CITY OF
HAYWARD
HEART OF THE BAY

CLIMATE ACTION MANAGEMENT TEAM

Hayward City Hall – Conference Room 1C
777 B Street, Hayward, CA 94541-5007

March 16, 2011
7:00 p.m. – 8:30 p.m.

A G E N D A

I. Call to Order

II. Introductions

III. Public Comments: *(Note: For matters not listed on the agenda, the Committee welcomes public comments under this section, but is prohibited by State Law from discussing items not listed on the agenda. Items not listed on the agenda brought up under this section will be taken under consideration and may be referred to staff for follow-up as appropriate.)*

IV. Approval of Action Minutes of January 19, 2011 and February 16, 2011

V. Report on March 2, 2011 Council Sustainability Committee Meeting (approx. 7:05)

VI. Review of Communications Plan (approx. 7:15)

VII. Future Agenda Items (approx. 8:20)

VIII. General Announcements (approx. 8:25)

IX. Next Meeting: Wednesday, April 20, 2011, 7:00-8:30 pm (room 2A)

X. Adjournment

Assistance will be provided to those requiring accommodations for disabilities in compliance with the Americans with Disabilities Act of 1990. Please request the accommodation at least 48 hours in advance of the meeting by contacting Katy Ramirez at (510) 583-4234 or by calling the TDD line for those with speech and hearing disabilities at (510) 247-3340.

CITY OF
HAYWARD
HEART OF THE BAY

CLIMATE ACTION MANAGEMENT TEAM

Hayward City Hall – Conference Room 2A
777 B Street, Hayward, CA 94541-5007

January 19, 2011
7:00 p.m. – 8:30 p.m.

MEETING ACTION MINUTES

I. Call to Order

II. Introductions

Members Present:
- Al Mendall
- Mickey Souza
- David Stark
- Dave Tucker

City Staff Present:
- Erik Pearson, Senior Planner
- David Rizk, Development Services Director
- Marc McDonald, Sustainability Coordinator

Others:
- Derrick Rebello, QuEST
- Mike Gabel, Gabel & Assoc.
- Patrick Crosby

III. Public Comments: No public comments were made or received.

IV. Approval of Action Minutes of December 15, 2010 - Meeting minutes were unanimously approved, with David Stark requesting that the minutes include the 2010 sales data information that he provided. Staff confirmed that this information is included in the record as page 24 of the December CAM Team meeting packet.

V. Report on January 5, 2011 Council Sustainability Committee Meeting

Chair Al Mendall summarized the energy efficiency projects planned for City Hall and the Police Station. He also summarized the three incentive programs the City will provide with Energy Efficiency and Conservation Block Grant funds. The residential incentive program will allow the City to collect PG&E data after improvements are installed.

VI. Residential Energy Conservation Ordinance (RECO)

Senior Planner, Erik Pearson presented a memo outlining RECO items for discussion.

1 – Indoor Air Quality

DRAFT

Erik Pearson explained that the RECO would include a requirement that each home maintain a minimum of 0.35 air changes per hour.
Al Mendall asked why 0.35 air changes per hour is the standard?
Mike Gabel explained that it is the standard established by the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) and used by the California Energy Commission.
Mike Gabel explained that a home's air changes per hour are due to leaks in the home or natural ventilation. It is not related a mechanical ventilation or a forced-air furnace.

2 – Additional Compliance Option for RECO
Erik Pearson summarized the idea of providing a RECO compliance option that would allow a home occupant to demonstrate lower energy use with utility bill information.
Derrick Rebello referenced an EPA building in Sacramento and that behavioral changes did not last.
The following comments were made:

- Behavior will always smatter – even when improvements are made to a home
- We might ask PG&E to find out how many Hayward homes have participated in the "20/20 Summer Savings Program" in the past?
- City could promote this program as part of an education campaign separate from the RECO
- Staff may not have resources to administer such a requirement.
- If it were a RECO requirement, what would the City do if people do not comply? What teeth does the City have?
- The Climate Action Plan has long term goals. We need long term, permanent changes to homes to achieve those goals.

Chair Mendall summarized the CAM Team's recommendation. This compliance option should not be a RECO requirement, but should be part of an educational campaign

3 – Date Certain
Erik Pearson explained the proposed deadline for each age group of homes.
David Stark asked that staff find the following information for each tranche:

- How homes many have central air?
- What percentage are owner-occupied?
- How many are in foreclosure?
- Are the oldest homes most energy in-efficient?

Mike Gabel noted that, on average, the oldest homes are the most inefficient.
Chair Mendall stated that the main point is to make sure not all homes have same due date.

4 – Exemptions/Exceptions
Erik Pearson summarized the exemptions and exceptions currently being considered for the RECO.
Mike Gabel mentioned that air sealing will typically not exceed the proposed cost cap.
The following comments were made:

- Need to quantify what impact these exemptions will have on overall GHG reductions
- How much energy will be saved by doing just the mandatory measures?
- If an exemptions is left up to the discretion of the Building Official, what might the BO determine is an appropriate alternate course of action?

- Low income exemption – how many households do we expect to qualify?
- We need to add one exemption for economic hardship (unemployment).
- The third bullet point under Exemptions/Exceptions is not needed.
- Maybe we provide a 2-year extension for economic hardship?

5 – Remodel Trigger

Erik Pearson explained the remodel trigger, noting that a review of remodel permits that have been issued by the City include fire damage repair and water damage repair.
The following comments were made:

- Fire and water damage are non-elective remodels
- This trigger should not apply to improvements to meet minimum health and safety requirements
- The RECO should also exempt earthquake damage repair
- What do current codes require? What more would the RECO require?
- RECO would add a small incremental cost to a remodel project. Many of the RECO requirements would be done during a remodel anyway.
- 10% cost cap is too high
- Cost cap should be 5%
- Staff needs to work with Building Division staff to craft an exemption that does not create a loop-hole

There was no consensus on 5 % v. 10% cost cap for the remodel trigger.

6 – Estimated Greenhouse Gas Emissions

Erik Pearson summarized the estimated GHG savings associated with different combinations of retrofit measures.
Chair Mendall - Can we provide GHG savings for a range of size of homes (1,000 sf to 3,000 sf)?
Mike Gabel indicated he would look at a range that captures 80% of homes in Hayward.

7 – Re-roofing

The following comments were made:

- Use same cost cap as for remodels (5% or 10%)
- If entire roof structure is being replaced, then Title 24 kicks in
- Re-roofing is a health and safety requirement and should not be subject to additional requirements.
- We don't' want to discourage people from getting permits for reroofing.

9 – Measures

Erik Pearson summarized the proposed compliance options and measures, which had been presented in previous reports.
David Stark asked about the cost to have a plumber install a toilet.
Erik Pearson responded that he did not know.

10 – Cost Cap Recommendations

Erik Pearson summarized the recommended cost caps for each of the proposed triggers.
The following comments were made:

- There should be a ceiling on cost caps (maybe "whichever is greater up to 2 percent")

- A cap of 1% of the assessed value could be used for each trigger.
- Use market value as shown on Assessor's data/bill (assessed value may not work especially for homes that have not changed hands in long time)
- The caps are arbitrary
- The caps are based on cost estimates for the recommended measures.

8 – Comments on Mike Gabel's Report

Mike Gabel is working on a response to David Stark's letter of January 10, 2011. Erik Pearson stated he would share the response with the CAM Team and the Sustainability Committee.

VII. Future Agenda Items

Suggestions included:

- Possible enforcement mechanisms for RECO
- Communications Plan
- It was agreed that the CAM Team agenda would depend upon the Sustainability Committee's direction at the February meeting.

VIII. General Announcements

David Rizk mentioned that a RECO work session with full City Council will be in April/May timeframe

David Stark mentioned the Energy Upgrade California program and that the Association of Bay Area Governments (ABAG) has a goal of having 11,000 homes retrofitted in the Bay Area. Mr. Stark is sitting on a steering committee.

David Stark noted that Lawrence Berkeley Labs released a report in September called *Driving Demand For Home Energy Improvements*

IX. Next Meeting: Wednesday, February 16, 2011, 7:00-8:30 pm (room 1C)

X. Meeting Adjourned

CITY OF
HAYWARD
PEARL OF THE BAY

CLIMATE ACTION MANAGEMENT TEAM
Hayward City Hall – Conference Room 1C
777 B Street, Hayward, CA 94541-5007

February 16, 2011
7:00 p.m. – 8:30 p.m.

DRAFT MEETING ACTION MINUTES

I. Call to Order by Chair Al Mendall

II. Introductions and Roll Call

Members Present:
- Al Mendall
- Laura Oliva
- David Stark
- Mickey Souza
- Dave Gallaher

City Staff Present:
- Erik Pearson, Senior Planner
- David Rizk, Development Services Director
- Marc McDonald, Sustainability Coordinator

Others:
- Ed Mullins, Hayward Chamber of Commerce
- Mike Gabel, Gabel Associates

III. Public Comments: No public comments were made or received.

IV. Approval of Action Minutes –

V. CAMT member, David Stark made a presentation about the Hayward Residential Real Estate Market. A copy of the presentation is attached.

- Over the last ten years the Hayward market has been tumultuous.
- The market peaked in 2006. There was a correction in 2009 and the market fell in 2009 because easy financing became unavailable in 2009. There was a slight comeback in late 2009 and we are seeing a slide in 2010. To date there have been 92 sales in 2011. There has been a significant drop in the average sale price, from north of $585,000 at the peak to the current level of about $251,000.
- The 'move-up' market is nonexistent. Troubled sales have outpaced normal unit sales throughout 2010. Foreclosures have outpaced short sales.
- Financing is becoming more difficult.

- The market will continue to be dominated by short sales and real estate owned sales. Properties are being sold in 'as is' condition

VI. Erik Pearson presented a memo to the group outlining items under consideration for a Residential Energy Conservation Ordinance (RECO).

- We are working on a Draft Ordinance
- Bringing the main components of the draft to the March meeting. We will not be bringing a draft to the Committee. The attorneys want to review it before we hand out a draft ordinance.
- One of the issues is that we need to talk about enforcement and penalties. Currently we are thinking that noncompliance would lead us to issue an infraction. And this would come with assessing a fine. Ongoing noncompliance will bring more fines. If more fines do not bring compliance then something that would affect the sale of the property, something recorded should be the method for enforcement.
- Al Mendall – Mentioned that a logical and simple way to structure a remedy to noncompliance would be to offer a buy-out. If you want to be exempted, then you could buy out the requirement for half or a third and you would be exempted from compliance and you use the pool of money to help people who want to comply afford their improvements. If a person who does not want to do it pays say a thousand dollars, then that money go to a person who wants to pay.
    - There was discussion about the administration of this compliance method.

Erik Pearson. Described the Group One measures:

- Low flow toilet has been deleted from the Group One Measures. There is no requirement for a hot water tank blanket.
- There was discussion about whether the measures align with the PG&E Basic Upgrade Measures. Mike Gabel affirmed they did, however, PG&E has more requirements, which would end up costing the homeowner an additional $300+

Erik Pearson - Erik gave a description of Group 2 and 3 options and a discussion of exemptions.

- Allow an exemption if the owner shows GHG production that is 15% below average.
- Aggregate gas and electric use will be used to arrive at GHG measure for this exemption.
- The exemption would expire if the property is transfered.

Erik Pearson – Shared the Tips and Facts Sheets.

- Committee approved of the Tips and Facts Sheets.

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VII. Future agenda items.

