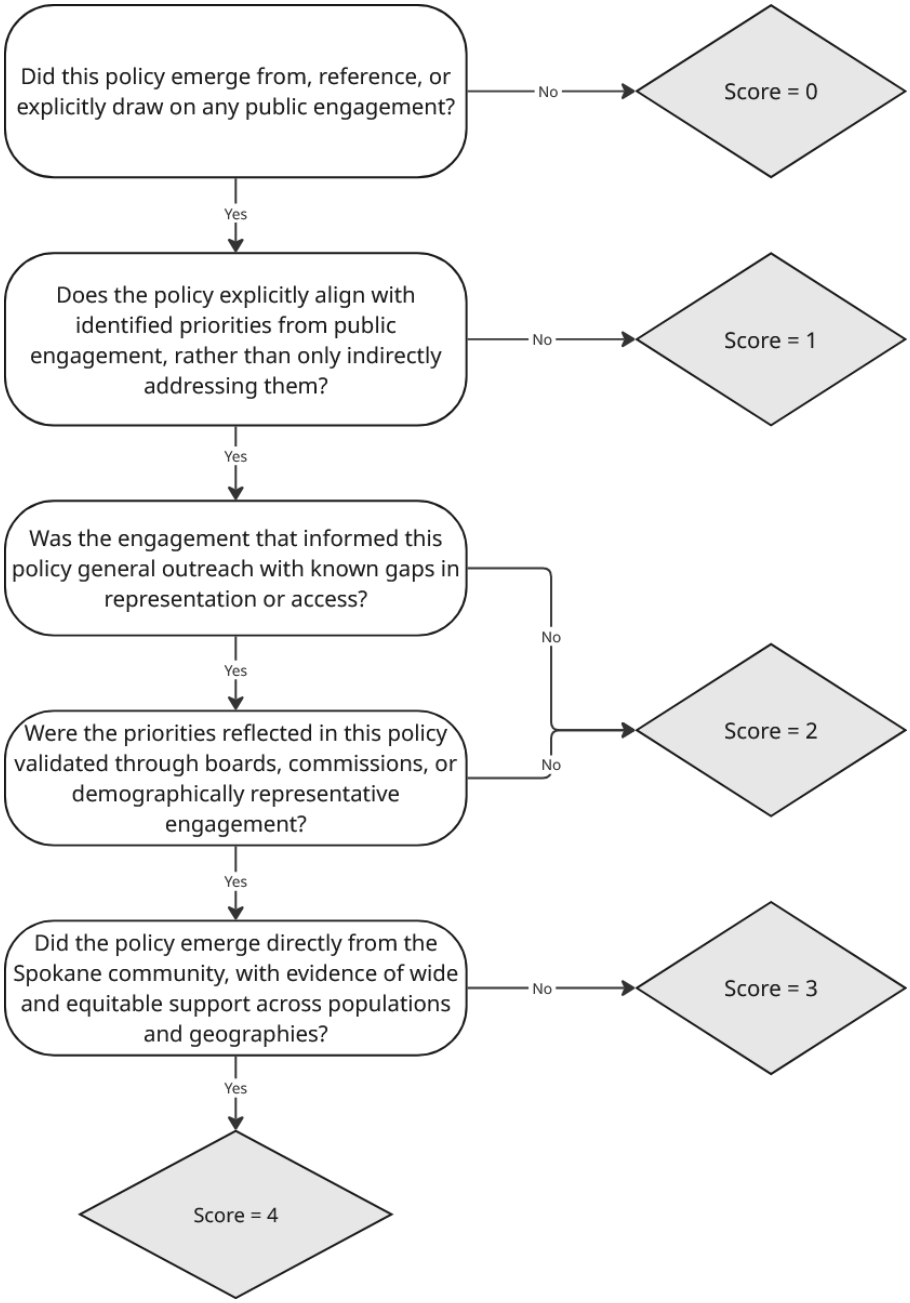
Exhibit 17. Public Support Definitions

SCORE	DEFINITION
0 – No engagement basis	Evidence for opposition
1 – Indirect alignment	No evidence for support
2 – General alignment with engagement gaps	Public engagement findings suggest support for related topics but don't explicitly mention this
3 – Validated through representative engagement	This theme appears in engagement summaries from overall engagement
4 – Community-driven and equitably supported	Generated or specifically called out from a focus group or TEW or based primarily on community input, OR topic came up in multiple focus groups as a key takeaway

Source: BERK 2025.

