



## **CLIMATE ACTION MANAGEMENT TEAM**

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

April 20, 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 March 16, 2011
- V. Report on April 6, 2011 Council Sustainability Committee Meeting (approx. 7:05)
- VI. Discussion on Communications Plan (approx. 7:10)
- VII. Future Agenda Items (approx. 8:20)
- VIII. General Announcements (approx. 8:25)
- IX. Next Meeting: Wednesday, May 18, 2011, 7:00-8:30 pm (room 2A)
- X. Adjournment



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## 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.

### MEETING ACTION MINUTES

- I. Call to Order
- II. Introductions

Members Present:

- Al Mendall
- David Stark

City Staff Present:

- Erik Pearson, Senior Planner
- Marc McDonald, Sustainability Coordinator

Others:

- Justin Calhoun, Engage 360

- III. Public Comments: Justin Calhoun introduced himself as the Bay Area Coordinator for Engage 360. As the successor to the “Flex Your Power” campaign, Engage 360 will seek individual commitments from the public to taking climate related actions. Justin is in the Bay Area to identify community leaders and to help them organize around climate related actions.
- IV. Approval of Action Minutes of February 16, 2010 - Meeting minutes were unanimously approved.
- V. Report on March 2,2011, Council Sustainability committee Meeting

Senior Planner, Erik Pearson described the Committee’s action on RECO. An informal majority of the Committee agreed to recommend deferring action on RECO pending an opportunity to coordinate efforts with StopWaste.org that will be working on an Alameda County-wide review of RECO programs, enhance public education and public information, address concerns of affordability, determine the effectiveness of measures in supporting CAP goals, aggressively promote the current CAP initiatives. The current schedule calls for the RECO to go before the

full City Council during a work session on May 31 and the Planning Commission on June 9.

David Stark agreed that the item should go before the full Council and the Planning Commission to provide the public opportunities for input and information.

David Stark offered to get the word out to the professional real estate community. He believes they could have a large and positive effect on public knowledge of the program.

Chair Al Mendall thanked David and gave strong support for the offer.

## VI. Communications Plan.

- a. Chair Al Mendall noted that here is no overarching communication plan for Hayward's Climate Program. He noted that as we get more money there will be more programs. Currently, communications are treated as "one-offs". He noted there should be a relationship to the bigger picture.
- b. Discussion
  - i. People are more motivated by association and participation and by branding than by money. We need to brand the program and engage the community.
  - ii. The question of whether to create a new brand or leverage a current brand was resolved by agreeing to leverage the current "Hayward Clean and Green" brand which is familiar and a demonstrated success in the "Clean" element. Implementation of the Communication Plan would be an opportunity to increase the visibility of the "Green" element.
  - iii. There was a discussion of emphasizing relationships and affiliations with comments from Justin that his organization, Engage 360, will be recruiting leaders throughout Hayward to volunteer to engage the community in climate action.
  - iv. Alternative brand images were discussed and the group decided on a picture of the earth in the center of the Hayward Rosette.
- c. Action Plan
  - i. Identify one or two elements of the Communications Plan and address those.
  - ii. Identify and assign tasks for the CAMT. Each member would be responsible for execution of their tasks, even if they cannot attend each meeting.
- d. Public involvement
  - i. Align seasonal campaigns with an appropriate behavior, i.e. summer months would involve a watering campaign.
  - ii. Champion of the month. Public notice of people who make a pledge and follow up. Have leaders follow up
  - iii. Competition between neighborhoods

- iv. Add “Value-Add Campaigns” to mailers. “Have you adjusted your thermostat?”
    - v. Possibly add a field to the Multiple Listing Service database showing new information, i.e. “green measures”
  - e. Action Item
    - i. Staff will prepare a ‘mock-up’ of the *Earth inside the Rosette* logo.
- VII. Meeting Adjourned at 8:30 pm.

The next meeting will be held on Wednesday, April 20, 2011 at  
City Hall, 2nd Floor, Conference Room 2A  
Meeting Time: 7:00 P.M. to 8:30 P.M.



DATE: April 15, 2011  
TO: City of Hayward Climate Action Management Team  
FROM: Sustainability Coordinator  
SUBJECT: Staff Memo

The work of the Climate Action Management Team (CAMTeam) is a major element in maintaining the City's position as a leader in climate initiatives.

At the last meeting, the members discussed how to develop a Communications Plan that could effectively engage our community in the issues of climate change and community action.