- The Draft Ordinance
- The Communications Plan.
  - How do we get the word out about the CAP?
  - Brainstorming

VIII. Meeting Adjourned.

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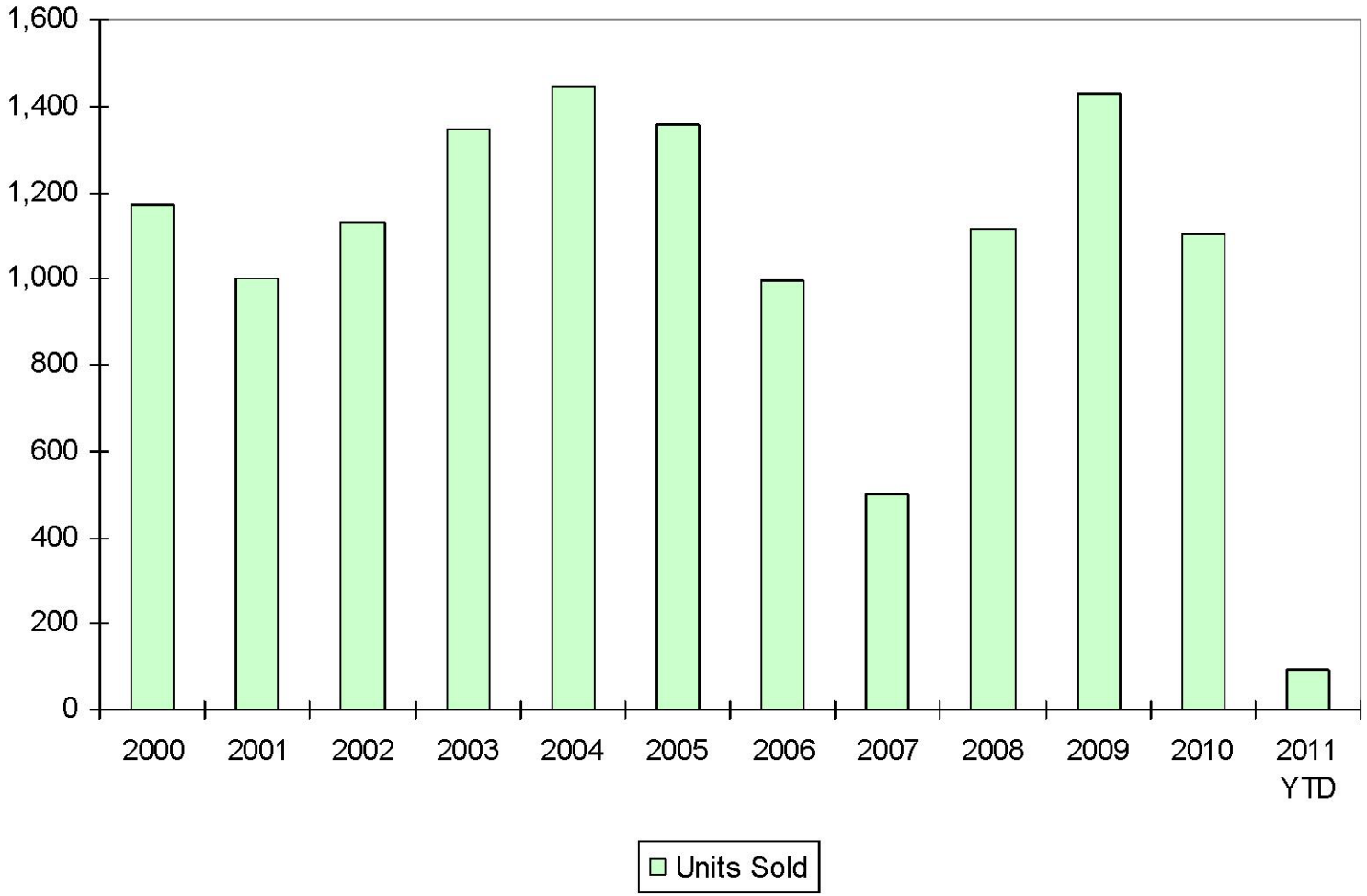
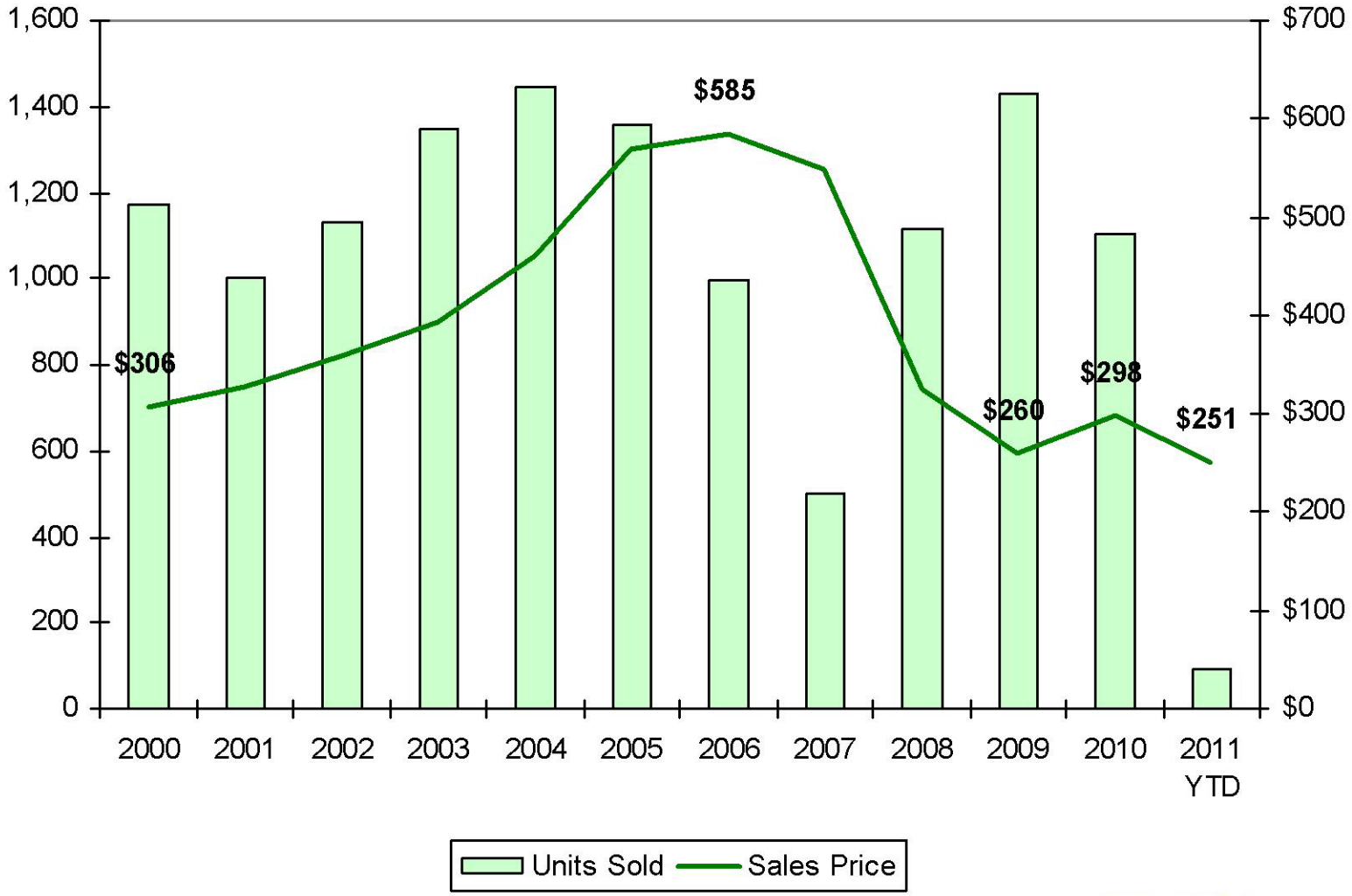
Hayward SFR Sales Activity – 2000 to 2010



SOURCE: Bay East Association of REALTORS®

BAYEAST ASSOCIATION OF REALTORS®

Hayward SFR Sales Activity – 2000 to 2010



SOURCE: Bay East Association of REALTORS®

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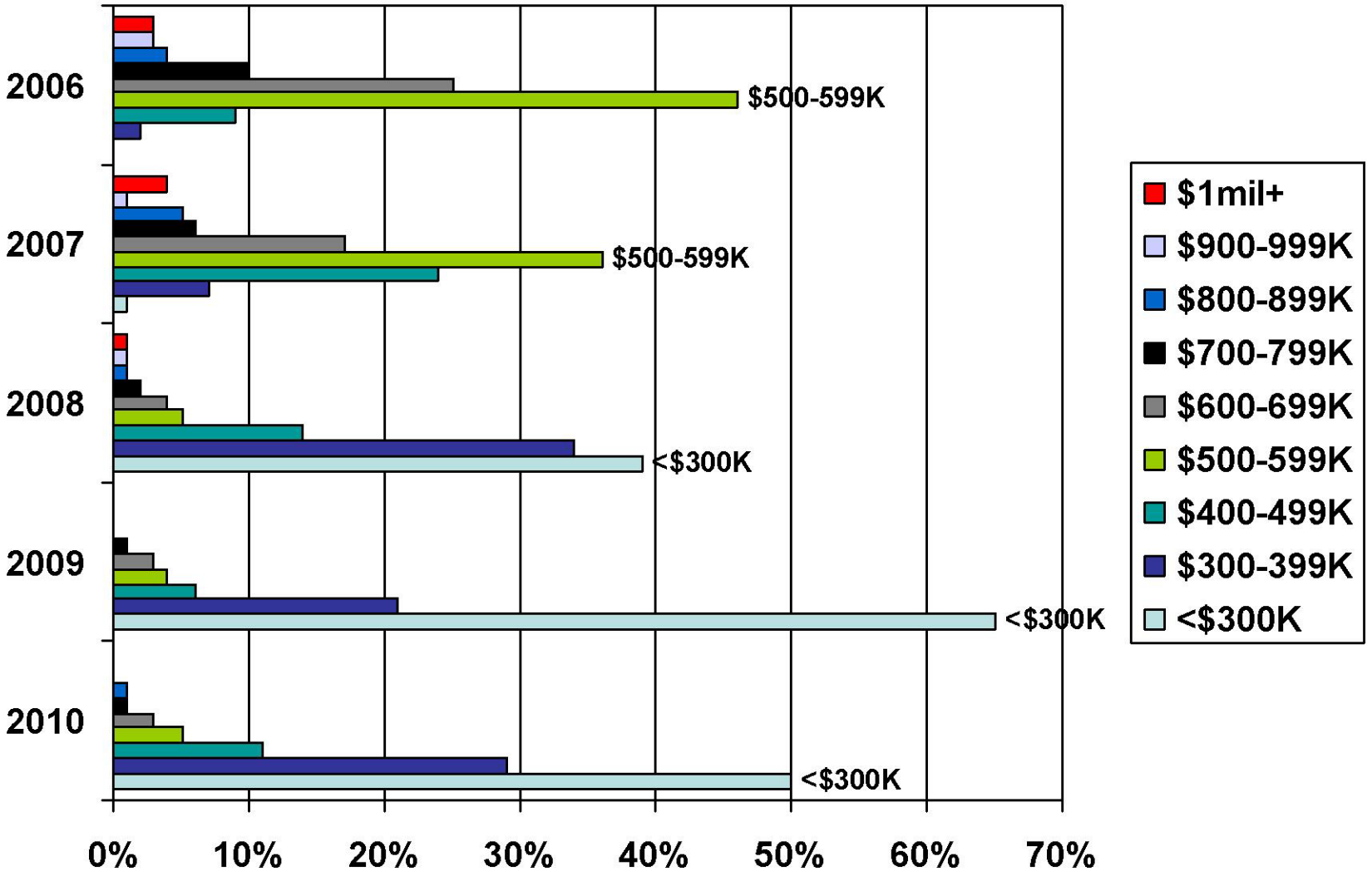
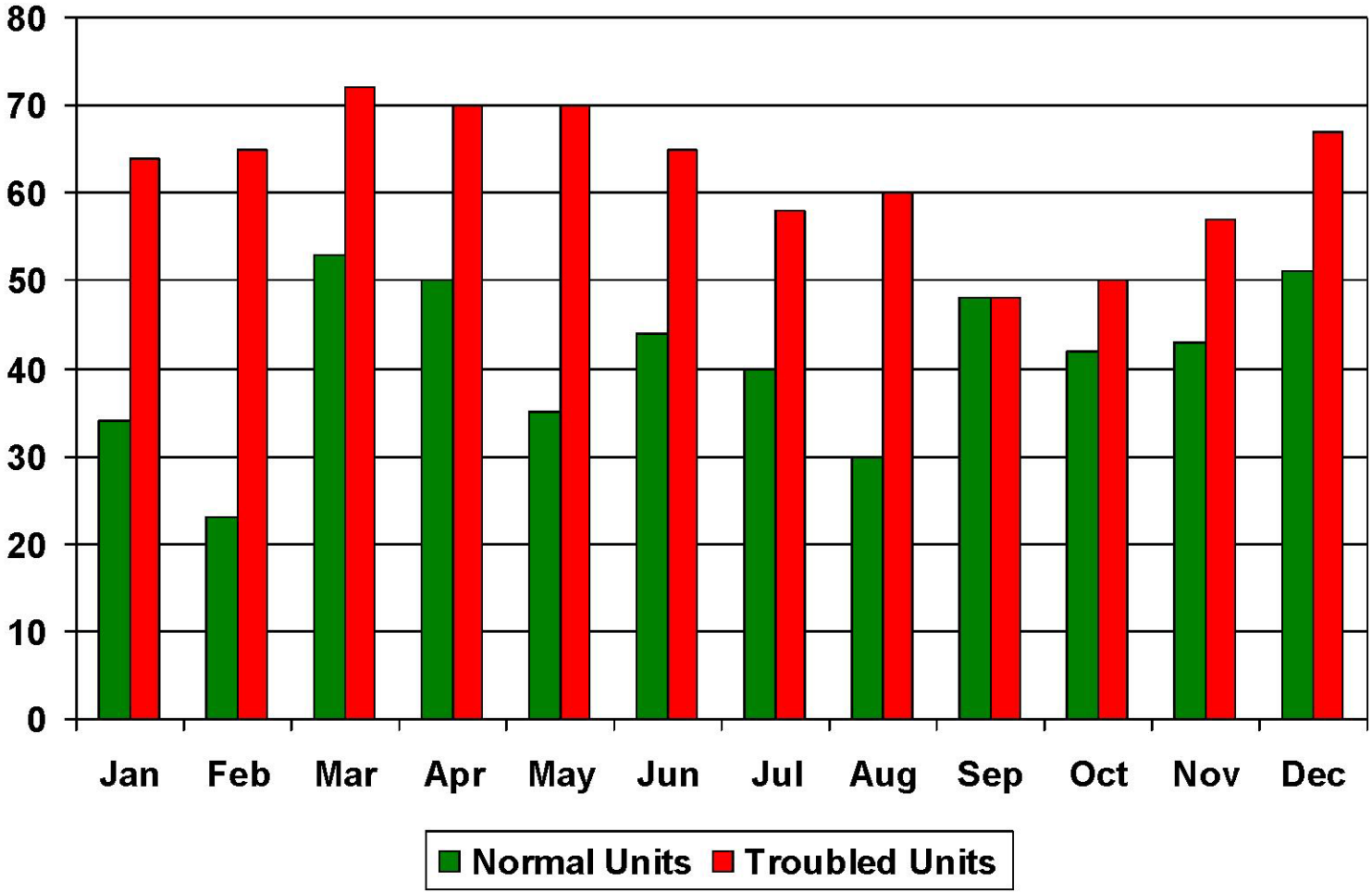
Sales Price Distribution – *2006 to 2010*



