City of Pittsburg
California

65 Civic Avenue
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pittsburgca.gov

AGENDA

ECONOMIC DEVELOPMENT/WATERFRONT DEVELOPMENT SUBCOMMITTEE

July 12, 2023
5:00 PM

City Hall
First Floor Conference Room, 4B
65 Civic Avenue
Pittsburg, CA 94565

Subcommittee Members

Jelani Killings, Councilmember
Dionne Adams, Councilmember

1. **Public Comment for Non-Agenda Items**
2. **Branding and Marketing Request for Proposal.** Staff conducted a Request for Proposal (RFP) for municipal branding and marketing services. Staff received multiple responses and has selected two that will be interviewed by staff and potentially selected as a consultant. *Subcommittee feedback requested.*
3. **City of Pittsburg Sustainability Plan.** Staff will provide a presentation on the Draft Pittsburg Sustainability Plan and invites the Subcommittee to provide feedback and official review during the public comment period. *Subcommittee feedback requested.*
4. **Economic Development Highlights and Updates.** Staff will provide an update on new businesses, ongoing challenges and solutions, and various items previously brought before the subcommittee.
5. **Marina Highlights and Updates.** Staff will provide an update on recent marina events, upcoming projects, ongoing challenges and solutions, and customer feedback regarding the Pittsburg Marina.
6. **Non-Agenda Items**
7. **Adjournment**

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MEMORANDUM

To: Economic Development/Waterfront Development Subcommittee

From: Jordan Davis, Director of Community and Economic Development

Re: Agenda Item No. 2

Item No. 2: Branding and Marketing Request for Proposal.

Staff conducted a Request for Proposal (RFP) for municipal branding and marketing services. In total, staff received nine responses. These responses were scored using the rubric set forth within the RFP by multiple staff members.

The two highest scoring respondents will be interviewed by staff at a future date, pursuant to the City's standard practice of selecting an RFP respondent. The responses of these firms are attached for Subcommittee review. Execution of a contract will require City Council approval and allocation of funding.

Staff is requesting feedback on scope and general implementation of the branding and marketing efforts of the City.

Attachments:

RFP Responses: We the Creative and Northstar

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MEMORANDUM

To: Economic Development/Waterfront Development Subcommittee

From: Sara Bellafronte

Re: Agenda Items No. 3 and 5

Item No. 3: City of Pittsburg Sustainability Plan.

The Environmental Services, Community Development, and Public Works Divisions have developed the City's first Draft Sustainability Plan (commonly known as a Climate Action Plan). This is a City-wide, City-initiated project to develop a Sustainability Plan that is a long-range document that guides the City towards sustainability and GHG emission reduction goals. A copy of the Draft Sustainability Plan for the City of Pittsburg can be accessed by visiting the following link: **https://www.pittsburgca.gov/home/showpublisheddocument/15202/638227812601970000**.

The Sustainability Plan includes emissions reduction goals and implementation actions to position the community on a path towards reducing GHG emissions with a focus on community health and a thriving economy. The Sustainability Plan also establishes emissions reduction targets that align with goals set by California for both 2030, in alignment with Senate Bills (SB) 32 and 2045, and Assembly Bill (AB) 1279.

The Sustainability Plan is strictly a policy document to improve the City's resilience when confronted with impacts of climate change and does not provide entitlements to any specific land use projects, nor does it make any changes to the General Plan land use map or modify land use designations, densities, or land use intensities. The certification of the categorical exemption and approval of City of Pittsburg Sustainability Plan are exempt from CEQA pursuant to CEQA Guidelines section 15061 (b) (3), which provides that a project is exempt from CEQA when it is covered by the general rule that CEQA only applies to projects which have the potential for causing a significant effect on the environment and does not apply where it can be seen with certainty that there is no possibility of a significant effect. The Sustainability Plan also meets all criteria for Class 8 – Actions by Regulatory Agencies for Protection of the Environment and Class 22 – Educational or Training Programs Involving No Physical Changes Categorical Exemptions pursuant to Section 15301 of CEQA Guidelines.

Public review period is active from July 5 – August 4th. Copies of the Draft

Sustainability Plan are available for review attached and online at: **https://www.pittsburgca.gov/home/showpublisheddocument/15202/638227812601970000**

Next step: Staff is requesting feedback from the Subcommittee and invites the Subcommittee to provide comments during the public comment period.

Item No. 5: Marina Highlights and Updates

The Pittsburg Marina is an evolving enterprise, thriving through economic crises, a global pandemic, and several shifts in leadership over the last two decades. The Marina must respond to changes in boating culture susceptible to generational interests and available disposable income. Staff will provide a real-time look into the Marina's successes and strengths as well as its ongoing challenges and vision for the future.

Attachments: Draft Pittsburg Sustainability Plan

REQUEST FOR PROPOSAL

Municipal Marketing and Branding Services

ATTENTION:

Dhaynae Romero
City of Pittsburg
Community & Economic Development Department
65 Civic Avenue
Pittsburg, CA 94565

PREPARED BY:
We The Creative
Joven Orozco, President And Main Contact
3349 Michelson Drive, Suite 200, Irvine, CA 92612
Tel. (877) 887-1318, Cell: (949) 463-7887
Joven@wethecreative.com

COVER LETTER

May 15, 2023

Dhaynae Romero
City of Pittsburg
Community & Economic Development Department
65 Civic Avenue
Pittsburg, CA 94565

Re: City of Pittsburg RFP for Municipal Marketing and Branding Services

Dear Dhaynae Romero;

We The Creative (WTC) is the proposer for the City of Pittsburg RFP for Municipal Marketing & Branding Services. WTC is a DBA of Jovenville, LLC.

Joven Orozco is the main contact to contractually obligate the organization, negotiate the contract and contact for clarification. I can be reached at:

We The Creative, Joven Orozco, President and Founder, Joven@WeTheCreative.com
Tel. (877) 887-1318, Cell: (949) 463-7887, Fax (949) 723-1566, WeTheCreative.com
3349 Michelson Drive, Suite 200, Irvine, CA 92612

Considerations for a good fit:

Public Sector Experts WTC has exclusively served government clients for 13 of the past 26 years. We understand the special acumen it takes to navigate through the sometimes rough waters of the public sector. We have immense expertise with attracting, engaging and motivating key stakeholders toward action.

Customer Service Driven WTC believes great creative results are achieved through an understanding of client business goals, great communication and strong collaboration. We have a simple process and a simple way of communicating that maintains transparency throughout the entire process.

Design Innovation With thousands of marketing messages bombarding target audiences, innovation must be used as a tool to change behavior. Once we understand project parameters, we become impassioned to challenge the status quo by exploring a wide range of possible strategies, tactics, technologies, designs and much more to positively impact a brand, campaign and metrics.

Account Manager

Jillian Martinez is a consummate business professional. She will work closely with the **City of Pittsburg, Community and Economic Development Department** for administration, project tracking, research, handling budgets, client correspondence, creating presentations, and maintaining contact lists. She works in conjunction with Joven Orozco to manage the entire process using our proprietary 4D Approach™

We acknowledge the receipt of the entire RFP with no (0) addenda. All information submitted with this proposal is true and correct. By submitting this proposal, we acknowledge that we have read and understand the contents and agree to comply with the requirements and conditions. The proposal shall remain valid for a period of no less than 90 days from the date of submission.

Thank you for your time and consideration.