[6] See: https://static.spokanecity.org/documents/planspokane/climate-planning/spokane-city-crva-final-no-appendix-6-19-25-sh.pdf.

Exhibit 18. Public Support Scoring Flowchart



Source: BERK 2025.

Organizational Momentum

Guiding Question. To what extent does this policy build on or align with the 2017 comprehensive plan?

Scoring Guidelines. Refer to Exhibit 19 for scoring details.

Exhibit 19. Organizational Momentum Definitions

SCORE	DEFINITION
0 – Reverses existing direction	The policy would reverse, undermine, or contradict existing programs, adopted plans, or established policy direction.
1 – Brand New	The policy has no clear connection to existing programs or plans.
2 – Future Implementation	A policy with similar wording or intent is listed in the 2017 Comprehensive Plan as a Future Implementation.
3 – Near and Mid-Term Implementation	The policy is listed as near and mid-term implementation in the 2017 Comprehensive Plan OR The policy is similar to (but materially different from) a policy that is listed as Ongoing Implementation
4 – Ongoing Implementation	The policy is in the 2017 Comprehensive Plan as a On-going. The wording can be different, but the policy is materially the same.

Source: BERK 2025.

Part B. Weighting Analysis

Overview of the Weighting Analysis

This appendix documents the three-step methodology used by BERK to develop recommended weights for the multicriteria prioritization analysis (MCPA). The approach integrates quantitative public input, qualitative analytical judgment, and Commerce guidance to ensure that final weights are transparent, defensible, and aligned with both community priorities and program requirements.

The methodology consists of:

- **Step A:** Quantitative synthesis of public survey rankings of high-level concepts
- **Step B:** Qualitative mapping of public-facing concepts to analytical evaluation categories
- **Step C:** Integration of Steps A and B with Commerce guidance to recommend final evaluation weights

Key outputs from this process are summarized in Exhibit 20 through

Exhibit 24.

This appendix describes how the baseline weighting analysis was developed. Weighting can be changed to address the City of Spokane's desired climate policy development process.

Step A. Public Survey–Based Pairwise Prioritization

The purpose of Step A is to understand how surveyed members of the public in the City of Spokane collectively wish to prioritize a set of policy criteria aligned with Commerce's climate policy guidance.

This data comes from the Community Climate Policy Survey. Survey respondents were asked to rank the public-facing concepts in order of importance, where lower numerical values indicated higher priority (for example, 1 = most important).

Because survey responses consisted of ordinal rankings, Step A uses an aggregated pairwise comparison approach rather than averaging ranks. For each respondent and for each pair of concepts (A, B): Concept A was considered preferred to concept B if A was ranked higher than B.

If a respondent did not rank both concepts, or assigned equal ranks, that respondent was excluded from that specific comparison.

These comparisons were aggregated across all respondents to produce a pairwise "win" matrix, indicating how often each concept was prioritized over others.

Two primary outputs were generated:

- A pairwise preference heatmap showing the share of respondents who preferred one concept over another (Exhibit 20). Each cell shows the percentage of respondents who ranked the row criterion higher than the column criterion (ties and missing ranks are excluded for that pair). As this table reflects, there was a wide variety of priorities represented in the sample. Most people ranked the existing categories higher than 'None' which was an option available to those who did not wish to prioritize the existing categories. 75% of participants ranked Environmental Harm Reduction higher than GHG Emissions reduction. About 71% of participants ranked community health over GHG emissions reduction and 70% of participants ranked Environmental Harm Reduction above Equity and Environmental Justice. However, in many cases percentages fall more in the middle of the spectrum, meaning that one criteria was not widely and consistently ranked above another.