SOURCE: Bay East Association of REALTORS®

BAYEAST ASSOCIATION OF REALTORS®

“Normal” Sales vs. “Troubled” Sales
Hayward 2010



SOURCE: Bay East Association of REALTORS®

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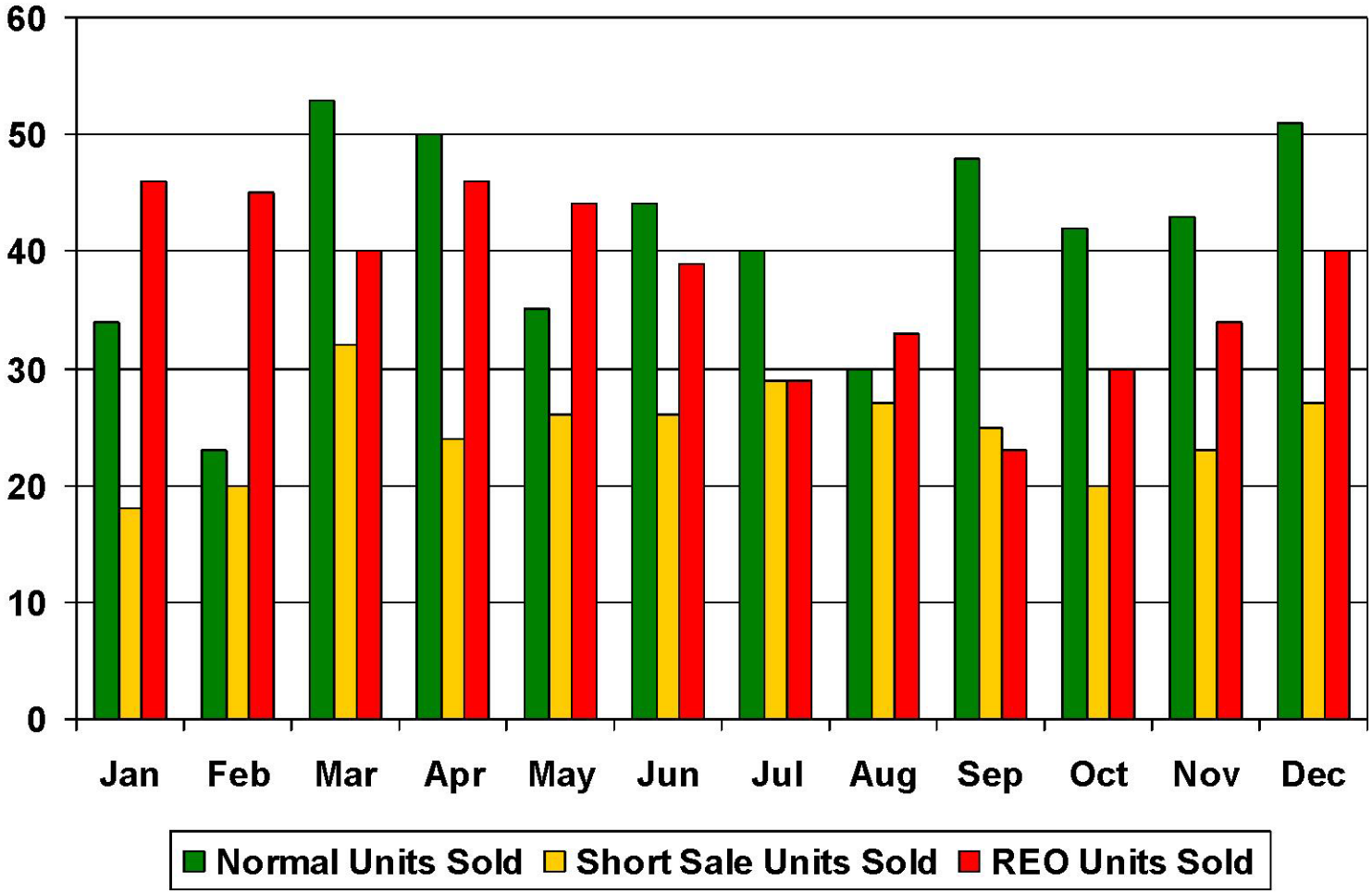
“Normal” Sales, Short Sales and REOs
Hayward 2010



SOURCE: Bay East Association of REALTORS®

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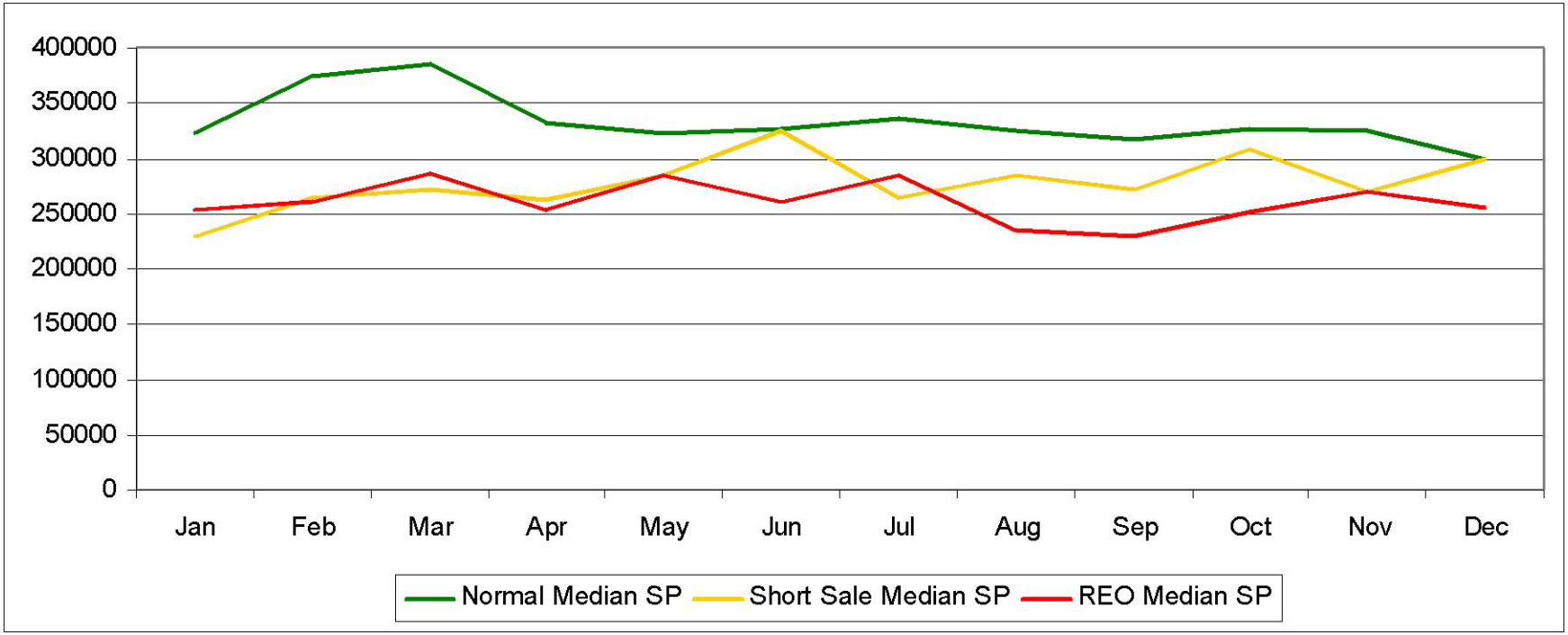
Short Sales and REO Price Differential
Hayward 2010



SOURCE: Bay East Association of REALTORS®

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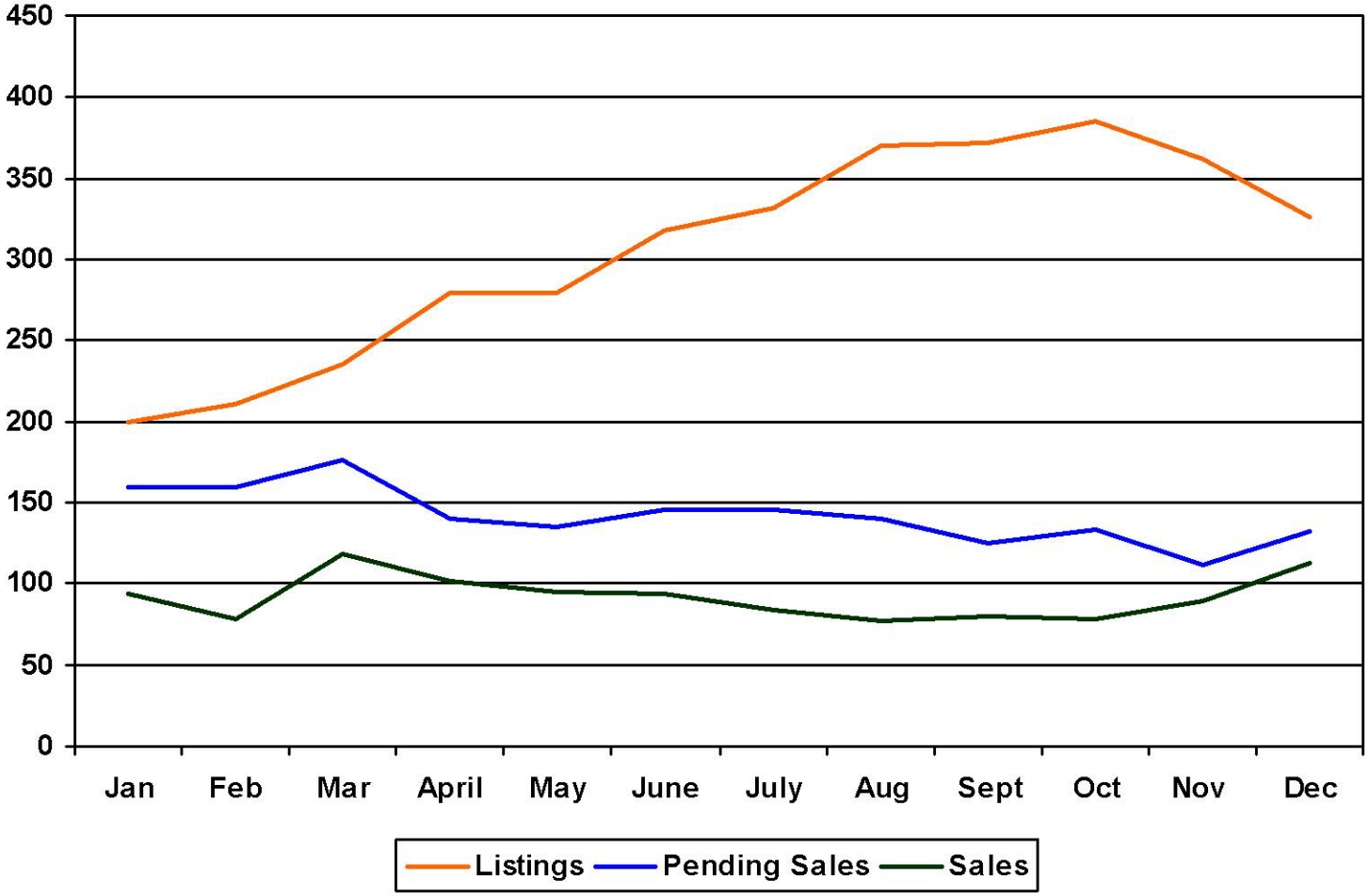
Listings vs. Sales
Hayward 2010



SOURCE: Bay East Association of REALTORS®

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Hayward Residential Real Estate - 2011

- Dominated by short sales and REOs
- Properties sold in “as-is” condition
- Opportunities for ***strong*** first-time buyers
- Schools and banks drive pricing
- Banks control the transaction

CITY OF HAYWARD

DEVELOPMENT SERVICES DEPARTMENT

Memorandum

DATE: March 16, 2011

TO: Climate Action Management Team

FROM: Marc S McDonald, Sustainability Coordinator

SUBJECT: **Agenda Item VI - Communications Plan**

The attached Communications Plan was completed in June 2010 and presented to the Council Sustainability Committee on July 7, 2010. On December 15, 2010 staff provided the Plan to the Climate Action Management Team, however, there was not sufficient time to discuss the Plan during that meeting.

Staff asks that the CAM Team review the Communications Plan and provide suggestions for implementation of the Plan. The following recent events and initiatives are considerations for future climate action outreach.

Council Sustainability Committee Meeting of March 2, 2011 – The Committee consensus was to recommend to the City Council to defer action on the RECO Ordinance. The Committee provided the following direction:

- Focus on education and outreach.
- Focus on incentives and voluntary compliance.
- Work with other cities and the County to develop a RECO that might be used County-wide.