Best regards,

Joven Orozco, President and Founder

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SUMMARY OF APPROACH

Our approach to this project is centered around elevating the City's municipal marketing and branding functions through a comprehensive range of services. We The Creative will take on the role of project managers and strategic partners, leading all community marketing and branding initiatives. Our goal is to ensure a forward-thinking and proactive approach in promoting the City.

We will commence by conducting a thorough review and assessment of the City's current marketing and branding efforts. This analysis will enable us to identify areas of improvement and highlight competitor advantages in branding and marketing. Based on our findings, we will provide strategic recommendations to enhance the City's competitive edge, ensuring that it stands out among other municipalities.

One of our key responsibilities is to develop a cohesive branding strategy that encompasses various departments/divisions and economic development concepts. We will create a distinct brand identity for the City, aligning all economic development activities with the current branding theme. This will involve providing essential resources such as data, information, programming, mapping, photography, and more to enhance the City's overall branding, messaging, and user experience on platforms like the Th!nk Pittsburg website (www.thinkpittsburg.com). We will also work closely with the City's primary website (www.pittsburgca.gov) to maintain consistency across all channels.

Our expertise extends to the creation of a comprehensive communications toolkit. This toolkit will encompass various marketing materials, including press releases, social media posts, paid advertisements, newsletters, brochures, targeted industry brochures, opportunity sites brochures, annual reports, Recreation Guides, and one-page summary flyers. We will take charge of designing and disseminating engaging content on behalf of the City, ensuring that it effectively conveys the desired messaging and aligns with the overall marketing and branding strategy.

In addition, we will provide valuable recommendations for promotional materials, enabling the City to effectively showcase its unique attributes. Our advisory services will cover critical subcategories, including promoting a diverse, equitable, and inclusive business climate, business attraction and retention efforts, successful event planning and programming best practices, and municipal marketing.

Recognizing the importance of knowledge transfer and sustainability, we will conduct training sessions and offer guidance to the City's in-house marketing/branding team and department users. This will empower the City's staff to actively contribute to ongoing marketing and branding efforts. Furthermore, we will be available to provide design services whenever necessary, ensuring that all visuals and materials are consistent with the established marketing and branding strategy.

Our approach is rooted in the objective of enhancing the City's marketing and branding efforts, bolstering its competitive advantage, and fostering a strong and resonant identity. Through our expertise and forward-thinking approach, we aim to position the City for success in reaching and engaging diverse audiences at the local, state, national, and international levels. As We The Creative, we are committed to delivering exceptional results and driving the City's marketing and branding initiatives to new heights.

COMPANY INFORMATION

We The Creative (WTC) is a DBA of 26-year-old Jovenville, LLC specializing in marketing and branding for the public sector. Jovenville has been a leading creative agency of consumer products and services since 1995. WTC is both a Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) located in Irvine, California.

Background

In 2007, Jovenville, LLC, braced itself for a downturn in the consumer segment due to a nationwide economic slowdown. We decided to create the subsidiary We The Creative (WTC) to specifically service public sector and government agencies. Essentially, we hedged our bets against a drop-off in business which was affecting many marketing and advertising agencies at the time. That downturn never came for WTC. One of the biggest and most rewarding surprises about our work at WTC is the people we work with. It's exciting and gratifying to see how receptive and enthusiastic our clients are when they see our consumer brand tactics and strategies in action.

Location Serving All Client Accounts

We The Creative
3349 Michelson Drive, Suite 200,
Irvine, CA 92612
T: (877) 887-1318 C: (949) 463-7887
F: (949) 723-1566
WeTheCreative.com
DUNS Number: 964198816

Primary Contact

Joven Orozco, Main Contact
T: (877) 887-1318 C: (949) 463-7887
F: (949) 723-1566
Joven@WeTheCreative.com

WTC takes great pride in our work process. We feel strongly about collaborating with our clients to meet expectations and deadlines for optimal results. Our process explores hundreds of ideas that push the boundaries of creative, strategy and execution. We are unconventional and are always looking to innovate.

*We exist for and strive to **change the status quo** of creative design in the public sector.*

A Match Made in Heaven. We have been able to influence innovation in a sector typically known for stagnant graphics.

WTC is a creative agency specializing in a wide range of services.
Our creativity coupled with a proprietary business process delight our clients time and again.

STRATEGY Developing a strategy requires a broad-yet-detailed look at the evolution of a current position and a projection of future goals. WTC has the collaborative tools and creative disposition to cultivate a fresh new look, feel and outreach.

BRANDING Branding is more than just a symbol. It defines how a business presents itself to the world and sets the tone for the future. WTC has developed some great-fitting brands for government, public organizations and programs.

MARKETING Marketing is the thoughtful research process to determine the best way of bringing public awareness to an organization or project. WTC makes it our business to discover the best methods of delivering the right message to the right audience at the right time with innovation.

MEDIA PLACEMENT WTC never markets without a purpose. The goal is to always reach a target audience where they live their lives, in ways that effectively elicit their thoughts and actions.

ADVERTISING Advertising is a combination of art and copy designed to attract, engage and motivate action within a short period of time. WTC will determine the main strategy and create a compelling, fully integrated campaign that spans all platforms.

SOCIAL MEDIA Social media is ever-evolving and quickly-changing. WTC makes it our business to have the right people following social media trends, so we can develop and execute a currently-trending, positive social media presence.

EVENT COORDINATION Coordinating an event requires an experienced staff to track the many moving pieces during execution of a strategy or campaign. WTC has managed several successful events with our bright and talented coordinators.

GRAPHIC DESIGN Graphic design is the application of artistic concepts that enliven an organization or project with widely-appealing interest. Our talented staff has received many awards for their creative achievements and always gives each project their full attention.

ANNUAL REPORTS WTC has a unique approach to developing annual reports. Our process has attracted the attention of several media outlets, and received acclaim at industry events.

WEBSITES These are the portals that connect the government with the public 24/7. WTC believes websites should have an easy-to-use experience with great visual appeal, so they can leave a positive impression on all who interface with the website.

PHOTOGRAPHY AND VIDEO WTC Photography and Video brings projects to life in expressive and memorable ways. Our team's trained and creative 'eyes' can vividly enhance any media.

Financial Capability

WTC is stable with no bankruptcies, litigations, liens, claims, planned office closures, impending mergers, acquisitions, buyouts or mergers or any cause of action or judgment and/or investigation against WTC that will impede the ability to complete scope of work as described in this proposal.