Topics included:

- **What is the best way to reach people?** – The members agreed that the most effective way to communicate a message is to reach people through their community, their relationships, their neighbors, their neighborhoods, their affiliations and their associations.
- **Where is the best place to reach people?** – The members agreed that the best place to reach people is places that people visit meet other people: like schools, events, fairs, and parties. For many people, the most frequently visited place to meet is social networking sites like Facebook and Twitter.
- **What kind of message does the CAMTeam want to give people?** – The members agreed that the CAMTeam wants to give people messages that are tangible, simple, clear, easy to repeat, and that affect things that are important to people like homes, family and community.

Staff would like to use the April 20<sup>th</sup> meeting to ask members of the CAMTeam to tell the community about the results of your work by bringing them information about the City's Residential Incentives Programs.

## ***Energy Efficiency Programs***

The City has launched three energy efficiency programs that, combined, offer Seven Hundred and Fifty Thousand Dollars (\$750,000) to homeowners, non-profit organizations, governmental agencies and businesses in Hayward. In many cases, the City is using the money to provide matching funds for other energy efficiency programs. This means that the impact of the funds that the City is giving away can total over One Million Five Hundred Thousand Dollars (\$1,500,000) for the City of Hayward.

Two programs, the Large Energy Users Incentive Program and the Non-Profit and Governmental Agencies Incentives Program are receiving marketing support from PG&E.

The Residential Energy Efficiency Incentives Program is also receiving mass marketing support from the California Energy Commission, Engage 360, StopWaste.org and EnergyUpgrade Alameda. However, as the members agreed at the last CAMTeam meeting we can even more effective by using our resources to tell the community about the program that affects all of us directly: the Residential Energy Efficiency Incentive Program.

Through the Residential Energy Efficiency Incentives Program Homeowners can get up to a total of \$6,250 in combined incentives from the City and PG&E to make energy upgrades to their homes.

Action Steps:

CAMTeam members are asked to bring a list of places that they will go between April 20 and the next CAMTeam meeting on May 18 to tell people about the City's Residential Incentives Program.

Staff will bring the following materials to the meeting of April 20 to support your planning and communications:

A neighborhood map of the City

Descriptions of the 3 programs

A list of some of the upcoming events where you can get the word out

AND

A mock-up of a new green logo designed at the last CAMTeam meeting.

We look forward to seeing you there.

Your participation is critical. If you cannot attend please let us know by contacting the City's Sustainability Coordinator: [marc.mcdonald@hayward-ca.gov](mailto:marc.mcdonald@hayward-ca.gov)

## City of Hayward Residential Energy Efficiency Incentive Program

**The City's Residential Energy Efficiency Incentive Program** is targeted to homeowners in Hayward through collaboration with Energy Upgrade California (EUC). EUC 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.

### Example A - PG&E Basic Upgrade Package with City of Hayward Rebates

#### Homeowner 1 gets a PG&E Approved Basic Upgrade Package

Homeowner 1 gets an energy efficiency assessment of the house. Homeowner 1 will be able to get a \$250 rebate from the City of Hayward's Energy Efficiency Incentive Program if the homeowner completes an energy efficiency upgrade project with a contractor approved by EUC.

Homeowner 1 follows the assessment by working with a contractor approved by EUC to complete an energy efficiency upgrade project that meets the PG&E Basic Package requirements.

When the project is completed Homeowner 1 will get a \$1,000 rebate from PG&E; an energy efficiency upgrade rebate of \$750 from the City's Residential Energy Efficiency Program; plus, a \$250 assessment rebate from the City's Residential Energy Efficiency Program. The combined rebates for Homeowner 1 will be \$2,000.

| <b>PG&amp;E Basic Upgrade Package with City of Hayward Rebates</b>  |                        |                                       |   |                              |
|---|------------------------|---------------------------------------|---|------------------------------|
| <b>Measures</b>   | <b>PG&amp;E Rebate</b> | <b>City of Hayward Upgrade Rebate</b> | <b>City of Hayward Assessment Rebate*</b> | <b>Total Possible Rebate</b> |
| The PG&E Basic Upgrade Package requires a specific list of upgrades. Talk to your contractor for details. | \$1,000                | <b>\$750</b>                          | <b>\$250</b>                              | \$2,000                      |
| * While the Home Energy Assessment is optional for the PG&E Basic Upgrade                                 |                        |                                       |   |                              |

Package, an additional City of Hayward rebate of \$250 is available if a Home Energy Assessment is completed and if approved upgrade work is completed.