Exhibit 20. Proportion of respondents who ranked the row criteria higher than the column

	Cost	Timeframe	Emissions	Community Health	Equity	Co-benefits	Feasibility	Overburdened Communities	Environmental Harm Reduction	None
Cost		64%	60%	45%	57%	48%	46%	55%	45%	89%
Timeframe	36%		54%	38%	50%	37%	32%	49%	37%	86%
Emissions	60%	46%		29%	49%	31%	34%	43%	25%	80%
Community Health	55%	62%	71%		66%	50%	51%	65%	50%	85%

Equity	43%	50%	51%	34%		36%	39%	43%	30%	76%
Co-benefits	52%	63%	69%	50%	64%		49%	63%	50%	85%
Feasibility	54%	68%	66%	49%	61%	51%		61%	47%	87%
Overburdened Communities	45%	51%	57%	35%	57%	37%	39%		34%	80%
Environmental Harm Reduction	55%	63%	75%	50%	70%	50%	53%	66%		84%
None	11%	14%	20%	15%	24%	15%	13%	20%	16%	

Source: BERK 2025.

Each heatmap cell represents the share of respondents who preferred the row concept over the column concept, calculated as:

$$\text{Pereference Share}_{A,B} = \frac{Wins_{A,B}}{Wins_{A,B} + Wins_{B,A}}$$

These outputs describe public priorities at a high level and are not used directly as evaluation weights. A threshold of 65% is used to identify strong preferences, reflecting levels of agreement that exceed a simple majority and indicate a clear collective signal. Results below this threshold will be considered but not represented as clear signals of public preference.

Step B. Qualitative Mapping to Framework Themes and Criteria

The objective of Step B is to translate the public priorities identified in Step A into insights that are relevant to the analytical evaluation framework. This step recognizes that public-facing concepts and technical evaluation categories differ in structure, scope, and intent.

Project analysts qualitatively assessed how each public-facing concept aligns with the analytical evaluation categories used in the policy scoring framework. Exhibit 21 illustrates the areas of alignment between the criteria ranked in the public survey and the criteria in the MCPA.

Exhibit 21. Conceptual overlap between survey and MCPA categories

		Community Climate Policy Survey Categories							
		Community health benefits	Reduction of environmental harm	Feasibility, support, and readiness	Co-benefits	Estimated emissions reduction	Timeframe to implement	Promotes equity and environmental justice	Prioritizes overburdened communities
MCPA Themes and Criteria	Resilience	x	x					x	x
	Hazard Preparedness and Risk Reduction	x							
	Ecosystem-Based Resilience		x						
	Economic Factors							x	
	Community and Social Resilience	x						x	x
	Built Environment Adaptation								
	GHG Reduction	x				x			
	GHG Reductions (excluding VMT)					x			
	VMT Emissions Reduction					x			
	Opportunity Cost					x			
	Air Quality and Health	x							
	Overburdened Communities Benefit							x	x
	Logistics		x	x	x	x	x	x	x
	Cost-Benefit		x	x	x	x	x	x	x
	Administrative Feasibility			x			x		
	Partnerships			x					
	Degree of Certainty			x					
	Unintended Impacts			x					
	Public Support								
	Organizational Momentum			x					
	Co-Benefits				x				

Source: BERK 2025.

Step C. Integration with Commerce Guidance and Final Weighting

The objective of Step C is to recommend final evaluation weights that balance public priorities with Commerce guidance and local expertise.

Public Input

Using a 65 percent threshold to indicate strong collective preference, several clear patterns emerged from the public survey results:

- Community health benefit category was prioritized over…
  - Estimated emissions reduction (71%)
  - Timeframe to implement (62%)
  - Promotes equity and environmental justice (66%)
  - Prioritized overburdened communities (65%)
- Environmental harm reduction criterion, which has some alignment with XYZ, was prioritized over
  - Estimated emissions reduction (75%)
  - Promotes equity and environmental justice (70%)
  - Prioritized overburdened communities (66%)
- The co-benefits criterion was prioritized over…
  - Estimated emissions reduction (69%)
- Feasibility was prioritized over…
  - Timeframe to implement (68%)
  - Estimated emissions reduction (66%)

Across these comparisons, estimated emissions reduction, prioritization of overburdened communities, promoting equity and environmental justice, and implementation timeframe were frequently deprioritized relative to other concepts. These findings require careful interpretation. In many cases, the concepts being prioritized are closely related to, or overlapping with, those being deprioritized. For example, emissions reduction is a technical metric that often aligns with environmental harm reduction, and community health overlaps substantially with equity, environmental justice, and benefits to overburdened communities.