Insurance

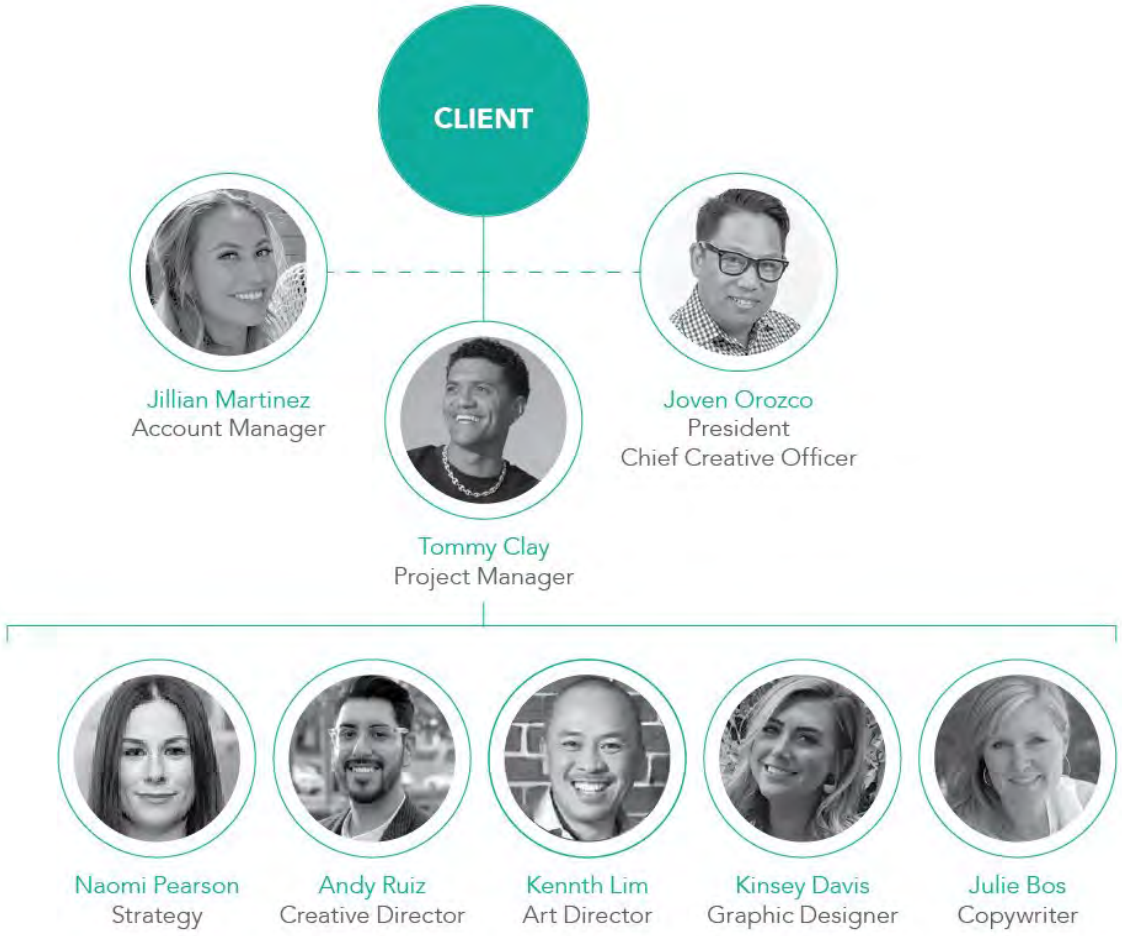
WTC will hold a general liability policy, professional liability policy and worker compensation policy in accordance with the requirements specified in this proposal.

PROJECT MANAGEMENT ORGANIZATION

PROJECT TEAM

WTC is an experienced, proactive team that utilizes the most modern technologies to achieve the best results, yet our management approach is traditional, personal and customer-focused. WTC schedules regular internal meetings to ensure every team member stays current and up-to-date on the status of each job.

This team has cohesively worked together on several projects.



Key members of the WTC team will be available for the duration of the project. No person designed as Key Personnel shall be removed or replaced without the prior written agreement of the client.

WTC will subcontract and use vendors if necessary. WTC does not employ or retain any lobbying or advocating services on behalf of WTC.

Qualifications of the Project Team

This project team has worked together on several projects and is fluent working within the **4D Approach™**. This team understands what it takes to deliver projects that are on time and within budget to meet or exceed expectations.

JOVEN OROZCO President & Creative Director
Joven Orozco is the President, Founder and Creative Director of We The Creative (WTC) with 26 years of experience specializing in branding and marketing. Joven earned a Bachelor of Fine Art with an emphasis in Graphic Design at California State University, Fullerton. He leads the WTC team toward cutting-edge creativity with a steady business hand. Clients include City of Costa Mesa, OC Waste & Recycling, City of Santa Monica and several more.

Jillian Martinez Account Manager
Jillian Martinez is a graduate of California State University, Fullerton, with a Bachelor of Arts Communications: Advertising. She is a consummate business professional with three years of experience as a project manager working with Joven Orozco to manage the proprietary 4D Approach™. She has delivered on-time and within-budget projects for OCTA, City of Long Beach, OC Waste & Recycling, City of Santa Monica, and many others.

TOMMY CLAY Project Manager
Tommy is a new team member to the WTC team. A recent graduate from Full Sail University with a BS in Audio Production. Experienced in studio recording, post-production audio editing, and live-sound mixing. He's been with WTC for one year and have proven his value.

KENNETH LIM Senior Art Director
Kenneth Lim is a 'visual scientist' with an exceptional commitment to customer service. He is one of the main reasons for the growth and success of We The Creative, Kenneth has a Bachelor of Fine Art with an emphasis on Graphic Design from California State University, Fullerton.

NAOMI PEARSON Marketing Strategy
A Marketing Communications strategist, Naomi has successfully identified marketing opportunities and developed sound and actionable strategies that help companies identify and reach their target audiences through traditional and digital mediums.

KINSEY DAVIS Graphic Designer
A visual storyteller and graphic designer passionate about brand identity, editorial design, brand campaigns, photo art direction, and packaging. Kinsey has been an integral part of many designs for We The Creative.

JULIE BOS Copywriter
Julie Bos is a skilled copywriter for journals, newsletters, web content, email blasts, product branding/messaging, sales literature, brochures, ads, feature stories, case studies, white papers, direct-response marketing, videos, press releases, product demonstrations and annual reports. She has collaborated to translate WTC visions to the written word since 2014.

Refer to Appendix A: Resumes

Project Management Services

We The Creative has many skills and a wide field of experience. However, our proprietary 4D Approach™ to project management sets us apart from the competition with a structured discipline applied to the creative development process.

Jillian Martinez is an experienced Project Manager who is a key reason for the success of We The Creative. She is organized and detail-oriented with extensive experience using the 4D Approach™. Jillian works closely with the entire project team in conjunction with Creative Director Joven Orozco and Senior Art Director Kenneth Lim to deliver on-time and within-budget results.

JILLIAN MARTINEZ Account Manager
(877) 887-1318, Jillian@wethecreative.com
Jillian Martinez is a graduate of California State University, Fullerton, with a Bachelor of Arts Communications: Advertising. She is a consummate business professional with three years of experience as an account manager working with Joven Orozco to manage the proprietary 4D ApproachTM. Jillian has delivered on-time and within-budget projects for OCTA, City of Long Beach, Anaheim, John Wayne Airport, Costa Mesa, OC Waste & Recycling, City of Santa Monica, and many others.

As the primary communicator and direct connection to the WTC project team, she establishes and maintains orderly process operations, develops/delivers reports, and resolves conflict. She initiates and manages a secure website for authorized users to follow project progress with a 24/7 voice.

Jillian Martinez, Joven Orozco, and other key personnel typically attend in-person meetings at client offices, but COVID health and safety restrictions necessitate the project be conducted in a virtual environment. WTC staff is comfortable and experienced working in a virtual environment to share ideas, files and documentation. WTC is open to alternatives as the situation changes.

Communication and Accessibility

Although Joven Orozco is the primary contact, key personnel Jillian Martinez will be available daily to respond to any requests promptly for the duration of the project.