### **Example B - PG&E Advanced Upgrade Package with City of Hayward Rebates**

The PG&E Advanced Package is an energy efficiency solution that is customized for each home to achieve higher energy efficiency levels than those that result from the PG&E Basic Upgrade Package.

#### Homeowner 2 gets a 40% improvement in energy efficiency as a result of the PG&E Advanced Upgrade Package.

Homeowner 2 gets an energy efficiency assessment of the house. Homeowner 2 will be able to get a \$250 rebate from the City of Hayward's Energy Efficiency Incentive Program if the homeowner completes an energy efficiency upgrade project with a contractor approved by EUC.

Homeowner 2 follows the assessment by working with a contractor approved by EUC to complete a PG&E approved Advanced Upgrade Package that improves the energy efficiency of the house by 40%.

When the project is completed Homeowner 2 will get a \$4,000 rebate from PG&E; an energy efficiency upgrade rebate of \$2,000 from the City's Residential Energy Efficiency Program; plus, a \$250 assessment rebate from the City's Residential Energy Efficiency Program. The combined rebates for Homeowner 2 will be \$6,250.

#### Homeowner 3 gets a 15% improvement in energy efficiency.

Homeowner 3 gets an energy efficiency assessment of the house. Homeowner 3 will be able to get a \$250 rebate from the City of Hayward's Energy Efficiency Incentive Program if the homeowner completes an energy efficiency upgrade project with a contractor approved by EUC.

Homeowner 3 follows the assessment by working with a contractor approved by EUC to complete a PG&E approved Advanced Upgrade Package that improves the energy efficiency of the house by 15%.

When the project is completed Homeowner 3 will get a \$1,500 rebate from PG&E; an energy efficiency upgrade rebate of \$1,500 from the City's Residential Energy Efficiency Program; plus, a \$250 assessment rebate from the City's Residential Energy Efficiency Program. The combined rebates for Homeowner 3 will be \$3,250.

| <b>PG&amp;E Advanced Upgrade Package* with City of Hayward Rebates</b> |                        |                                       |  |                              |
|--|------------------------|---------------------------------------|--|------------------------------|
| <b>Efficiency Improvement</b>  | <b>PG&amp;E Rebate</b> | <b>City of Hayward Upgrade Rebate</b> | <b>City of Hayward Assessment Rebate**</b> | <b>Total Possible Rebate</b> |
| 10%  |                        | \$1,000                               | \$250                                      | \$1,250                      |
| 15%  | \$1,500                | \$1,500                               | \$250                                      | \$3,250                      |
| 20%  | \$2,000                | \$2,000                               | \$250                                      | \$4,250                      |
| 25%  | \$2,500                | \$2,000                               | \$250                                      | \$4,750                      |
| 30%  | \$3,000                | \$2,000                               | \$250                                      | \$5,250                      |
| 35%  | \$3,500                | \$2,000                               | \$250                                      | \$5,750                      |
| 40%  | \$4,000                | \$2,000                               | \$250                                      | \$6,250                      |

\* This description is provided for example only. \*\* A Home Energy Assessment is required for the Advanced Upgrade Package. An additional City of Hayward rebate of \$250 is available if a Home Energy Assessment is completed and if approved upgrade work is completed.

### **Example C – City of Hayward Alternative Upgrade Package**

Homeowners who own a house that is physically unable to be upgraded to qualify the homeowner for rebates from the PG&E energy efficiency upgrade programs may be eligible for rebates of up to \$1,000 from the City by completing The City of Hayward Alternative Upgrade Package with a contractor approved by EUC.

Homes that cannot meet the PG&E Basic Upgrade Requirements may have the following characteristics:

1. The home lacks an accessible attic or duct system, or
2. The attic is insulated to PG&E standards, or the duct work is already sealed to PG&E standards. Talk with your contractor about current PG&E Standards.

Homeowner 4 wants to get a rebate for energy efficiency upgrades, but the duct system is in the walls and is therefore inaccessible for sealing.

Homeowner 4 gets an energy efficiency assessment of the house. Homeowner 4 will be able to get a \$250 rebate from the City of Hayward's Energy Efficiency Incentive Program if the homeowner completes the City's Alternative Upgrade Package with a contractor approved by EUC.

Homeowner 4 follows the assessment by working with a contractor approved by EUC to complete all measures listed in the City of Hayward Alternative Upgrade Package, except duct sealing.