Green Expo event at City Hall on Friday, March 11, 2011 - Vendors included Toshiba, PG&E, Stopwaste.Org, ABC Heating & Cooling, Ace Hardware, Waste Management, Hayward Toyota, FH Dailey Chevrolet, the Keep Hayward Clean and Green Task Force, and City tables staffed by the Fire Department, the Solid Waste and Recycling, Library, Utilities and Planning. Information about greener living was provided to general public and City staff.

On March 7, 2011City staff participated in a Webinar entitled *Empowering Citizens to Adopt Low Carbon Lifestyles.* The speaker, David Gershon, talked about his book titled *Low Carbon Diet* and that communities around the world have adopted the program, which calls for individuals to calculate their carbon footprint and make a commitment to lose 5,000 pounds in 30 days. More information about the program is available at http://www.empowermentinstitute.net/lcd/

Three Energy Efficiency Incentive Programs are being launched using Energy Efficiency and Conservation Block Grant funds.

The Large Energy Users Energy Efficiency Incentive Program is targeted at the businesses that are the largest energy consumers in Hayward. This program is offered through collaboration with PG&E which is offering significant incentives for businesses that make PG&E approved energy improvement upgrades to their facilities. All energy efficiency measures approved for the PG&Es Customized Retrofit Incentive program will be eligible for up to $50,000 in additional incentives from the City's Large Energy Users Program. The City's program will match (in effect, double) the PG&E incentives to program participants.

The Non-Profit and Governmental Agencies Energy Efficiency Incentive Program is targeted at the organizations and governmental agencies that provide important services to the Hayward community. All energy efficiency improvement measures approved by PG&E will be eligible for additional incentives from the NPGA Energy Users Incentive Program which will match PG&E incentives up to $10,000 per project installation or the project cost whichever is lower.

The Residential Energy Efficiency Incentive Program is targeted to homeowners in Hayward through collaboration with Energy Upgrade California (EUC) which identifies and trains approved contractors to provide energy efficiency retrofits. EUC also coordinates incentives offered by PG&E for homeowners to implement energy conservation measures in their homes. All energy efficiency improvement measures approved for the EUC program will be eligible for additional incentives of $750 to $2,250 from the City's Residential Homeowner Program.

Attachment:

- Climate Action Communications Plan

2010

CITY OF HAYWARD
Climate Action Communications Plan

CirclePoint
The *whole* view.

CirclePoint

7/7/2010

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CirclePoint®
The *whole* view.

City of Hayward Climate Action Communications Plan

2010

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Hayward CAP Final Draft Climate Action Communications Plan

Executive Summary

In 2009, the Hayward City Council adopted the Climate Action Plan (CAP), which establishes dozens of specific actions to be taken in the near- and long-term to reduce the City's Greenhouse Gas Emissions (GhGs).

Hayward is now faced with the significant challenge (and unprecedented opportunity) of gaining community understanding, support and participation in implementing these actions. Ultimately, the community must take ownership of the CAP, so that its implementation is no longer driven primarily by the City, but also taken on by its diverse constituents. In this way, efforts to reduce GHGs will continue, even after current grant funding for outreach is exhausted.

The City will be successful when residents and businesses change their behavior over the long term – driving less and cycling or walking more; composting and recycling in their homes and at work; consuming less energy and water – taking personal responsibility for reducing their carbon footprint in Hayward and beyond.

But behavior change doesn't happen overnight.

The Communications Plan

This Climate Action Communications Plan provides the roadmap for community education and engagement, beginning with the identification of the key communications challenges, and outlining strategies for addressing these challenges.

The development of the Climate Action Communications Plan was informed by discussions with and input from key members of City staff, as well as through a series of interviews with individuals representing Hayward's diverse interests. Through these discussions and interviews, we identified several key issues that are further elaborated upon in this Climate Action Communications Plan. In summary, these issues are:

- A lack of overall awareness by the community about the Climate Action Plan or the role that the community will play in its successful implementation
  A key challenge will be to raise public awareness about climate change in general, and about the community's role in implementing the CAP
- An overall interest in and focus upon other pressing day-to-day issues, such as jobs and the economy and concern for their (immediate) health and safety. The potential serious, longer-term threats of climate change are acknowledged by some members of the community; however, for the most part, they have not sparked an interest in or motivation for taking action:
  A key challenge will be to motivate action in the short-term and to instill long-term behavioral changes among all sectors of the community by relating climate change to more immediate household and business priorities

- Hayward is socio-economically, demographically and culturally diverse, which means that different strategies will be required for effective communications and engagement:
  A key challenge will be in effectively communicating and engaging the diverse interests and communities that comprise Hayward

Approach and Strategies for Motivating Behavior Change

The Climate Action Communications Plan provides the communications strategies and tools to promote specific climate action programs among Hayward's residential and business audiences and to achieve measurable and sustainable reductions in GhG emissions. It is based upon the principles of behavior change – that people are more likely to adopt new actions and behaviors when they are guided through four basic steps that: 1) get their attention 2) develop a sense of interest 3) inspire a desire to change, and 4) ultimately, drive action.

Overall, our initial objective will be to create the communications "infrastructure" for raising broad awareness about the Climate Action Plan, and to lay the foundation for encouraging participation in specific CAP programs in the future. The base for this infrastructure is built on these key elements:

- Branding and messaging to develop a consistent look and feel and tell a unified story that will be present on all communications materials, and highly visible in the community
- Establishing an engaged coalition of a broad cross-section of the community to serve as the messengers
- Demonstrating the effectiveness of climate action programs to make results visible and understandable
- Make it challenging and fun through competition, incentives, recognition, and reward

The approval of the Climate Action Communications Plan is just the beginning of the engagement process. The implementation actions are designed to roll out as the City implements the climate actions, and to build awareness, interest, engagement and action.

Next Steps: Implementation

- Convene the Sustainability Committee/Climate Action Management Team (CAMT) and seek input on branding, messaging, target audiences, partnerships, champions and a coalition of supporters and sponsors
- Update/consolidate the website
- Take input from the Sustainability Committee and the CAMT/Communications Subcommittee to fine tune the Communications Approach and Strategies
- Develop pilot and demonstration programs for schools, residential, and commercial uses
- Design and refine community incentives, recognition, and competition

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Section 1. Background and Overview

For more than five years, the City of Hayward has been planning and implementing actions to address climate change, environmental, and sustainability issues throughout the community. In 2009, Hayward adopted its Final Climate Action Plan (CAP), which establishes goals and actions to reduce greenhouse gas (GhG) emissions from municipal and community activities. The CAP reflects feedback gathered during public outreach efforts, which included two facilitated citywide public workshops in 2008 and 2009, a series of meetings before the City Council and Planning Commission, and three meetings before the City Council Sustainability Committee. Additionally, work sessions were conducted with the Planning Commission and City Council, and the CAP was discussed at two City Council Sustainability Committee meetings.

The City also elicited community feedback through a survey, which was posted on the City of Hayward's website. The Mayor established an Advisory Group comprised of representatives from the following seven entities: the office of State Assembly Member Mary Hayashi; the Chamber of Commerce; AC Transit; Hayward Unified School District; California State University East Bay – Hayward Campus; the Keep Hayward Clean and Green Task Force; and StopWaste.org. Group members were interviewed for their professional expertise and to gather ideas for the preparation of the CAP.

Finally, during the months of October 2008 through January 2009, staff made presentations to the Citizens Advisory Committee to the Board of the Hayward Area Recreation and Park District (HARD); the Youth Commission; the Evangelical Churches of the Hayward Area (ECHA); the Keep Hayward Clean and Green Task Force; the Rotary Club; the South Hayward Neighborhood Collaborative; the Latino Business Roundtable; and the Chamber of Commerce's Leadership Hayward class. The meetings provided an opportunity for staff to inform the public and collect input about the preparation of the CAP.

The City is now implementing the nine strategies and various actions outlined in the CAP. This Climate Action Communications Plan describes the communication issues and actions to support implementing CAP actions and achieving GhG emissions reduction goals. The purpose of the CAP is to provide direction for the community's efforts to reduce greenhouse gas (GHG) emissions in the coming decades. The CAP recommends specific actions the City can take to meet its emissions reductions targets. With the Climate Action Communications Plan as a framework, the City can make informed decisions about which actions should be implemented immediately, and which actions are better suited for future implementation. Strategy 9 of the Climate Action Communications Plan focuses on specific actions Hayward will use to engage residents and businesses in the necessary and vital effort to reduce community-wide emissions.

Hayward Climate Action Plan

Hayward adopted ICLEI's Cities for Climate Protection methodology for managing GhG emissions. This performance-based methodology provides five milestones to assist local governments in developing and

implementing local approaches for minimizing climate change. The milestone process consists of the following five milestones:

- Milestone 1 – Conduct a baseline emissions inventory and emissions forecast
- Milestone 2 – Adopt an emissions reduction target
- Milestone 3 – Develop a Climate Action Plan for reducing emissions
- Milestone 4 – Implement policies and actions that will reduce emissions
- Milestone 5 – Monitor and verify results

The City completed a baseline emissions inventory (Milestone 1) in 2006, and subsequently updated the inventory in June 2008.

On July 28, 2009, the Hayward City Council adopted the final Climate Action Plan (Milestone 3)[1], which includes GhG reduction targets (Milestone 2), and plans, actions, monitoring and verification to reduce GhG emissions over the next 40 years (Milestones 4 and 5).

The CAP recommends nine strategies to guide the City's effort in reducing GhG emissions. Each strategy is comprised of several action items. Appendix A lists the 40 highest-priority community actions and 19 municipal actions to implement these strategies.

- Strategy 1: Transportation and Land Use: Reduce Vehicle Miles Traveled
- Strategy 2: Transportation: Decrease Carbon-Intensity of Vehicles
- Strategy 3: Energy: Improve Energy Performance of Existing Buildings
- Strategy 4: Energy: Improve Energy Performance of New Buildings
- Strategy 5: Energy: Use Renewable Energy
- Strategy 6: Solid Waste: Increase Waste Reduction and Recycling
- Strategy 7: Sequester Carbon
- Strategy 8: Climate Change Adaptation
- Strategy 9: Engage and Educate Community

Collectively, these nine GhG reduction strategies are designed to achieve substantial reductions in municipal and community emissions below the 2005 baseline by 2050. Hayward's emissions reduction target represents a percentage by which the community aims to decrease emissions, by the target years of 2020 and 2050. The City aims to reduce emissions by the following amounts:

- 6 percent below 2005 levels by 2013 (interim target)
- 12.5 percent below 2005 levels by 2020
- 82.5 percent below 2005 levels by 2050

Since approving the CAP, the City has applied for and received federal funding to support implementation activities through the American Recovery and Reinvestment Act (ARRA). Through the Department of Energy's Energy Efficiency and Conservation Block Grant (EECBG) program, Hayward is

[1] http://www.ci.hayward.ca.us/CAP08/CAP08.shtm

receiving $1,361,900 in formula-based grant funds, which are being used to implement the actions identified in the CAP (including the preparation of this plan). The funds will as also be used for energy audits, and financial assistance and incentives for energy efficiency improvements throughout the community.

The City is also coordinating closely with other organizations focused on improving operations and efficiency that can support CAP implementation, such as PG&E (energy efficiency); the Metropolitan Transportation Commission and Alameda County Congestion Management Agency (transportation); and Alameda County's StopWaste.org (waste management).

CAP & EECBG Implementation Program

The Hayward CAP outlines dozens of actions to be implemented over more than 40 years. In the near-term, the City is focused on developing and implementing programs that can achieve shorter-term GhG reductions and establish a foundation for future reductions. Specifically, the City is developing programs for implementation between now and 2012. These programs are the focus of this communications plan, and are as follows:

General Awareness

- **Public Awareness** – The City is implementing this Climate Action Communications Plan and partnering with other organizations to increase awareness and understanding of climate change, the Hayward CAP, and the importance and benefits of actions to reduce GhG emissions.

Residential Programs

- **Energy audits** – The City will be providing information and incentives for homeowners, tenants, and landlords to conduct energy audits to learn where energy and cost savings can be achieved.
- **CaliforniaFIRST** – Hayward participates in a statewide pilot program to develop innovative residential financing programs for renewable energy and energy efficiency actions in households and businesses. The financing is repaid through individual property owners' property tax payments. Such programs are referred to as Property Assessed Clean Energy (PACE) programs.
- **Energy Upgrade California** – This is a statewide energy efficiency program to retrofit existing residential and small commercial buildings. The program has specific implementation components for the Bay Area and Alameda County.
- **Residential Energy Conservation Ordinance** – The City is considering adoption of a local ordinance that would require implementation of energy efficiency measures in existing homes. The ordinance will be developed with extensive community involvement.

Commercial/Industrial/Institutional Programs

- **Sustainability Practices and Energy Conservation** – In cooperation with PG&E and others, the City is working with local businesses to improve access to and participation in energy efficiency programs.
- **Mini-grants for energy efficiency improvements** – The City will be establishing a grant program to provide small grants for energy efficiency improvements at government and nonprofit facilities.

- **CaliforniaFIRST** – (See above) Also applies to businesses
- **Commercial Energy Conservation Ordinance** – The City is considering adoption of a local ordinance that would require commercial and industrial implementation of energy efficiency measures. The ordinance will be developed with extensive community involvement.