APPROACH

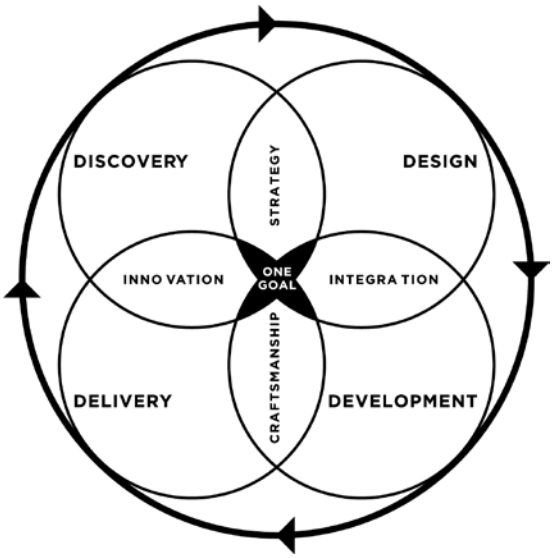
PROJECT APPROACH

Creative work with great results is accomplished through trust and collaboration. Our processes allow us to deliver on our clients objectives and push creativity to areas never thought imaginable.

4D Approach™

Each project has its own unique scope of work that needs a standard way of working and communicating. WTC developed the 4D Approach™ to address those needs in a creative industry where chaos can easily dominate in an unstructured environment.

It serves as the model for project development to enable both the client and the design team to focus on the message and the audience to deliver a compelling and accurate product. We use an online platform to communicate efficiently and effectively.



Discovery

The very foundation of the entire project is Discovery. Before any project begins, we use planning to establish a fundamental understanding of the parameters that helps us set achievable goals.

Design

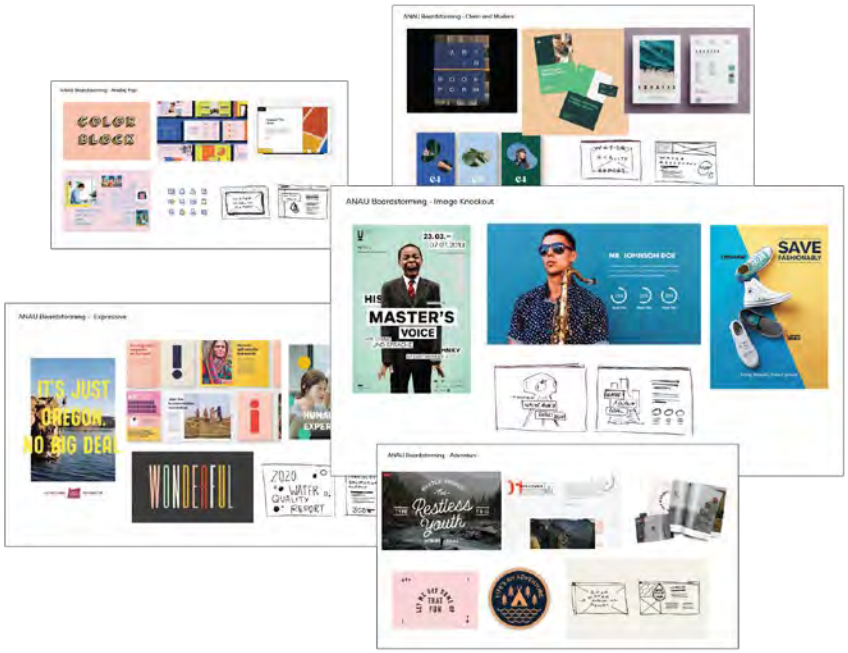
Design criteria guides the project to help us achieve the goals defined in the Discovery phase. Explorations and experimentations are presented for client review, feedback and approval. Boardstorming happens in this phase.

Development

Concept and design become reality by blending research, art, craft and science. We develop and refine the design that best represents the established objectives.

Delivery

The project is one step closer to tangible completion by finalizing production, verifying accuracy, and double-checking with vendors to ensure it will be delivered on time and in the right configuration.



Some of our secret tools for collaboration and fun!

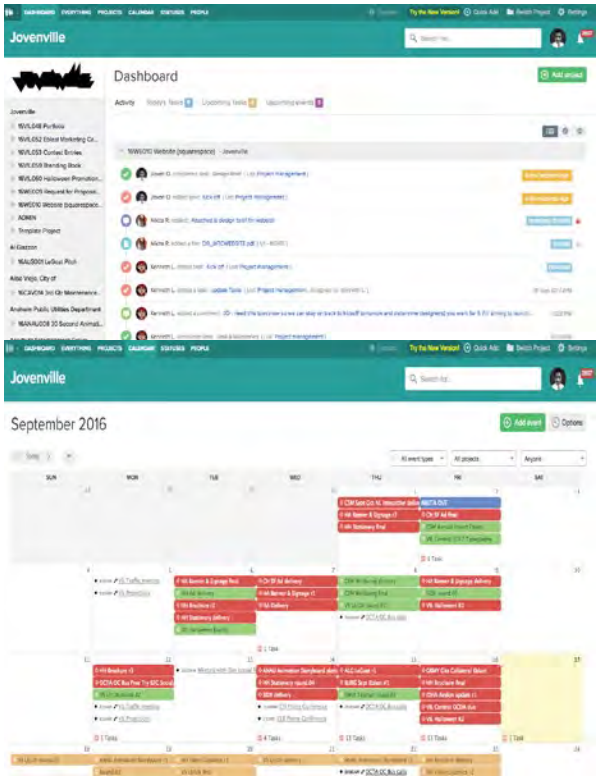
Boardstorming

Boardstorming is a process WTC created to generate over a dozen loose ideas for strategic direction, image direction, printing techniques, social techniques and/or outreach ideas. Basically, every idea we can think of is placed on a board for feedback and conversation with the client. It allows us to quickly understand what is possible, but more importantly, what is not possible for tactics, styles, messaging and/or strategies.

Project Data & Communication

WTC provides a secure, access-controlled website as an easy way for our clients to communicate with WTC and stay up-to-the-minute-current on projects whether sitting at a desk or out globetrotting. It's a paperless 'paper trail that keeps everyone up to date with information such as:.

Overview: Chronological record of events and deliverables
Messages: Up-to-date details of projects organized in order
Contacts: Everyone involved with the project is listed and reachable.
Calendar: Up-to-date timeline to follow during the project.



Conferencing

Given communication technology that is available today and the secure website we provide, we prefer to largely utilize video conferencing to communicate. We reserve face-to-face meetings for early meetings where we will spend dedicated time getting to know you and the desired direction, strategic development and Boardstorming.

WORK PLAN

WTC's 4D Approach™ is a structured proprietary business process that moves a project through the stages of strategic development, conceptual design and refinement of design direction toward final delivery. Turnaround times are based on unique project needs and our desire to meet or exceed expectations.

Phase One: Discovery

The very foundation of the entire project.

Every project begins with strategic planning to set achievable goals, timing and deliverables. Joven Orozco and **Jillian Martinez** will attend the virtual Kick-Off Meeting to fully understand project definition, vision and timing. They will be prepared to ask detailed questions for clarity.

The framework of operations will be established by **Jillian Martinez** to include contact lists, reporting parameters, budgets, time frames and other tasks. She will open a secure website for designated users to establish a 24/7 communication link between WTC and the **City of Pittsburg** for the duration of the project.

We The Creative uses a proven multi-step process during the Discovery phase to guide the development of an effective strategy, marketing plan and execution.