When the project is completed Homeowner 4 may not get a rebate from PG&E. However, homeowner 4 will get an energy efficiency upgrade rebate of \$750 from the City's Residential Energy Efficiency Program; plus, a \$250 assessment rebate from the City's Residential Energy Efficiency Program. The combined rebates for Homeowner 4 will be \$1,000.

| <b>City of Hayward Alternative Upgrade Package</b>   |                                       |   |                              |
|--|---------------------------------------|---|------------------------------|
| <b>Measures</b>  | <b>City of Hayward Upgrade Rebate</b> | <b>City of Hayward Assessment Rebate*</b> | <b>Total Possible Rebate</b> |
| <ul style="list-style-type: none"> <li>• Attic Sealing to reduce air flow</li> <li>• Carbon monoxide and smoke alarms</li> <li>• Low-Flow Showerheads</li> <li>• Hot Water pipe insulation</li> <li>• Attic Insulation (only required if the home has an attic)</li> <li>• Duct Sealing (only required if the home has ducts)</li> </ul> | <b>\$750</b>                          | <b>\$250</b>                              | <b>\$1,000</b>               |
| <p>* While the Home Energy Assessment is optional for the Hayward Alternative Upgrade Package, an additional City of Hayward rebate of \$250 is available if a Home Energy Assessment is completed and if approved upgrade work is completed.</p>  |                                       |   |                              |

2010



# CITY OF HAYWARD

## Climate Action Communications Plan



CirclePoint

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# 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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## Hayward CAP Final Draft Climate Action Communications Plan

### 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)<sup>1</sup>, 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

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<sup>1</sup> <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 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.

| <b>Program</b>                                   | <b>Implementation</b>    | <b>Outreach Launches<br/>(Approximate timeline)</b> |
|--|--------------------------|---|
| <b>RESIDENTIAL</b>                               |                          |   |
| 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                                  |
| <b>COMMERCIAL/INDUSRIAL</b>                      |                          |   |
| 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                                      |
| <b>TRANSPORTATION PROGRAMS</b>                   |                          |   |
| Traffic Flow Management                          | Ongoing                  | Ongoing   |
| Reduce Driving                                   | 2012                     | Begin general messaging – late 2011                 |
| <b>WASTE REDUCTION PROGRAMS</b>                  |                          |   |
| 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](http://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

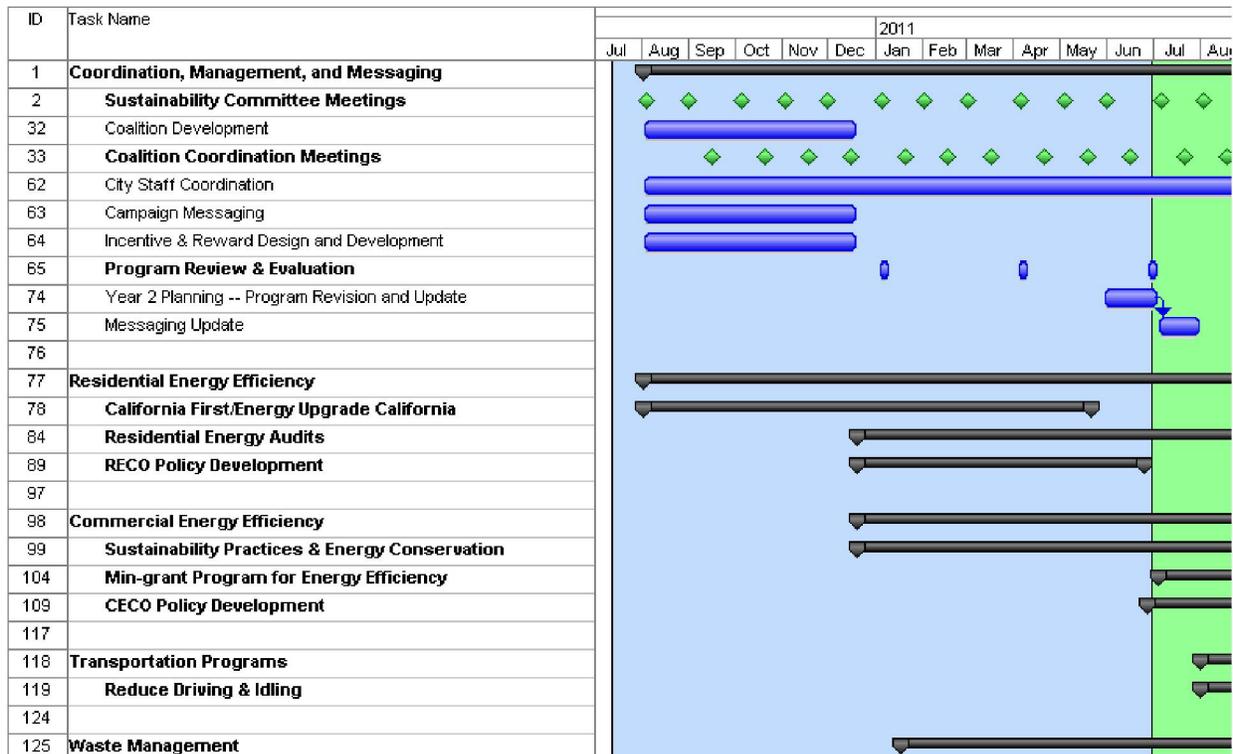
CirclePoint will work with City staff and Community Coalition/Communications Committee members to continue to identify and leverage existing traditional and social media outlets, identify potential new outlets, as needed, and develop targeted messaging and informational materials tailored to specific 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.