Transportation Programs

- **Reduce Driving** – The City plans to increase community education about the individual options available to reduce vehicle miles travelled, and seek personal pledges and commitments to reduce driving.
- **Traffic Flow Management** – The City is working to improve traffic flow management and educate the community about vehicle idling.

Waste Programs

- **Recycling and Composting** – The City is working to increase awareness of and participation in recycling and composting programs.

Specific Goals and Objectives

The City has established the following near-term goals in the Climate Action Plan that guide the targeting and messages in this Climate Action Communications Plan. For a complete list of goals, see Appendix C of the CAP. As part of implementing this Climate Action Communications Plan, the City will develop specific communication goals and objectives to further guide and target promotional messaging and marketing activities. These goals and objectives will also measure progress and success, as described in Section 9, Evaluation.

Community Education and Awareness

- Maximize community participation efforts to reduce emissions and continue to promote residents' awareness of environmental issues.

Building Energy Use

To meet the long-term goal to reduce electricity consumption to 65 percent below business-as-usual projections, and natural gas consumption to 50 percent below by 2050 in buildings constructed before the Green Building Ordinance took effect the CAP establishes the following short-term goals:

- Get 12.5% of commercial units and single- and multi-family residences that were constructed before the City's Green Building Ordinance took effect to participate in the program by 2017
- Get 1.5% of residential units that were constructed before the City's Green Building Ordinance took effect, and 5% of commercial units to participate in energy efficiency and renewable energy financing programs
- Encourage residents and businesses to voluntarily commit to reducing energy consumption
- Promote use of home energy monitors

Transportation

Achieving the following goals will be necessary to meet the City's overall 2050 greenhouse gas reduction targets. Hayward's communications activities will focus on efforts to reduce vehicle miles travelled through outreach to residents and businesses. The City will also work to influence federal and state-level fuel-economy regulations by acting in cooperation with nearby jurisdictions, state government and federal government.

- Reduce passenger vehicle miles travelled (VMT) to 30% below business-as-usual projections, and VMT of diesel vehicles (heavy trucks) to 10 percent below by 2050
- Increase average fuel economy of passenger vehicles to 75 mpg
- Increase average fuel economy of diesel vehicles to 11.5 mpg

Waste Management

The following will be necessary to meet the City's overall 2050 greenhouse gas reduction targets.

- Divert 50% of recyclable mixed paper from the landfill by 2020
- Divert 15% of food scraps from the landfill by 2020
- Divert 15% of commercial and demolition waste from the landfill by 2020
- Divert 100% of plant debris from the landfill by 2020

Section 2. Key Issues

To prepare this Climate Action Communications Plan, CirclePoint reviewed background information and communication activities in Hayward related to climate change and sustainability. CirclePoint also conducted brief interviews with 13 local opinion leaders representing a broad cross-section of the community, including elected officials, businesses, environmental groups, and community and religious organizations.

A Wide Range of Understanding and Awareness

Through background research and stakeholder interviews with individuals representing a broad cross-section of the community, it is clear that Hayward's diversity contributes to a variety of viewpoints regarding climate change and the implementation of the City's Climate Action Plan.

Overall, research reveals that there is general support among key constituents for the City's Climate Action Plan, including its goal of reaching/retrofitting 10% of Hayward's households each year over the next 10 years. Most respondents also indicated that they believe the City should be addressing climate change issues. We did not find a single respondent unsupportive of the Plan's overall goal. However, supporters varied from enthusiastic (willing to dedicate time and energy to implementing the CAP) to hesitant (supportive of the goals but unhappy with proposed implementation plans). Those who were hesitant questioned measures to target homes during the buying/selling process, rather than homes the

owners planned to occupy for the foreseeable future. Others indicated they think the City should place a higher priority on addressing the economy and jobs than on addressing issues pertaining to climate change.

Participants also indicated there is a general awareness within their communities about climate change, but knowledge of the City's recently adopted Climate Action Plan was less common. Despite awareness of climate change, actual activities to address the issue appear limited, particularly among families with children, and among non-English speakers.

The City faces a substantial challenge to raise awareness of and concern about climate change issues, and to motivate the necessary actions and behavior change to reach GhG emissions reduction goals. The communications must provide relevant, compelling messages and simple actions in a way that meets the near-term needs and interests of residents and businesses.

A Need for Collaboration and Unified Messaging

Central to the issues related to climate change and the implementation of the City's CAP, is the lack of one focused movement to bring together the individuals and organizations that are either already engaged in climate change activities, or who are likely to become engaged in the future. We found that supporters are disseminating messages about GhG emissions reduction to their own constituents through a variety of communications channels. There has been little or no coordination on the messaging, and therefore there is an overall lack of awareness and clarity on what the CAP is, what its objectives are, what the role is for community members, and how community members can benefit.

Respondents indicated they would react positively to citywide coordination of CAP communications and implementation. Those eager to assist in outreach efforts request simple, clear messaging that speaks to the public's self-interest. They believe incentive-based programs will flourish if disseminated on a peer-to-peer basis, accompanied by community activities.

Reaching Diverse Communities

The population of Hayward is 34.2% percent Hispanic and 18.7% Asian American (2000 US Census). Of the Hispanic population, 44.8% is age 18 or under. Almost 49,000 of Hayward's 142,000 residents are foreign-born.

More than 46% of the population lives in rental properties, and more than 45% of the housing in Hayward is multi-family. As of April, 2010 there was 12.8% unemployment in Hayward.

Given the high unemployment rates in Hayward, many members of the community are focused primarily on the economy, jobs and taking care of themselves and their families. It will therefore be challenging to find motivators for community members to take action to reduce GhG emissions. There must be a clear and immediate benefit to individuals, to their children, and to their community that aligns with the community's cultural and social values, and positively impacts day-to-day living.

Other challenges of reaching diverse, low-income and renter communities include:

- Motivating landlords to implement energy saving programs, as it is typically the renters who pay for gas and electricity
- Information/recommendations coming from government entities tend to be viewed with a degree of suspicion by foreign-born residents (more so if they are undocumented residents)
- Low-income populations are generally more focused on immediate concerns related to their health and well-being, such as jobs, affordable housing, access to health care, and other basic necessities of living
- Residents of multi-family units may need to work through a homeowners association or other centralized governing body to implement energy efficiency programs, even if each unit pays for its own gas and electricity. The challenge will be similar to the challenge mentioned above for renters/landlords: those paying the bills may not necessarily have a voice about participating in programs designed to reduce their energy use, and bring down their household costs for energy consumption.

Section 3. Communications Goals

To address the key issues discussed above, the communications goals are as follows:

- Encourage greater focus and coordination of CAP communications efforts
- Encourage a higher level of participation by residents, businesses and industry in the CAP programs and create widespread enthusiasm for reducing GhG emissions
- Focus on changing behaviors, so that Hayward residents drive less, recycle and compost more, and implement energy and water conservation measures at home and at work
- Identify simple, understandable steps that can be easily implemented by a broad cross-section of the community
- Communicate the personal and practical benefits of GhG emissions reductions (saving time and money in the short-term; improving the health and environment of the community for ourselves and our families in the longer term)
- Create the communications infrastructure to enable long-term, sustainable actions of CAP programs
- Instill a sense of ownership throughout the community of the CAP, key actions and methods for implementing them

This Communications Plan is the first step in achieving these goals and contributing to measurable GhG emissions reductions across the community. The near-term steps to advance the communications program include the following:

- Confirm the communication goals with the City of Hayward Sustainability Committee and CAMT, with an emphasis on behavior change

- CirclePoint will work with the Sustainability Committee and the CAMT to further develop the communications approach and strategies that correspond with the issues and needs of the community

- Confirm that all key categories of stakeholders are included under Audiences (Section 5), including commercial (small business/industry/labor); residential (rental community, multi-family housing); environmental/sustainability; academic; multi-cultural (faith-based); and low-income groups
- Confirm top priority communications activities (including the need to change behavior), to encourage Hayward constituents to drive less, compost more, and implement energy efficient products and practices at home and at work
- Identify steps and confirm resources for implementation

Section 4. Communications Approach and Strategies

This section describes the overall communications strategy to educate, engage and activate a broad cross-section of the Hayward community. The strategy addresses many of the key issues identified in the previous section through four primary components, each of which is intended to complement and support the others. These components are designed to simplify the complex issues of climate change and to unify the cross-functional nature of the CAP.

Overall, our initial objective will be to create the communications "infrastructure" for raising broad awareness about the Climate Action Plan and to lay the foundation for encouraging participation in specific CAP programs in the future. The base for this infrastructure is built on these elements:

- Branding, to develop a consistent look and feel that will be present on all communications materials, and highly visible in the community
- Core messaging to tell a unified story
- Establishing an engaged coalition of a broad cross-section of the community to serve as the messengers
- Consolidating the website to serve as the center and clearinghouse for information and online engagement

The Communications Plan rollout will be closely coordinated with the sequence of implementation for the CAP programs, as shown in the following table. A steady "drumbeat" of information about the CAP and the promotion of specific programs will help to raise the level of general public awareness.

Program	Implementation	Outreach Launches (Approximate timeline)
RESIDENTIAL		
Energy Upgrade California	September/October 2010	August 2010
California First	Late 2010	August 2010
Residential Audits	Early 2011	December 2010
Residential Energy Conservation Ordinance (RECO)	Adoption: early/mid-2011	Late December 2010
COMMERCIAL/INDUSRIAL		
Sustainability Practices and Energy Conservation	Mid-2011	January 2010
Commercial Energy Conservation Ordinance (CECO)	Late 2011/Early 2012	September 2011
Mini-grant Program for Energy Efficiency	Late 2011	September 2011
TRANSPORTATION PROGRAMS		
Traffic Flow Management	Ongoing	Ongoing
Reduce Driving	2012	Begin general messaging – late 2011
WASTE REDUCTION PROGRAMS		
Recycling and Composting	Mid-2011	January 2011

The following are the four key strategies for building awareness and motivating change across Hayward: (1) broad education and awareness; (2) an active communications group or coalition; (3) program demonstration; and (4) community competition, recognition, and reward.

Implement a Broad Educational Effort

Staff will solicit input from the Sustainability Committee and the CAMT to help refine messaging, tailoring the messages to specific audiences and interest groups in order to begin the educational process about the City's Climate Action Plan, and how community members can become involved. As mentioned in Section 2 (Key Issues), although there is a general awareness about climate change among the constituents of Hayward, little action has been taken to address GhG emissions reduction. Simple informational messaging personalizing the potential monetary and health impacts of climate change, and conveying the overall impact of climate change on the community, will help engender greater public understanding and awareness of the CAP, and gain participation and buy-in for the programs. As part of this educational effort, messaging about simple, immediate measures that each person can take will be widely disseminated through a variety of communications channels.

Build an Active Communications Group

Staff will work with the Sustainability Committee and the CAMT to identify a communications subcommittee to address the need for collaboration and a unified "story" about climate change and the City's Climate Action Plan. City staff will facilitate the subcommittee meetings, which will occur on a monthly basis. These will be working meetings designed to gain direction and consensus on messaging, branding, communications strategies and other key elements of the communications plan. Subcommittee members will also be engaged as "ambassadors" for implementing the plan among their own constituents, through community speaking engagements and events, e-blasts and other existing communications vehicles.

As verified during stakeholder interviews, there are supporters throughout the city, and among all sectors of the community that are already interested, motivated, and ready to engage their colleagues and constituents. These supporters must be brought together and effectively guided toward the same goals. They will also provide feedback from their constituents on the City's efforts, and assist with the development, vetting and dissemination of the City's story. They will serve, in essence, as the "trusted voices" among their neighbors, colleagues, and constituents, and for the greater Hayward community. These leaders and champions will include representatives from key stakeholder groups in the residential (renters/low-income/HOAs) commercial (small business/industry/labor) and multi-cultural communities (Hispanic), and become the core of a Climate Action Coalition.

Demonstrate the Effectiveness of CAP Programs

The saying, "don't tell me, show me," proves especially true in bringing about sustainable behavior change. Model homes, apartments, businesses, and neighborhoods will showcase the ease, cost-savings and esteem that accompany participation in CAP programs. These demonstration sites will be supported through strategic partnerships with businesses, educational institutions and neighborhood alliance groups throughout Hayward. Existing programs, including Bay Friendly Garden tours (emphasizing water efficient and pollution-prevention gardening practices) and the Environmental Achievement Awards (focusing on recycling and solid waste reduction) can serve as possible forums for providing recognition and for highlighting success stories.

Make it Challenging and Fun

Although climate change is a serious issue, friendly competition, recognition and rewards can help raise public awareness and promote participation in the City's climate action programs by encouraging the broader community to "join the fun." Homeowners and businesses can receive special recognition from City government and incentives/rewards from program partners and sponsors for taking specific actions, or achieving milestones toward program goals. Activities can include school poster contents, such as the current contests for recycling or neighborhood "be the first" contests.