- Define Objectives What are the goals? What are existing challenges? What are opportunities?
- Develop Research Plan Tailor a research plan to meet the needs of this specific project.
- Collect Relevant Data & Information
    - Interview internal stakeholders, interview key members of the public, use survey(s), identify competitors and use website analytics to determine existing attitudes, perceptions, opportunities and challenges of the current image and positioning.
    - Review past and current marketing efforts
    - Review and analyze existing accounts such as social & digital media accounts, including but not limited to past media spend, engagement metrics, site behavior, conversion setup, audience demographics and affinities/interests as well as other digital, mobile, traditional and experiential marketing opportunities.
- Analyze What does all of this mean to drive branding decisions?
- Findings Report Develop a written Findings Report discussing the results of brand research and a preliminary analysis.
- Review/Approve Plan for a minimum of two (2) reviews/meetings/discussion per project or campaign for review and approval to move onto next steps.

Task 1.1 (1-2 weeks): Discuss City of Pittsburg's vision

- Facilitate a kickoff meeting with the **City of Pittsburg** Team to discuss **City of Pittsburg's** identity, communities served, and the general vision for the project. Conduct an online, interactive exercise with the **City of Pittsburg** team.

Task 1.2 (1-2 weeks): Review Existing Communications

- Conduct a preliminary review of existing City of Pittsburg's communications materials, including but not limited to City of Pittsburg's website, existing marketing and branding materials, samples of current templates, marketing and promotional materials and other relevant documents.
- Audit existing brand architecture, vision, mission, values, logo, tagline, personality, voice and tone, photography, and colors to name a few.

Task 1.3 (1-2 weeks): Recommendations

- Prepare and submit written and visual summary and recommendations on how to best proceed, incorporating City of Pittsburg's input.
- Meet with the City of Pittsburg to discuss recommendations all elements reviewed
- Brand Architecture
- Create a brand visual identity based on the knowledge obtained through the branding and communications strategy process. Provide options that clearly and creatively reflect and that will market the City of Pittsburg locally, statewide and nationally as a desirable community to live, work and invest in.

Phase One Goals

- ❏ Set time frames, establish budgets, authorize website users and define responsibilities
- ❏ Research to gain understanding of the target market and needs
- ❏ Audit current marketing, branding, source information and ideas provided by the **City of Pittsburg**
- ❏ Interview stakeholders
- ❏ Develop Findings Report
- ❏ Plan for a minimum of two (2) reviews/meetings/discussion per project or campaign

Phase Two: Design

Develop strategy and design criteria to guide the project toward achievement of goals.

The exploration of strategic brand positioning and tagline development will be based on thoughtfully gathered information from Phase One. Once the strategy has been developed, creative ideas will be unleashed. A comprehensive visual system with core messages, collateral and communications will be gathered to guide the project toward defined goals.

Typically, three different concept directions – different looks, different colors, different approaches all hitting the same objectives - will be presented during a minimum of 3 reviews for client review, feedback and approval. Boardstorming at this juncture is a valuable tool to generate a plethora of ideas so we can quickly understand what can, and more importantly, what cannot, be done moving forward.

Tasks 2.1 (1-2 weeks): City of Pittsburg Boardstorming

- Conduct an online, interactive exercise with the City of Pittsburg's Communications Team to create inspiration boards to help visualize design elements and identify the brand strategy and City of Pittsburg's vision. WTC will explore brand promise and language (key messaging)

Task 2.2 (7 weeks): Deliver Working Drafts for City of Pittsburg's Review

- Provide tagline, general use templates, website content to the City of Pittsburg for a 1-week review period.
- Creation of a unique digital image library (combination of stock and tonal direction of images)
- Image needs list
- Design and produce two short videos for employee recruitment

Task 2.3 (2 weeks): Prepare Working Drafts

- Prepare working drafts of the style book and components.

Task 2.4 (8 weeks): Deliver Working Drafts via Style Book for City of Pittsburg Review

- Provide working drafts of the toolkit and components to the City of Pittsburg for 1-week review period.
- Meet with the City of Pittsburg project manager once per week via video conference to discuss progress and direction on the working drafts.
- Revise working drafts to the satisfaction of the City of Pittsburg and as necessary, based on City of Pittsburg's feedback and comment.

Task 3.1 (2 weeks): Prepare Working Website Drafts

- Meet with the City of Pittsburg's Website team to discuss the current environment, possible functionality, and development plan. Sitemap review.

Task 3.2 (2 weeks): Deliver Working Website Drafts for City of Pittsburg Review

Provide working drafts of the website components to the City of Pittsburg for 1-week review period. Recommendations must be submitted electronically via email or file hosting service. The file formats must be accessible to the City of Pittsburg, such as .pdf, .jpg, .png, or .mov.

Phase Two Goals

- ❏ Establish design direction to best represent the **City of Pittsburg**
- ❏ Establish the best technology plan
- ❏ Establish the transition plan
- ❏ Boardstorming
- ❏ Round 01 - Three (3) design directions – Concepts via rough composites
- ❏ Round 02 - One (1) composite with client revisions and suggestions
- ❏ Round 03 - One (1) tight composite with client revisions and suggestions
- ❏ One collective revision per round of chosen design direction
- ❏ Approve strategy and content

WTC recommends creating a style book to manage the brand. The style book may include the following:

A. Why - Provide an overview of why the City of Pittsburg exists.
B. Statements - Share the vision, mission, and core values.
C. Name – Explanation of the name and how to use it in written form.
D. Logo – Identify appropriate uses of the City of Pittsburg logo
E. Logo Placement -Provide best practices of logo placement for official documents, especially for documents with multiple logos.
F. Brand Architecture - Identity how the logo will work with all foundation and/or partners
G. Appropriate Use – Provide visual examples of proper and improper use of each brand component.
H. Color Palette – Develop a primary and secondary color palette that compliments City of Pittsburg's tone.
I. Typeface – Designate typefaces for print, digital, and web-based communications (must be standard fonts and ADA compliant).
J. Imagery - Photography and video guidelines to follow
K. Social Media - Best practices and guidelines for logo usage
L. Applications – Provide best practices for logo applications on the following:
    a. Email Signatures – Design email signatures for internal and external correspondences.
    b. PowerPoint – Update PowerPoint templates with the new color palette, typeface, and logo usage optimal for public hearings and presentations.
    c. Social Media – Design templates for up to a dozen posts.
    d. Website – Guidelines on maintaining the City of Pittsburg's brand identity throughout the website.
    e. Promotional Items – Best practices on applying the City of Pittsburg's logo on promotional items.
    f. Glossary - Definition of terms for the style book

Phase Three: Development

Where concept and design become a reality.

The approved strategy and content will be refined for final approval. Collaboration with key stakeholders fine-tunes and finalizes all aspects of the project in preparation for implementation. This Phase is a flurry of activity to design, refine and get it right.

Task 4.1 (2 weeks): Prepare and Complete Final Drafts

- Prepare final drafts of the style book and stationery components.
- Contact the City of Pittsburg at least once per week via email to discuss progress and direction on the final draft.
- Submit the digital version of the final draft of the style book and stationery components to the City of Pittsburg for final review.
- Make any minor changes or revisions to the final draft to the satisfaction of the City of Pittsburg as necessary.
- Prepare final drafts of the website components.
- Delivery of final files. Final files will be submitted electronically via email or file hosting service, as applicable. The file format will include .pdf, Adobe InDesign, Illustrator, and/or Photoshop files.