## 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.

| <b>EXAMPLE Outcome Measures for Climate Action Plan Communications Program</b> |  |  |  |
|--|--|--|--|
| <b>Goal</b>  | <b>Objective</b>   | <b>Metric</b>  | <b>Measure</b>                                     |
| <b>General Awareness of Climate Change and Individual Role</b>                 |  |  |  |
| 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<br><br>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                                     |
| <b>Residential Energy Efficiency</b>   |  |  |  |
| 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                   |
| <b>Commercial/Industrial Program</b>   |  |  |  |
| 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                 |
| <b>Transportation Program</b>  |  |  |  |
| 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                                       |

| <b>EXAMPLE Outcome Measures for Climate Action Plan Communications Program</b> |   |  |                               |
|--|---|--|-------------------------------|
| <b>Goal</b>  | <b>Objective</b>  | <b>Metric</b>  | <b>Measure</b>                |
|  |   | for BART and AC Transit  |                               |
| Reduce vehicle miles travelled (VMT)   | Decrease VMT by XX% by 2012                               | Vehicle miles travelled  | Data source? MTC?             |
| <b>Waste Management</b>  |   |  |                               |
| Increase the number of households that compost food waste                      | Implement food waste composting at ## households by 2012. | Number of households participating                                 | Waste management program data |
| Increase the number of businesses that compost food waste                      | Implement food waste composting at ## businesses by 2012  | Number of businesses participating                                 |                               |
| Increase recycling<br>(or decrease landfill waste)                             | Increase citywide recycling by XX% by 2012                | Tons of waste recycled<br><br>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<br>(metric tons CO <sub>2</sub> e) |         | Priority |
|---|--|--|---------|----------|
|   |  | 2020   | 2050    |          |
| <b>Community-wide Actions - potential emissions reductions calculated and City has direct control over implementation</b>               |  |  |         |          |
| 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       |
| <b>Community-wide Actions - potential emissions reductions not calculated, or City does not have direct control over implementation</b> |  |  |         |          |
| 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 reductions not quantified | 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  | <i>Place holder - no actions defined for climate change adaptation</i>                   | 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 CO <sub>2</sub> e) |      | Priority |
|--|--|---|------|----------|
|  |  | 2020  | 2050 |          |
| <b>Municipal Actions - potential emissions reductions calculated and City has direct control over implementation</b>               |  |   |      |          |
| 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       |
| <b>Municipal Actions - potential emissions reductions not calculated, or City does not have direct control over implementation</b> |  |   |      |          |
| 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   | <i>Place holder - no actions defined for climate change adaptation</i>                               | emissions reductions not quantified                                   |      | 9        |

## Appendix B: Notes from In-Depth Interviews

# 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
- Interviewees 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

### Values/Motivations

- Interviewees commonly identified money- and time-savings as key motivating factors for their constituents
- Some respondents also believed their constituents could be

### 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 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

| <u>Sector</u>                 | <u>Example Company/Organization</u>   | <u>Potential Partnership/Sponsorship Role (\$/in-kind/other)</u>  | <u>Notes</u>   |
|-------------------------------|---|---|--|
| <b>Residential</b>            |   |   |  |
| <b>Multi-Family Complexes</b> | 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)  |
| <b>Single-Family</b>          | Individual homeowners (extensive list)  | Potential neighborhood single-family demonstration sites  | Hayward Environmental Achievement Awards 2010 (single-family)  |
| <b>Low-Income</b>             | 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 |
| <b>Commercial</b>             |   |   |  |
| 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   |
|                               |   |   |  |