Section 5. Target Audiences and Potential Partners

Focusing communications and outreach to targeted audiences aligns audiences with program activities, goals, and objectives. For example, to get 12.5 % of commercial units and single- and multi-family

residences that were constructed before the City's Green Building Ordinance took effect to participate in the program by 2017, we will identify the most effective targeting and work with partnering agencies and organizations to reach those target audiences. Because of the diversity of Hayward and the range of key issues and motivators that have been identified, there is no "one size fits all" for engaging and motivating community members to take action. There is a wide range of interest and enthusiasm among community members for taking action – from those who are "early adopters" to those who may be disinterested or opposed. The first step in creating understanding and motivating action is targeting the different audience segments with the right messages, through the right channels. Audience targeting is driven by the awareness or action we are trying to achieve. Selecting the appropriate channels (ways of reaching people) shapes the partnerships we form.

General Messaging

General messaging about climate change, sustainability, energy efficiency, transportation, and waste management lays the foundation of understanding for future action-oriented communication. The general messaging will be targeted to opinion leaders, businesses, employees, and residents (adults and youth) across Hayward. Potential partners for the general messaging include local and regional media, businesses, labor unions, schools and educational institutions, community and civic groups, and environmental organizations.

Across Hayward, a multi-cultural communications approach will be critical to reaching target audiences for both general messaging and action-oriented messaging for specific programs. A true multi-cultural communications approach goes beyond simple translation. It targets the messages, channels, and partnerships to maximize understanding and acceptance, and create change that is in concert with the values and cultures of the community.

Specific Programs

Each specific program implemented to achieve GhG reductions will have measurable goals. Accomplishing those goals relies on identifying and targeting the correct audience to adopt the change. For example, in residential programs, "early adopters" already understand the issues surrounding climate change and are ready to take action to reduce GhGs – they may simply need to know the steps and resources to act. On the other hand, this group is likely relatively small and may not fully achieve the numeric goals. This group can serve as an effective tool to show the way for others by demonstrating action and results.

Renters represent a significant percentage of residential energy users in Hayward and could collectively achieve substantial GhG reductions. However, renters have little control over many of the major energy efficiency actions to be implemented. Targeting this audience will require a carefully crafted approach to get renters and landlords to work together to save energy and money.

The identification of potential partners from all key sectors of the community is essential for helping to support, promote and expand climate action programs. For example, for a residential energy reduction program, PG&E and East Bay Energy Watch are likely partners for outreach, program implementation, and perhaps financial support. For the commercial sector, Webcor (a construction contractor and a SF

Business Times' Bay Area Green Awards nominee headquartered in Hayward), could serve as a demonstration site for commercial energy reduction, or a potential financial sponsor for supporting the creation and promotion of a commercial demonstration site.

Transform, an Oakland-based nonprofit, has mobilized individuals throughout Northern California, and could potentially partner in helping to develop and implement programs that encourage increased transit use and alternatives to driving, such as cycling and walking.

Each of the major program elements (residential energy use, commercial/industrial/institutional energy use, transportation, and waste management) will have different target audiences based on the program goals and priorities. In the first implementation phase, CirclePoint will work with City staff, the Sustainability Committee, the Climate Action Management Team and any subsequent communications coalition (proposed in this Climate Action Communications Plan) to refine and confirm target audiences and potential partners for each program element.

Section 6. Messages & Branding

This section describes the general themes and preliminary messages for the overall campaign, and for each of the target audiences. Specific language will be developed in the next phase, following review by the Sustainability Committee.

General Messages

Messaging that is memorable, and that inspires community members to take action must communicate the personal benefits of taking action – to save money and time in the short term, and in the longer term, to provide a healthier environment for community members and their families. On a general level, the messaging can serve as a motivational call to action.

Branding the climate action program begins with developing a uniform and consistent "look and feel," based on the overall purpose and goals for the program. All communications and promotional materials disseminated about the City's CAP program will convey that the City is making a unified effort to engage the community, regardless of whether the information is developed and distributed from the City itself or by other partners such as the Chamber of Commerce, the Latino Business Roundtable or community and nonprofit groups. The objective is to have branding (logo/tagline) that is recognizable throughout the community and that serves as a symbol of the collaborative, community effort to bring about positive change.

As part of our work with the Climate Action Coalition, we will provide messaging concepts for discussion and refinement. These concepts will be simple, action-oriented phrases that provide a range of options for consideration that address themes and issues identified in Section 2:

- Make the message specific to Hayward residents and businesses
- Speak to "what's in it for me"
- Focus on the simplicity of implementation (and live up to this promise!)

- Focus on the monetary benefits of program participation
- Focus on potential health benefits of the program
- Demonstrate cultural competency (communicate in a way that reflects the cultural values of the community)
- Explain why participation is a high priority (what will be gained in the short- and long-term)
- Appeal to the community on an emotional level, as well as on a practical level ("take this action for your children and your grandchildren")
- Communicate that there are gains for the individual, and that participants will also be a part of something that is sweeping the community ("everyone is doing it")
- Convey a sense of fun ("join the fun")

Specific Targeted Messages

Specific messages will be developed to communicate with targeted audiences and to promote specific programs. These messages would address key issues/concerns/incentives for particular audiences, and may not necessarily include language about GhG emissions reductions or climate change.

For example, messaging targeting homeowners might focus on saving time and money, and promote specific programs and incentives. These programs and incentives will need to be tailored to attract different audiences. For low-income homeowners, the incentive may be taking simple energy reduction actions to qualify for a free home energy audit. For more affluent homeowners, the City may pay for part of the audit. Effective messaging must:

- Be sector-driven – compelling target audiences to compost and recycle more, drive less, or sign up for an energy audit. Messaging can also underscore the simple, progressive steps individuals can take.
- Tell a story by a trusted member of the community to other members of the community ("this is the story of how I retrofitted my house and saved a lot of money; you can do it, too")
- Be action-oriented: "sign up for a free audit"
- Show cause and effect: "turn off the lights, and turn on the savings…"
- Be program-oriented: "California First, an investment in the future of your green"

Section 7. Communications Assessment

In preparing this Climate Action Communications Plan, CirclePoint conducted a preliminary assessment of communication tools and channels. This section provides an evaluation and recommendations of communications tactics based upon the research conducted, including a review of the relevant City Web pages, social media in use by constituent groups, and key findings from stakeholder interviews that shape communications issues and strategies. The intention is to build upon existing communications channels, and to coordinate the timing and dissemination of information to maximize its impact and ability to reach targeted audiences.

Summary of Communications Findings

- A central information hub, such as the City's website, is critical for keeping messages accessible and consistent, while offering further detail for those who seek it. The website can eventually serve as an online portal for managing CAP incentive programs, registrations for competitions, and perhaps even helping homeowners track individual energy consumption data
- It is important to utilize all forms of media to reach target audiences, since constituents receive information from a variety of media sources, including print, broadcast, City-generated (e-mails) and Web-based/social media
- Organizations communicate with their own constituents primarily via e-mail
- Face-to-face meetings and presentations at community gathering places, including union halls and churches and synagogues (all denominations), are critical for creating the necessary sense of community and urgency around implementation measures
- The "messengers" to these audiences should be both community "insiders," as well as representatives from the City
- Interview participants indicated that there is a need to communicate in Spanish
    - Radio: La Raza and La Kalle
    - Newspapers: El Mensajero and Vision Hispana
    - Other ethnic media should also be engaged

Social Media in Use by Key Stakeholders

- Facebook pages for individuals and groups
- Online news
    - Oakland Tribune: Hayward Daily Review (www.insidebayarea.com/dailyreview)
- Blogs
    - The HayWord: http://www.ibabuzz.com/hayword/who-are-we/
- Online forums
    - Topix.com: Hayward forum: http://www.topix.com/forum/city/hayward-ca
- Local interest groups
    - Hikes and Hounds: http://hiking.meetup.com/344/
    - The Bay Area Photography and Exploration Society: http://www.meetup.com/SF-Bay-Area-Photographers-Explorers/
    - Hayward/San Lorenzo Moms With Toddlers: http://www.meetup.com/SanLorenzoToddlers/

Immediate Recommendations

Re-design of the City's CAP web pages, including Sustainability page (http://www.hayward-ca.gov/citygov/meetings/csc/ccsc.shtm**), Water Conservation page (**http://www.hayward-ca.gov/Water-Conservation/**), and Green page (**http://www.hayward-ca.gov/CAP08/CAP08.sht**)**

- Make the pages a 'call to action'
- Eliminate redundancy of links, i.e., 'Free Water Conservation Devices' appears in the Quick Links column and the right column under 'Need a little help...'

- Fix bad links, i.e., the links in the text under 'Conservation Landscaping For Homes' in the lower right column do not work
- Enhance accessibility, ensure site meets ADA requirements and, potentially, add Spanish language elements
- Ensure consistent design across pages, i.e., 'Quick Links' are a navigation element on the home page. It should appear on each of the subpages. Otherwise, users need to hit the "Home" button on the subpages to access the navigation elements in Quick Links again.
- Add better visual elements
- Consider creating a Campaign/Coalition site separate from the City's website

Recommended Communication Channels for Target Audiences

- **General**: schools, community organizations, Clean and Green Task Force, religious organizations. We will work with the City to identify champions/leaders in local schools, among administrators, curriculum development specialists/principals/vice principals and teachers to identify a pilot school program that would provide meaningful feedback to the City, help the school save energy and serve as a demonstration site for other schools. In the longer term, there is an opportunity to tap into other resources to expand and enhance the school programs – by leveraging the City's existing relationships with Cal State East Bay and Chabot College for possible curriculum development and classroom and assembly presentations. Curricular materials developed by the Bay Area Air Quality Management District (BAAQMD) on climate change can be adapted for Hayward schools.
- **Homeowners**: Neighborhood Associations, model home demonstrations, neighborhood champions going door-to-door
- **Renters**: community events, neighborhood champions going door-to-door, Rental Housing Owners Association (for landlords)
- **Hispanics/Asian Americans**: radio, churches, community events (Zucchini Fest, Light Up the Season)
- **Business community**: Chamber of Commerce, Latino Business Roundtable, model business demonstrations

Longer-Term Actions

- Develop a simple social media strategy that indicates how best to leverage existing forums, identifies new social media tools if needed, and provides an outline of key topics and stakeholder/partner authors for content development, as well as a timeline for rollout

Section 8. Implementation Actions

This section will include a brief description of the communications activities and a draft rollout plan and schedule for communication activities through the end of 2010. It will also provide a broader listing of potential activities through 2012.

Planning and Coordination

CirclePoint will work with the City to identify, establish, and facilitate a Climate Action Coalition/Communications Committee to develop and motivate community champions and review and disseminate key communications elements. We will work with City staff and the Coalition to plan and design the citywide campaign and appropriate challenges and competitions, to increase awareness and promote action for each program element. We will provide guidance on leveraging existing partnerships and identifying new partners and sponsors, develop promotional materials, and help conduct outreach to potential partners. We will also work with City staff to support the goals and objectives of the Sustainability Committee and implement actions to ensure coordination across all City departments.

Branding and Messaging

CirclePoint will work with the City and the Community Coalition/Communications Committee to develop messaging that is clear, compelling and consistent. CirclePoint will also work with the City to develop a unified "look and feel" for Climate Action Plan communications and promotional materials that will convey that the implementation of the City's Climate Action Plan is collaborative, coordinated and focused.

Website and Information Materials

CirclePoint will work with City staff to make the Sustainability section of the City's website easily accessible, and work with technical staff to address consolidation and organization of content and visuals. We will also work with the City to develop information/promotional materials, as appropriate, to support CAP programs and the Community Coalition.

Community Engagement in Policy Development

The City plans to develop several new policies and requirements over the next year, including a Residential Energy Conservation Ordinance (RECO). CirclePoint will provide strategic consultation, facilitation and support to the City regarding community and stakeholder engagement related to the development of new policies and regulations to implement the CAP.

Campaign Events and Activities

CirclePoint will work with City staff and Community Coalition/Communications Committee members to continue to identify community events, including fairs, workshops, speaker's bureau opportunities and other activities that are an appropriate forum for providing education and outreach about the CAP. We will work with City staff, partners, and sponsors to develop and promote demonstration programs that showcase specific programs for reducing GhG emissions. Building on the existing Business Recognition Award program, CirclePoint will define community recognition, incentives and rewards to further promote action.

Media Relations and Social Media

CirclePoint will work with City staff and Community Coalition/Communications Committee members to continue to identify and leverage existing traditional and social media outlets, identify potential new outlets, as needed, and develop targeted messaging and informational materials tailored to specific programs. CirclePoint will develop and implement a social media strategy to coordinate the Coalition, increase engagement and promote action.