Phase Three Goals

- ❑ Photo retouch, copyedit, prepare files for print and/or digital proofs
- ❑ Refine accepted design direction for approval signature
- ❑ One collective revision per round of chosen design direction
- ❑ Present final proof for sign-off via project website or in-person

Phase Four: Delivery

Delivery, execution and wrap-up.

All aspects of the project are finalized, verified, and double-checked for accuracy for on-time delivery with the right configuration in the right manner.

Task 5.1 (2 weeks): Prepare and Complete All Final Files

- Submit revised final style guide and stationery components to City of Pittsburg in print, PDF, and editable Adobe InDesign, Illustrator, and/or Photoshop formats
- Provide training and guidance to the in-house team and users

Phase Four Goals

- ❑ Prepare final deliverables and verify accuracy for each project
- ❑ Develop proofs in the format specified for each project assigned
- ❑ Develop detailed printing specifications allowing printers and other vendors to understand the entire scope of the job and provide a responsive quote
- ❑ Submit final electronic artwork to selected printer or vendor

Objective(s)

WTC is able to comply with the following project objectives to ensure in increasing the visibility of City's opportunities and interest in City employment:

- WTC will review and assess the City's marketing and branding efforts.
- WTC will provide a summary of branding and marketing initiatives of the City's peers and share its recommendations to improve the City's competitiveness.
- WTC will identify audience psychographics and demographics.
- WTC will develop a communication strategy to increase the City's outreach amongst its audience.
- Appropriate content will be developed to help the audience visually identify the City as a brand, instantly.
- Effective marketing strategies will be developed to drive prospective applicants to the City's website.
- WTC will share its recommendations to help enhance the web pages.
- WTC will produce short videos that can be used for effective communication with the audience and increase outreach.
- WTC will also develop and implement a brand strategy by producing videos, photographs, and various other media communications to be used for this purpose.
- WTC will develop strategies to increase the City's overall presence in various digital platforms and media channels.
- WTC will provide necessary training and guidance to the City's in-house marketing and branding team, as well as its department users.
- WTC will provide design services on as needed basis conforming to the City's marketing and branding efforts.
- Marketing campaigns will be developed to enable the City to fulfill its overall objectives.

Deadlines, Turnaround Times and Work Prioritization

WTC takes great pride in our work process. We feel strongly about collaborating with our clients to meet expectations and deadlines for optimal results. Our **4D Approach**™ keeps you informed at all stages of the project for full status awareness at all times.

At We The Creative, we offer timely on-call service with a standard response time of 48 hours. When needed, we can accommodate a 24-hour response time, ensuring efficient and professional assistance for our clients.

WORK SAMPLES

PROJECT NAME	CLIENT	COMPLETED	CONTACT
Branding and Style Guide	City of Santa Monica	2019	Debbie Lee, Chief Communications Officer (310) 458-8301, E Debbie.Lee@smgov.net

DESCRIPTION OF WORK

WTC was responsible for evolving the current logo, determining the color palette, fonts, and the components of the brand.


GOALS, VALUES, AND OUTCOMES
BRANDMARK
COLOR VARIATIONS
BRAND
IDENTITY
GUIDELINES
COMPLIMENTARY
BOLD
REAL
CARE


BRAND
STRATEGY
STRATEGY
The City of Santa Monica strives to become a sustainable city of wellbeing. Our goal is to foster a city that works for everyone through excellent city services, data-driven innovation, fiscal responsibility, and continuous improvement.


COMPLIMENTARY
A range of complimentary colors have been chosen to support the primary colors, adding vibrancy and flexibility to the palette.
NOTE: Colors shown throughout this guide are for demonstration purposes only. For accurate color standards, please refer to the current edition of the PANTONE Color Formula Guide. PANTONE is Pantone, Inc.'s check standard for color reproduction and color reproduction materials


BOLD
REAL
CARE
LOCKUPS
BRAND
IDENTITY
GUIDELINES
BRANDMARK
COMPLIMENTARY

PROJECT NAME	CLIENT	COMPLETED	CONTACT
Sustainable City Plan Report	City of Santa Monica	2022	Amanda Grossman Sustainability Analyst (310) 458-2201 x 2406 Amanda.Grossman@santamonica.gov

DESCRIPTION OF WORK

WTC is responsible for designing and laying out Santa Monica's Sustainable City Plan. Our goal was to make a dense document more consumable for the reader. WTC helped rebrand the city and showcased the visual language within this document. This was provided a template for their graphic design team to utilize for future reports.

PROJECT NAME	CLIENT	COMPLETED	CONTACT
Summer Trolley Branding and Marketing	City of Laguna Niguel 30111 Crown Valley Laguna Niguel, CA 92677	2022	Russell Narahara Senior Management Analyst RNarahara@cityoflagunaniguel.org 949-362-4313