Taken together, the results suggest that the surveyed Spokane public places strong emphasis on tangible improvements to environmental quality, community well-being, and implementation feasibility. Importantly, none of the criteria were rejected outright; all were consistently rated higher than the “None” option. This indicates broad support across all policy dimensions, with relative, not absolute, differences in priority.

Based on this interpretation, Exhibit 22 summarizes the public priorities most relevant to the MCPA framework.

Exhibit 22. Community Priorities

Important to Prioritize	Aligned MCPA Themes and Criteria
Community Health	Resilience ▶ Hazard Preparedness and Risk Reduction ▶ Community and Social Resilience GHG Reduction ▶ Air Quality and Health Note: Although prioritization of overburdened communities aligns conceptually with community health, it is not included in this table because it was consistently de-emphasized relative to other criteria in the survey results.
Environmental Harm Reduction	Resilience ▶ Ecosystem-Based Resilience Note: Though emissions reduction aligns conceptually with environmental harm reduction, it was not emphasized here because it was consistently de-emphasized relative to the other criteria in the survey results.
Feasibility, support, and readiness	Logistics ▶ Cost-Benefit ▶ Administrative Feasibility Degree of Certainty ▶ Public Support ▶ Organizational Momentum
Co-Benefits	Co-Benefits

Source: Community Climate Policy Survey 2025; BERK 2025.

Commerce Guidance

Department of Commerce guidance requires jurisdictions to prioritize "measures that are in alignment with your jurisdiction's vision and goals, and expressly prioritize overburdened communities, who will suffer disproportionately from compounding environmental impacts and will be most impacted by natural hazards due to climate change."

This requirement establishes a consideration within the weighting framework: Explicit prioritization of overburdened communities.

The Commerce guidance also lists minimum GHG and Resilience requirements. These will be accounted for in the holistic analysis.

Local Expertise

City staff (CTAC) and members of the Climate Resilience and Sustainability Board emphasized that, in addition to reflecting public priorities and meeting Commerce requirements, the evaluation framework must ensure that selected policies are implementable and impactful. To that end, three criteria were identified as requiring additional emphasis: Administrative feasibility, organizational momentum, and public support.

Recommended Weighting Distribution

Based on the combined inputs from public survey results, Commerce guidance, and local expertise, the following weighting distribution has been developed as a baseline for the workbook (Exhibit 23 and Exhibit 24).

Exhibit 23. Recommended Weighting Distribution (Themes)

Theme	Theme Weight	Reasoning for weight
Resilience and GHG Reduction	0.25	Public survey, local expertise
Overburdened Communities	0.25	Commerce requirement, local expertise
Logistics	0.22	Public survey, local expertise
Co-Benefits	0.23	Public survey, local expertise
Degree of Certainty	0.05	Public survey

Source: BERK 2025.

Exhibit 24. Recommended Weighting Distribution (Criteria)

Theme	Criteria	Criterion Weight	Reason for prioritizing
Resilience	Hazard Preparedness and Risk Reduction	0.25	Public survey
Resilience	Ecosystem-Based Resilience	0.25	Public survey
Resilience	Economic Resilience	0.12	
Resilience	Community and Social Resilience	0.25	Public survey
Resilience	Built Environment Adaptation	0.13	
		1	
GHG Reduction	GHG Reductions (excluding VMT)	0.2	
GHG Reduction	VMT Emissions Reduction	0.2	
GHG Reduction	Opportunity Cost	0.3	Local expertise
GHG Reduction	Air Quality and Health	0.3	Public survey
Overburdened Communities	Overburdened Community Benefit	1	Commerce Requirement, local expertise
Co-Benefits	Co-Benefits	1	Public survey, local expertise
Logistics	Cost-Benefit	0.4	Public survey, Local expertise
Logistics	Administrative Feasibility	0.4	Public survey, local expertise
Logistics	Partnerships	0.2	
Degree of Certainty	Unintended Impacts	0.1	
Degree of Certainty	Public Support	0.5	Public survey, local expertise
Degree of Certainty	Organizational Momentum	0.4	Public survey, local expertise

Source: BERK 2025.