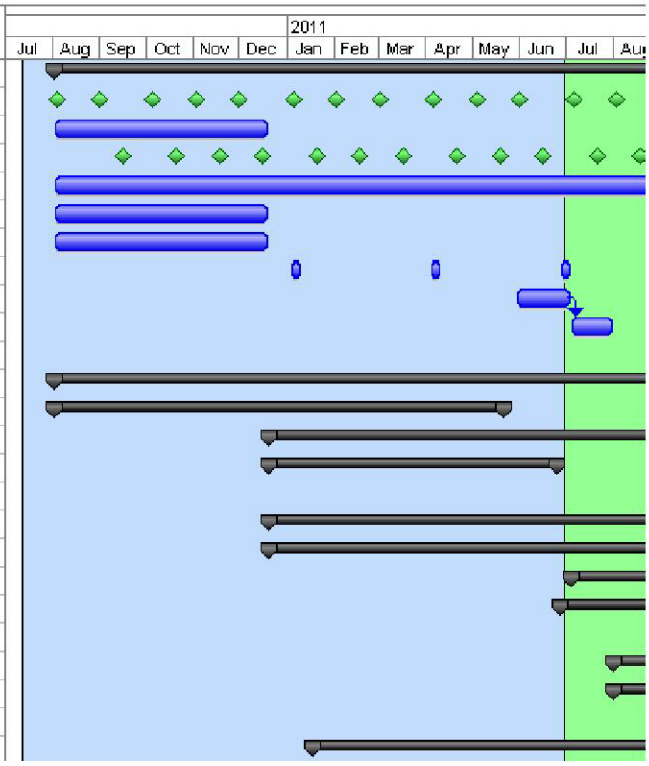
Schools Program

CirclePoint will work with City staff to develop a pilot program with a local school/class/teacher within the Hayward Unified School District. Options for a pilot program may involve creating and promoting a school energy demonstration site. CirclePoint will also help the City identify/tailor curricular materials, such as the BAAQMD curriculum, identify/develop simple energy audit checklists for students to complete in the classroom and at home with their parents, and make recommendations, based upon the success of the pilot program, for expansion to other school sites.

Schedule

The following shows the preliminary schedule of communications and campaign activities for the next year. A more detail version is shown in Appendix C.

ID	Task Name
1	**Coordination, Management, and Messaging**
2	**Sustainability Committee Meetings**
32	Coalition Development
33	**Coalition Coordination Meetings**
62	City Staff Coordination
63	Campaign Messaging
64	Incentive & Reward Design and Development
65	**Program Review & Evaluation**
74	Year 2 Planning -- Program Revision and Update
75	Messaging Update
76	
77	**Residential Energy Efficiency**
78	**California First/Energy Upgrade California**
84	**Residential Energy Audits**
89	**RECO Policy Development**
97	
98	**Commercial Energy Efficiency**
99	**Sustainability Practices & Energy Conservation**
104	**Min-grant Program for Energy Efficiency**
109	**CECO Policy Development**
117	
118	**Transportation Programs**
119	**Reduce Driving & Idling**
124	
125	**Waste Management**



Section 9: Evaluation

Over the next three years, the communications plan will need to evolve in order to adapt to changing external conditions, program needs and community awareness. A critical element for adapting the communications program is evaluation and reporting of what is working, and what needs improvement.

Evaluating and measuring the effectiveness of public outreach and education campaigns is an inherently challenging task. There are frequently few links or measures of the effect of public education on understanding and awareness, changes in behavior and reduction of pollution. To respond to this challenge, the communications strategy should be evaluated annually using three categories of measures that collectively will reveal a picture of effort, accomplishment and progress.

1. **Input Measures**: These measures focus on the administration of the communications strategy and describe what resources (funds, people, programs and projects) are being implemented.
2. **Output Measures**: These measures identify the number of actual activities implemented to influence awareness and behavior change, such as number of community events, presentations and impressions.
3. **Outcome Measures:** Also called "response," or "results" measures, these describe the ultimate outcome of the communications program, such as level of awareness and understanding, number or percent of positive behaviors, or implementation of certain actions or technologies. These measures should be tied to the goals and objectives of the communications program. Another type of outcome measure – the change in actual GhG emissions – is considered at the overall program level and is not linked specifically to the communications strategy.

It is important to note that different types of measures may be more appropriate at different stages of the communications program. The Attention, Interest, Desire, Action (AIDA) behavior change model, for example, addresses four stages: getting attention, developing interest, inspiring desire, and finally, driving action. Therefore, the output measures may be more appropriate in the early years of the outreach or campaign because these measures show how widely the word has been spread and how likely it might be to get attention. The outcome measures take on more importance after the first year of the outreach as the program starts to show results.

Input Measures

The following list includes the annual input measures that the City should document and report:

- Total expenditure or percent of time that Hayward City staff work on communication and outreach tasks
- Total expenditure or percent of the City of Hayward's sustainability budget that is dedicated to communication and outreach (does not include staff time)
- Total expenditure or percent of the sustainability budget that is dedicated to each individual campaign (does not include staff time)
- Dollars and resources contributed by other partners and sponsors

Output Measures

The following list includes the types of annual output measures that the City of Hayward could use to document the level of contact and information provided to businesses and residents to achieve the communications goals.

- Total number of attendees at an event or activity
- Total number of hits to the new Sustainability website
- Total number of calls generated to a program hotline
- Total number of materials distributed
- Amount of media coverage generated about a specific issue or by campaign
- Total number of partnerships formed and value attained
- Total number of media articles placed
- Total number of broadcast stories run
- Total number of media impressions
- Total number of promotional events held
- Total number of downloads from YouTube for the new online videos
- Total number of members of the new Facebook page
- Total number and type of input/questions submitted to the sustainability blog
- Total number of retail partnerships secured
- Online survey to measure the level of public awareness about the City's CAP and climate change issues in general; survey would be issued prior to the launch of a public outreach campaign to establish a baseline of public awareness, and following major public outreach milestones to monitor changes in public awareness

Outcome Measures

The following table shows an example structure for developing the annual outcome measures for the Climate Action Communications Plan. Specific measures will be developed with staff during program planning for the major program components.

EXAMPLE Outcome Measures for Climate Action Plan Communications Program			
Goal	**Objective**	**Metric**	**Measure**
General Awareness of Climate Change and Individual Role			
Increase awareness of climate change and actions to address it	Increase number of people who state understanding of climate change and role of individual in energy efficiency, transportation and waste management Increase in number of people who know actions to take and state willingness to act	Percent of people surveyed reporting correct understanding and willingness	Opinion survey
Residential Energy Efficiency			
Increase completed residential energy audits	Complete energy audits at XX% of owner-occupied households and XX% of tenant occupied households by 2012	Percent of households completing energy audits	PG&E data and energy audit incentives provided
Increase energy efficiency retrofit actions at existing households	Energy efficiency actions at XX% of owner-occupied households and XX% of tenant-occupied households by 2012	Percent of households completing energy efficiency actions	PG&E data and resident reporting
Commercial/Industrial Program			
Conduct energy audits at commercial/industrial facilities	Complete energy audits at XX% of commercial/industrial facilities by 2012	Percent of facilities completing energy audits	PG&E data and City staff reporting
Transportation Program			
Increase commitments to reduce driving	Obtain driving commitments and pledges from XX households and ## businesses in Hayward	Number of pledges	Pledges on website and through campaign activities
Increase transit ridership	Increase transit ridership by XX% percent by 2012	Monthly Hayward passenger boardings	Transit data

EXAMPLE Outcome Measures for Climate Action Plan Communications Program			
Goal	**Objective**	**Metric**	**Measure**
		for BART and AC Transit	
Reduce vehicle miles travelled (VMT)	Decrease VMT by XX% by 2012	Vehicle miles travelled	Data source? MTC?
Waste Management			
Increase the number of households that compost food waste Increase the number of businesses that compost food waste	Implement food waste composting at ## households by 2012. Implement food waste composting at ## businesses by 2012	Number of households participating Number of businesses participating	Waste management program data
Increase recycling (or decrease landfill waste)	Increase citywide recycling by XX% by 2012	Tons of waste recycled Tons of construction debris recycled	Waste management program data

Appendix A: List of Priority Climate Actions

Table 1: Proposed actions in the CAP for reducing community-wide emissions: listed in order of priority

Action Number	Short Description	Estimated Annual Emissions Reductions (metric tons CO2e) *assumes Scenario 2 fuel economy and renewable electricity generation and that program goals are achieved		Priority
		2020	2050	
Community-wide Actions - potential emissions reductions calculated and City has direct control over implementation				
Action 3.9	Offer energy efficiency financing program for commercial buildings	1,630	132,025	1
Action 3.3	Develop and implement Commercial Energy Conservation Ordinance	5,164	105,152	2
Action 3.7	Offer energy efficiency financing program for single-family homes	181	40,248	3
Action 3.8	Offer energy efficiency financing program for multiple-family homes	126	33,617	4
Action 5.2	Offer renewable energy financing program for commercial buildings	10,768	22,822	5
Action 6.3	Improve construction and demolition debris program	1,953	15,634	6
Action 4.2	Continue to implement private development green building ordinance for commercial buildings	4,493	77,925	7
Action 5.3	Add solar requirement into private development green building ordinance	2,980	24,660	8
Action 4.1	Continue to implement private development green building ordinance for residential buildings	979	18,836	9
Action 1.8	Prioritize traffic-flow management practices to reduce idling time	23,061	21,875	10
Action 3.1	Develop and implement Residential Energy Conservation Ordinance for single-family homes	639	39,304	11
Action 3.2	Develop and implement Residential Energy Conservation Ordinance for multiple-family homes	983	33,033	12
Action 6.2	Increase participation in food scraps collection programs	1,495	11,963	13
Action 6.1	Increase participation in recycling programs	15,916	38,216	14
Action 5.1	Offer renewable energy financing program for residential buildings	850	2,149	15
Action 1.4	Expand public transit services to encourage reductions in vehicle travel	3,062	15,199	16
Action 5.4	Increase portion of electricity provided by renewable energy		30,779	17
Action 1.2	Assist businesses in establishing car-share / bike-share programs	416	7,283	18
Action 6.6	Encourage waste reduction and promote recycling participation at multi-family properties	253	304	19
Action 7.1	Maximize carbon sequestration within City		284	20
Action 1.1	Assist businesses in providing commuter benefits programs	2,286	8,106	21
Action 1.5	Continue to implement bike master-plan	2,419	7,610	22
Action 1.3	Update parking policies to encourage reduction in vehicle travel		9,471	23
Action 1.6	Develop and implement pedestrian master-plan	1,394	7,121	24
Action 6.4	Ban certain materials from landfills	2,487	2,986	25
Community-wide Actions - potential emissions reductions not calculated, or City does not have direct control over implementation				
Action 3.4	Actively participate in low-income weatherization programs	emissions reductions not quantified		1

Note: Emissions reductions were not estimated for several actions due to their overlapping effects with other actions, and to prevent double-counting

Action 2.2	Collaborate with the state and federal government on policies that promote low-carbon		129,060	532,735
Action 2.1	Provide incentives for low-carbon vehicles and low-carbon fuels		129,060	532,735
Action 1.10	Align zoning policies to minimize vehicle travel	emissions reductions not quantified		4
Action 3.5	Promote a voluntary commitment for businesses and residents to reduce energy consumption	emissions reductions not quantified	5	2
Action 6.7	Prefer waste management strategies that maximize the useful value of waste streams	emissions	6	3
Action 6.5	Require residents / businesses to participate in recycling programs	emissions reductions not quantified		7
Action 1.11	Increase availability of affordable housing for people employed in Hayward	emissions reductions not quantified		8
Action 9.1	Create green-portal website	emissions reductions not quantified		9
Action 9.2	Develop and implement plan to engage residents in emissions reductions activities	emissions reductions not quantified		10
Action 9.3	Develop and implement plan to engage businesses in emissions reductions activities	emissions reductions not quantified		11
Action 3.6	Promote use of home energy monitors	emissions reductions not quantified		12
Action 1.7	Update the Circulation Element of the General Plan to evaluate expansions of appropriate	emissions reductions not quantified		13
Action 1.9	Encourage high density, mixed-use, smart-growth development in areas near public transit	emissions reductions not quantified		14
Action 1.12	Incentivize filling local jobs with local residents	emissions reductions not quantified		15
Action 8.1	*Place holder - no actions defined for climate change adaptation*	not evaluated		--

Table 2: Proposed Actions for reducing municipal emissions: listed in order of priority

Action Number	Short Description	Estimated Annual Emissions Reductions (metric tons CO2e) *assumes Scenario 2 fuel economy and renewable electricity generation and that program goals are achieved		Priority
		2020	2050	
Municipal Actions - potential emissions reductions calculated and City has direct control over implementation				
Action 3.10	Upgrade streetlights to LEDs	969	1054	1
Action 2.3	Procure fuel-efficient and low-carbon fuel vehicles for municipal fleet	54	108	2
Action 3.12	Audit city buildings and identify energy savings opportunities	330	1542	3
Action 3.11	Prepare and implement energy conservation plan for municipal buildings	330	1542	4
Action 2.4	Negotiate alternative-fuel and fuel economy requirements into new contracts and franchise agreements	54	108	5
Action 6.9	Implement food scraps collection programs in city buildings	73	163	6
Action 5.5	Audit city buildings and identify buildings best-suited for solar	76	2227	7
Action 5.6	Install renewable generation on municipal property	76	2227	8
Action 4.3	Continue to implement municipal green building ordinance	47	328	9
Action 7.2	Maximize carbon sequestration on municipal property	5	32	10
Action 6.8	Implement recycling programs in city buildings	27	28	11
Municipal Actions - potential emissions reductions not calculated, or City does not have direct control over implementation				
Action 1.13	Provide commuter benefits to government employees	emissions reductions not quantified		1
Action 1.15	Prefer facilities with convenient access to public transit	emissions reductions not quantified		2
Action 9.4	Offer climate education programs to City employees	emissions reductions not quantified		3
Action 4.4	Ensure new city buildings are built with photovoltaics and solar hot-water whenever possible	emissions reductions not quantified		4
Action 9.6	When awarding contracts, request applicants provide information about sustainability practices	emissions reductions not quantified		5
Action 9.5	Demonstrate leadership by setting municipal reduction targets. Work to achieve these targets	emissions reductions not quantified		6
Action 6.10	Develop environmentally friendly purchasing program	emissions reductions not quantified		7
Action 1.14	Develop car-share and / or bike-share program for city employees	emissions reductions not quantified		8
Action 8.2	*Place holder - no actions defined for climate change adaptation*	emissions reductions not quantified		9