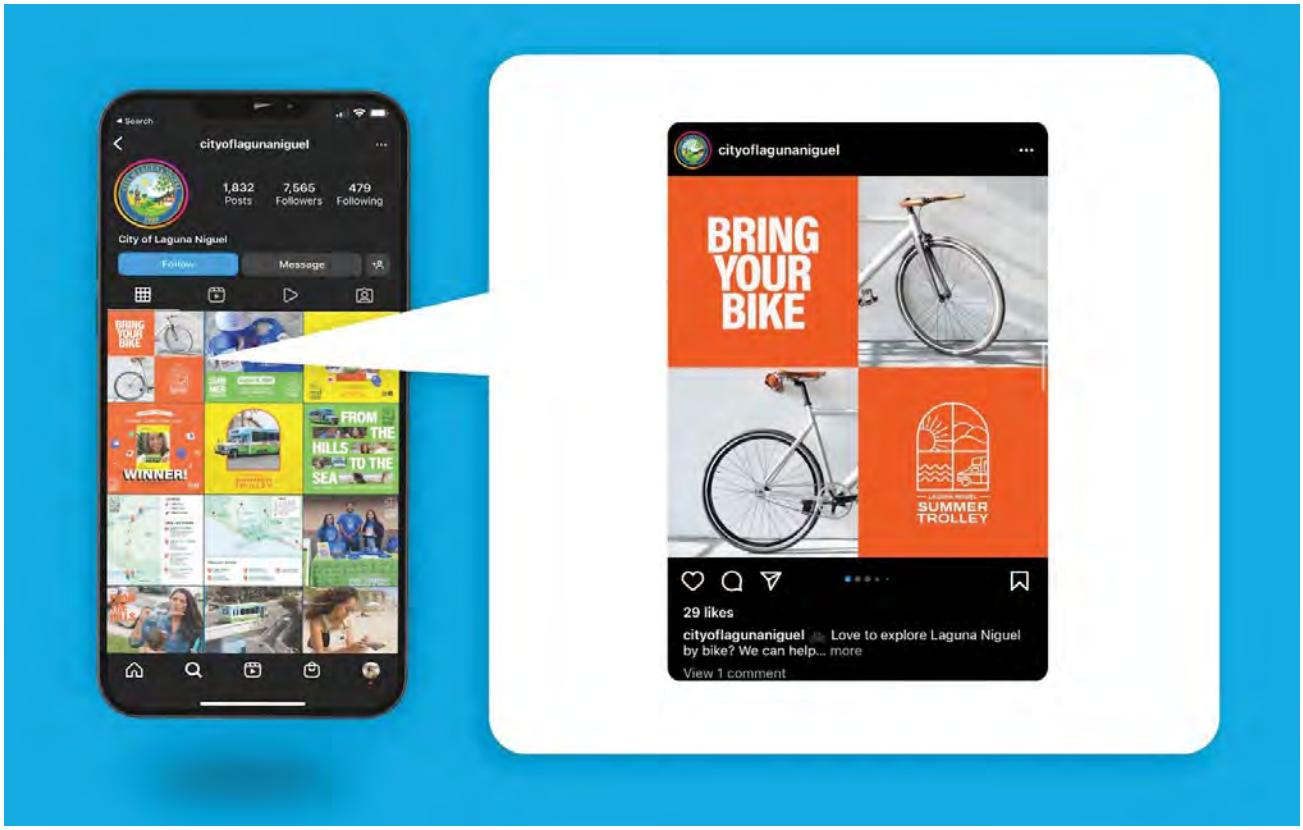
DESCRIPTION OF WORK

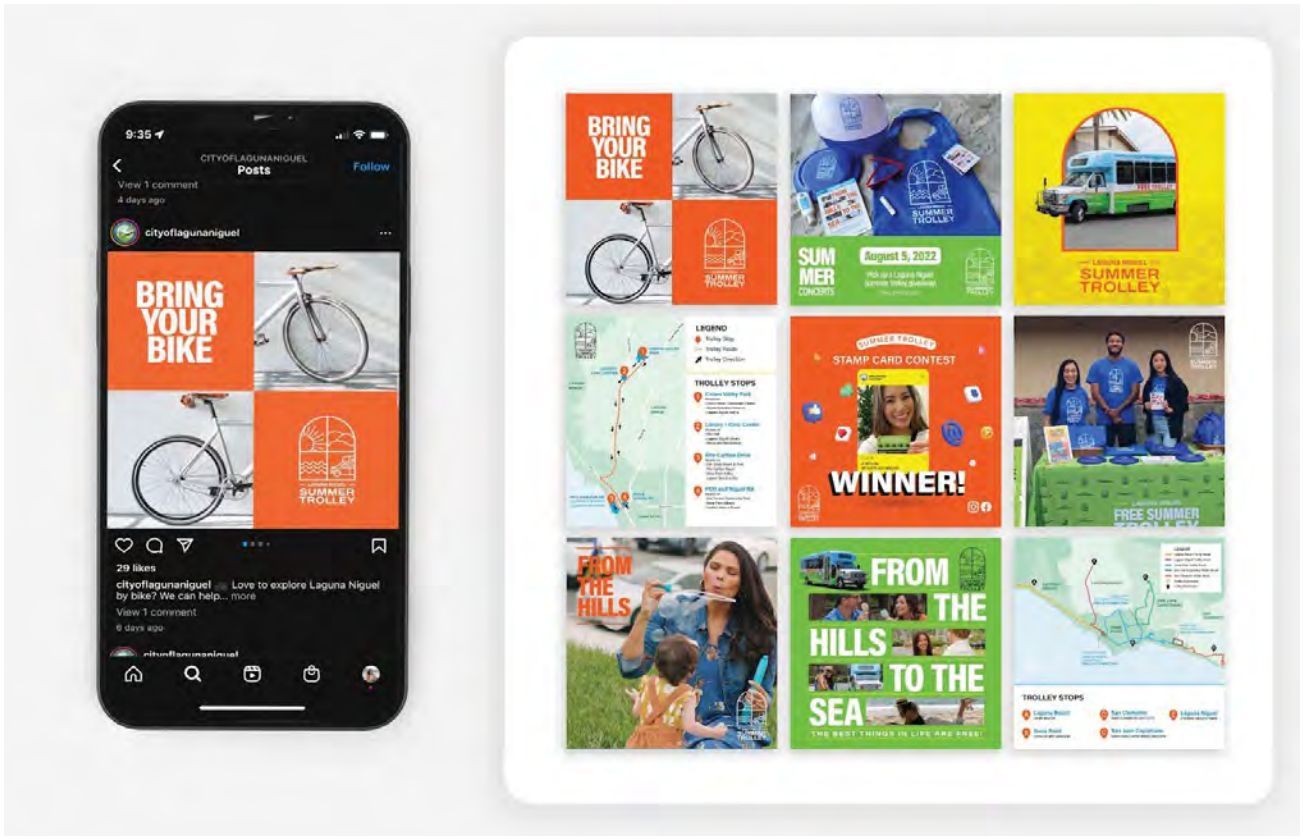
WTC developed marketing, branding, communications, and public outreach campaign to coincide with the inaugural year of the new Summer Trolley Program (Trolley Program). This work exceeded the City's expectations and ridership goals.

Deliverables: Logo, Visual Language, Messaging, Photoshoot, Videoshoot, Marketing Collateral, Street Team, and Social Media Graphics.


FREE
SUMMER
TROLLEY
MAY 26
TO
SEPT 5
2022
TROLLEY RUNS EVERY 20 MINUTES
SERVICE HOURS
DOWNLOAD & USE APP
LEGEND
TROLLEY STOPS
FREE / FAST / CONVENIENT
Learn more at
LNTrolley.com


SERVICE HOURS
TROLLEY RUNS EVERY 20 MINUTES
DOWNLOAD & USE APP
LEGEND
LAGUNA BEACH
LAGUNA NIGUEL
DANA POINT
LAGUNA NIGUEL FREE SUMMER TROLLEY
FROM THE HILLS TO THE SEA


cityoflagunaniguel
1,832 Posts
7,565 Followers
479 Following
City of Laguna Niguel
Follow
Message
BRING YOUR BIKE
FROM THE HILLS TO THE SEA
WINNER!
SUMMER TROLLEY
29 likes
cityoflagunaniguel Love to explore Laguna Niguel by bike? We can help... more
View 1 comment


9:35
CITYOFLAGUNANIGUEL
Posts
Follow
View 1 comment
4 days ago
cityoflagunaniguel
BRING YOUR BIKE
SUMMER TROLLEY
29 likes
cityoflagunaniguel Love to explore Laguna Niguel by bike? We can help... more
View 1 comment
6 days ago
BRING YOUR BIKE
SUMMER TROLLEY
SUMMER CONCERTS
August 5, 2022
SUMMER TROLLEY
LEGEND
TROLLEY STOPS
STAMP CARD CONTEST
WINNER!
FREE SUMMER
FROM THE HILLS
FROM THE HILLS TO THE SEA
THE BEST THINGS IN LIFE ARE FREE!
TROLLEY STOPS