Hayward CAP Outreach:

Preliminary Interview Input

GENERAL ATTITUDES TOWARD CLIMATE CHANGE & HAYWARD'S CAP

- All respondents were supportive of lowering GhG emissions
- We did not find a single respondent unsupportive of the Plan's overall goal
- Most respondents indicated that they believe the City should be addressing climate change issue
- Opinions differed broadly on the resources the City should dedicate to addressing climate change issues
- Many respondents did not feel they understood the goal well enough to evaluate it, but supported the general mission of lowering GhG emission
- A small number of respondents thought the goal was too low
- The most common issues related to climate change about which respondents believe their constituents are concerned were pollution, personal and family health, energy production and consumption, transportation and economic impacts of climate change
- Some respondents did not believe their constituents were aware of or concerned about climate change issues
- Interviewees reported a range of attitudes between constituent groups regarding climate change and preventative measures, from activism to apathy, to ignorance

CONSTITUENTS

- Interviewees covered a broad cross-section of the community
- Several stakeholders identified "everyone in Hayward" as their constituents
- Other stakeholders identified specific demographics as their constituents, such as homeowners, rental property managers, real estate professionals, environmentalists, low-income Hispanic immigrants, middle class laborers and professionals, and members of a specific religious congregation

Values/Motivations

- Interviewees commonly identified money- and time-savings as key motivating factors for their constituents
- Some respondents also believed their constituents could be motivated by public recognition, opportunities to socialize and the idea of being part of a larger movement
- Most respondents cited stewardship of life and benefits to the environment as less effective appeals for motivating action and behavior change than immediate personal benefits
- Many interviewees advised an effective way to entice residents to take actions to reduce GhGs would be to make it very easy for them, and cited city recycling programs as an example
- Other popular concerns within communities, as reported by interviewees, were crime and crime prevention, community appearance and the availability of jobs

ANTICIPATED INVOLVEMENT/ROLE

- Several respondents were eager to take leadership roles in the implementation of the CAP
- Others stipulated that their desire to play a leadership role would be dependent on the implementation measures chosen by the City

COMMUNICATION CHANNELS

- E-mail was the channel most commonly used by interviewees to communicate with their constituents, followed by in-person meetings
- Interviewees suggested the following as effective means for communicating with Hayward residents: PG&E bill inserts; e-mail blasts; fliers; direct mail; streaming

instructional videos online; content on the City website; face-to-face communication; presence at community events (flea market, festivals, etc.); government-access cable television channel; social media; news sources in languages other than English; producing all public communications in English and Spanish, at a minimum.

Hayward CAP Outreach:

Stakeholder Interview Questions

BACKGROUND

- The City of Hayward adopted a Climate Action Plan on July 28, 2009.
- The plan, which was funded through a grant from the Bay Area Air Quality Management District, includes target goals for reducing future Green House Gas (GhG) emissions and the actions that must be taken to achieve them. The City's overall targeted goal is to reduce GhG emissions an average of 12.5% over a 10-year period.
- The Climate Action Plan is designed to be implemented "in every home and by every business."
- For the city to meet these ambitious objectives, community members must be engaged, educated and activated in a meaningful way.
- Stakeholder interviews will investigate current attitudes among the public and key stakeholders and inform the plan's communications strategy.

INTERVIEW GUIDELINES

- A written summary of the input will be prepared; CirclePoint will not attribute individual comments to the interviewees.
- Each interview will take a maximum of 30 minutes, with potential follow up via email.
- The stakeholder may not have an opinion on some questions, which is expected.
- Comments on topics that are not included in the questionnaire are welcome.

INTERVIEW QUESTIONS

A. Biographical and relevant background information (role in organization, history and mission of organization, how long been involved, etc.)

B. General

1. Where does your organization stand on the city's adopted greenhouse gas reduction target of 12.5% over a 10-year period?
2. How important an issue is climate change for the city to be working on?
3. How important is the Climate Action Plan to your organization?

C. Constituents

1. How would you define your constituents?
2. What do they place a high value on? (What motivates them to take action?)
3. What concerns them about climate change? (For example, energy consumption; sea level rise; weather patterns; public health issues; other)
4. What would it take to motivate your constituents to be concerned about climate change and to get them to take action?

D. Implementation

1. What level of involvement would your organization play in the implementation of a climate action plan?
2. Would you or others in your organization take a leadership role in the implementation?
3. What communications tools do you use to communicate with your constituents?
4. What communications tools should the City use to convey its message(s)?

5. Do you have any suggestions for either the content or the methods the City should use in publicizing its climate action goals?

E. Other Information

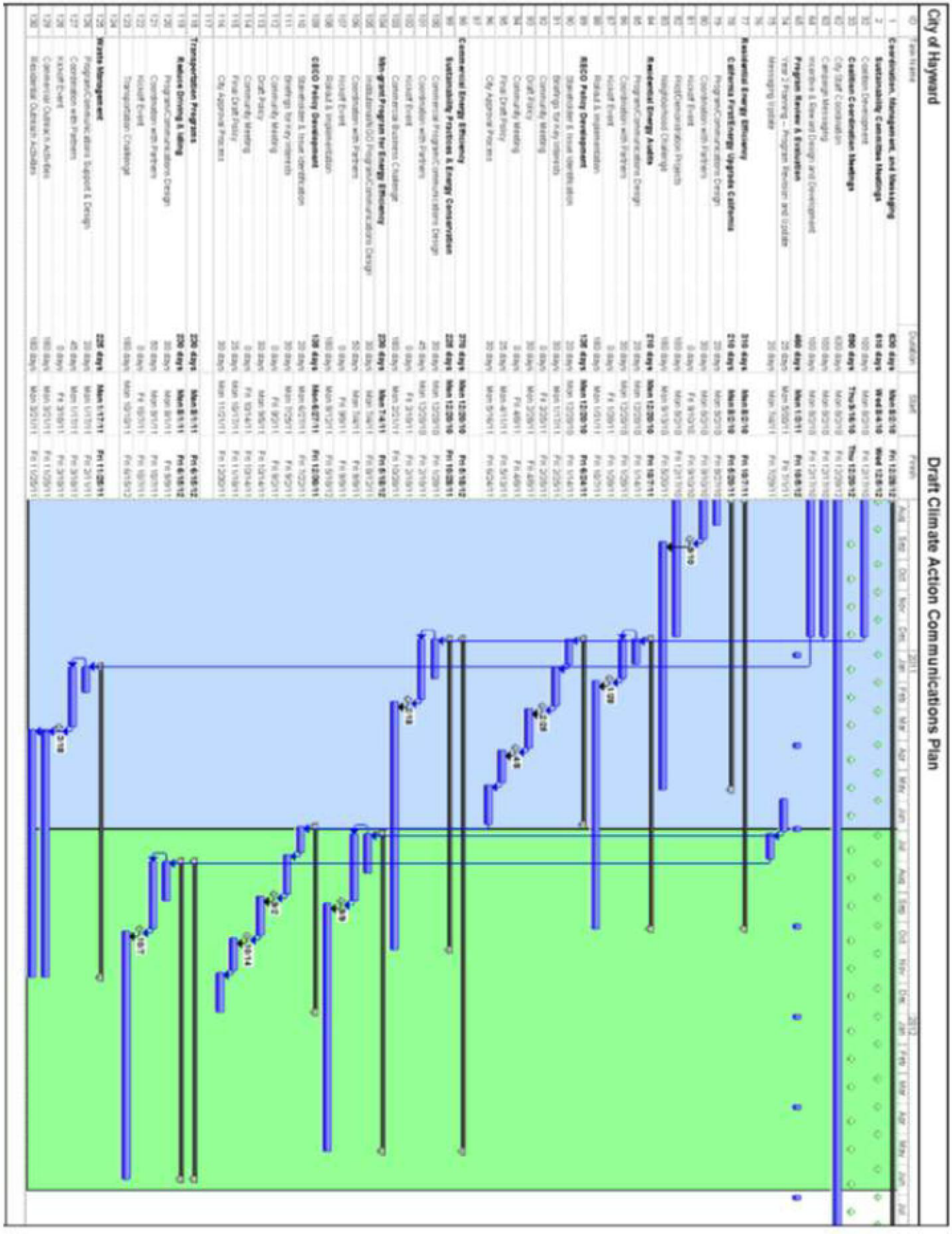
1. What other organizations/individuals should we be engaging in helping to implement the Climate Action Plan

Hayward CAP Outreach:

Stakeholders Interviewed

1. Loretta Baptista, Policy Associate, Tiburcio Vasquez Health Center
2. Mark Crawford, Vice President, Rental Housing Owners Association of Southern Alameda County
3. Chaitanya Diwadkar, potential model home owner
4. Doug Grandt, Keep Hayward Clean and Green Task Force
5. Chuck Horner, Pastor, South Hayward's Cavalry Baptist Church / Chairperson, Keep Hayward Clean and Green Task Force
6. David Korth, Neighborhood Development Manager, City of Hayward
7. Dr. Sherman Lewis, President, Hayward Area Planning Association
8. John Martoni, Teacher, Park Elementary School
9. Kathy Morris, President, Hayward Mobilehome Owners Association
10. Ernie Pacheco, Hayward Area Shoreline Planning Agency, Citizens Advisory Committee
11. Brian M. Schott, President and CEO, Hayward Chamber of Commerce
12. David C. Stark, Public Affairs Director, Bay East Association of REALTORS
13. Francisco Zermeno, President, Latino Business Roundtable

Appendix C: Preliminary Communications Schedule



Appendix D: Hayward's Current EECBG-Funded Programs

Here's the full list of the City's current EECBG-funded programs:

#	Title of Project/Program	EECBG Funding	Brief Description
1	**Energy Efficiency Conservation Strategy**	$18,161	Develop a comprehensive Energy Efficiency Conservation Strategy.
2	**Sustainability Coordinator**	$450,000	Hire a Sustainability Coordinator for three years.
3	**Energy Efficiency Program for Large Energy Users**	$250,000	Coordinate the administration and implementation of an Energy Efficiency Program for large energy users.
4	**Energy Efficiency Retrofit Grants for Nonprofits and Government Agencies**	$251,339	Establish a grant program to fund energy efficiency retrofits for nonprofit and governmental organizations.
5	**Residential and Commercial Energy Audits**	$250,000	Funds to be awarded to qualifying residences and commercial buildings for the purpose of conducting energy audits.
6	**LED Streetlights near South Hayward BART Station**	$70,000	Install new LED streetlights along Dixon Street between Tennyson Rd. and Industrial Parkway and along Tennyson Road between the BART tracks and Mission Boulevard.
7	**StopWaste.org's Green Packages Development**	$53,400	Contribute to StopWaste.org's effort to develop Countywide Green Packages program.
8	**California Youth Energy Service (CYES)**	$10,000	Contract with Rising Sun, who will hire youth ages 15 to 22, and train them to make free "green house calls" during the Summer of 2010. At each green house call they will check the home for efficiency, install free energy and water-saving equipment, and provide personalized recommendations for further savings.
9	**Green Cities California (GCC)**	$9,000	GCC, which is a coalition of 12 local governments that have implemented groundbreaking environmental policies throughout California. Member dues are $3,000 per year and this would fund membership dues for Hayward for calendar years 2010, 2011, and 2012.

Appendix E: Potential Partners and Sponsors

Sector	Example Company/ Organization	Potential Partnership/ Sponsorship Role ($/in-kind/other)	Notes
Residential			
Multi-Family Complexes	Berry Garden Condos; Jackson Arms Apartments; University Hills Condominiums; Villa Morada Apartments; Vista Del Plaza	Potential demonstration sites for green/sustainability practices	Hayward Environmental Achievement Awards -2010 (multi-family)
Single-Family	Individual homeowners (extensive list)	Potential neighborhood single-family demonstration sites	Hayward Environmental Achievement Awards 2010 (single-family)
Low-Income	Green For All is a national organization working to build an inclusive green economy strong enough to lift people out of poverty. jobs and opportunities in the green industry:	Partner with local academic institutions (Chabot/Laney/other) to establish green jobs training program for low-income Hayward residents. Trainees would help perform energy audits within their own communities	Green For All is dedicated to improving the lives of all Americans through a clean energy economy. The organization works in collaboration with the businesses, government, labor, and community-based sectors to create and implement programs that increase quality jobs and opportunities in green industry
Commercial			
Small Business/Rest./Food	Fabrique Delices	Commercial demonstration site – recycling/organics collection (energy conservation early adopter?)	Hayward Environmental Achievement Awards 2010 (business)
Industrial	Kortick Manufacturing	Demonstration site – recycling (potential energy conservation adopter?)	Steel manufacturer – Hayward Achievement Awards 2010 (business)
Construction/Building	Webcor	Possible sponsor for commercial energy programs?	SF Business Times Green Business nominee – HQ in Hayward