CITY OF LAGUNA NIGUEL
FREE SUMMER TROLLEY
RUNS THROUGH MAY 26–SEPT 5 2022
SUMMER TROLLEY
SERVICE HOURS
LEGEND
Trolley Stop
Trolley Route
Trolley Direction
FOLLOW US
DOWNLOAD & USE APP
LAGUNA BEACH
LAGUNA NIGUEL
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TROLLEY RUNS EVERY 20 MINUTES
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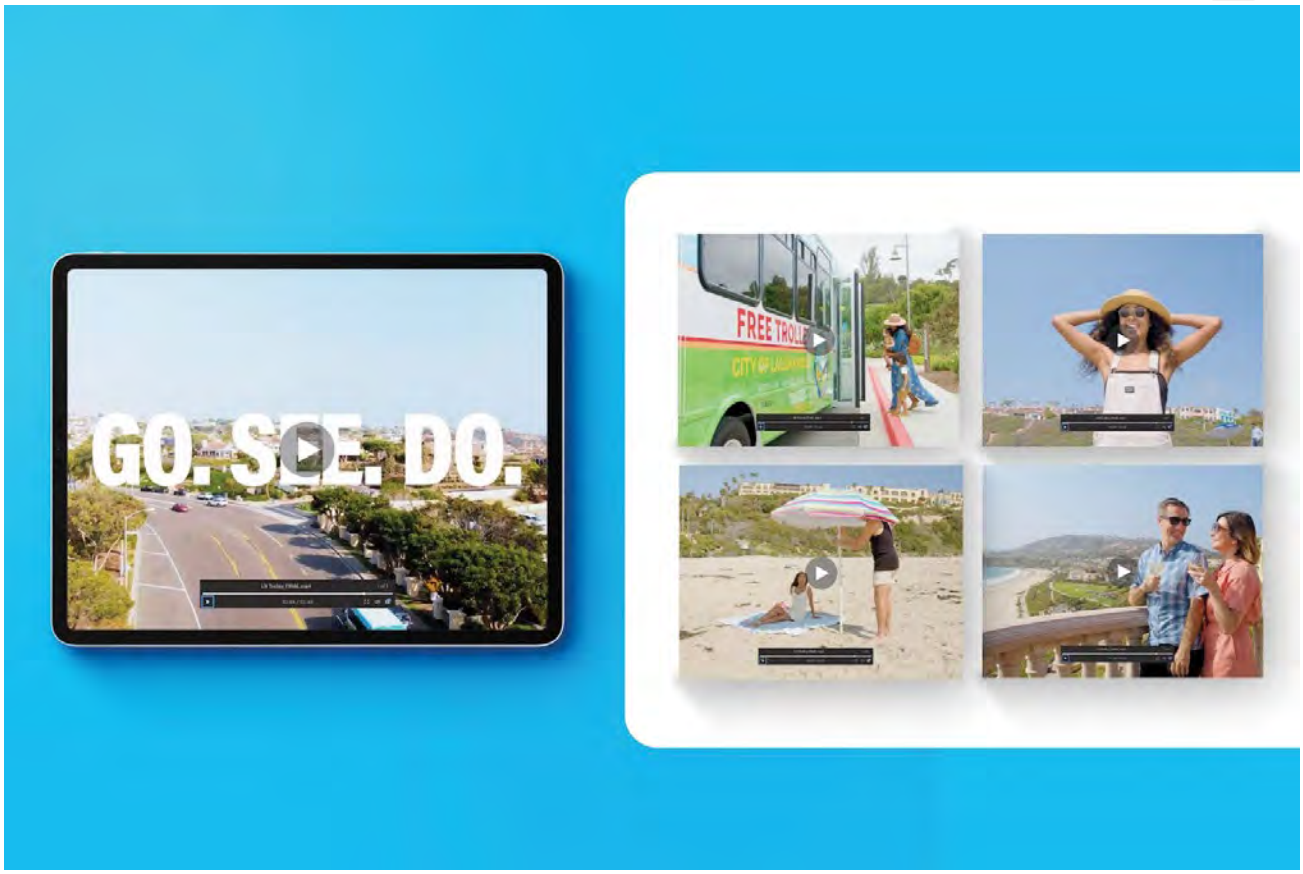
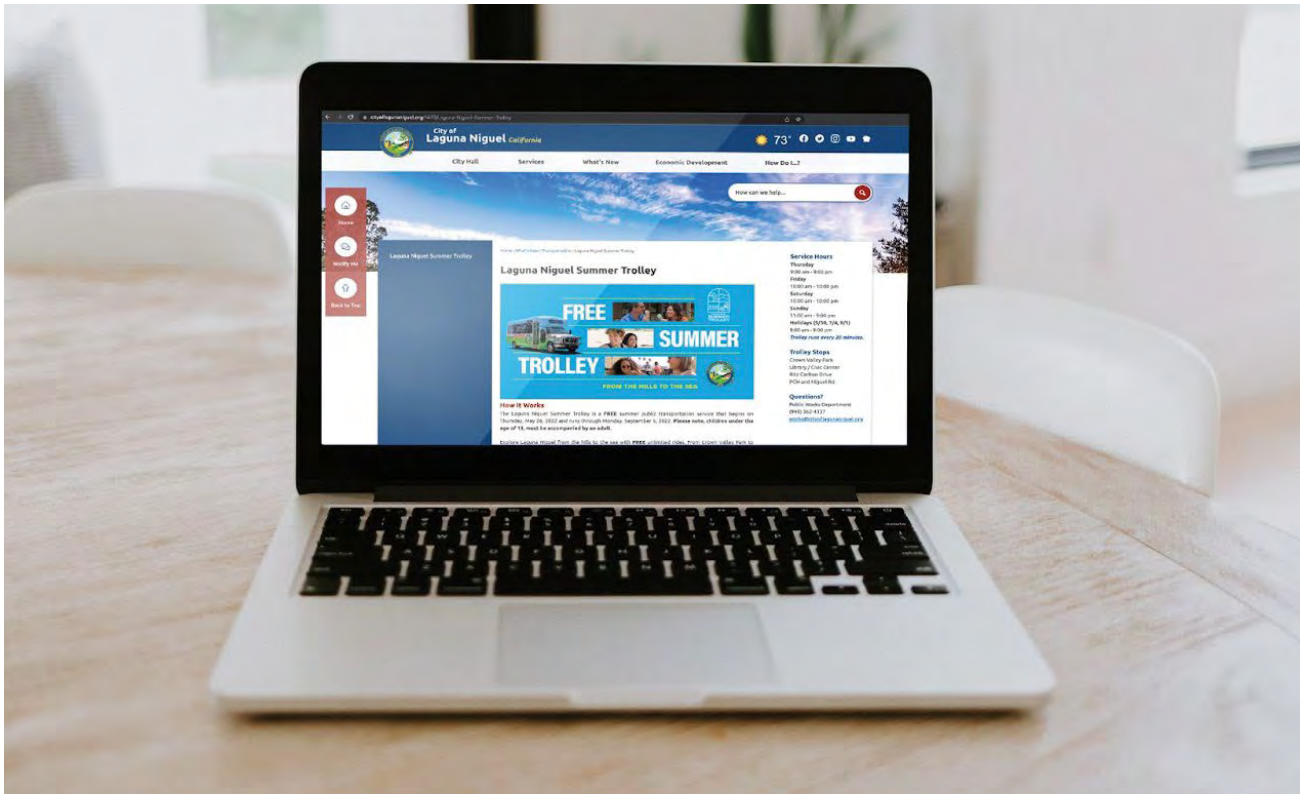
FREE SUMMER TROLLEY
LNTrolley.com


GO. SEE. DO.
FREE TROLLEY


City of
Laguna Niguel
Laguna Niguel Summer Trolley
FREE
SUMMER
TROLLEY

CLIENT	DESCRIPTION
City of Long Beach	City of Long Beach Development Services Identity The logo represents the Development Services brand and embodies their commitment to creating and maintaining more safe, sustainable, and livable neighborhoods. Capturing the department's wide variety of services in a logo mark is used as an identifier on all of our public-facing materials.

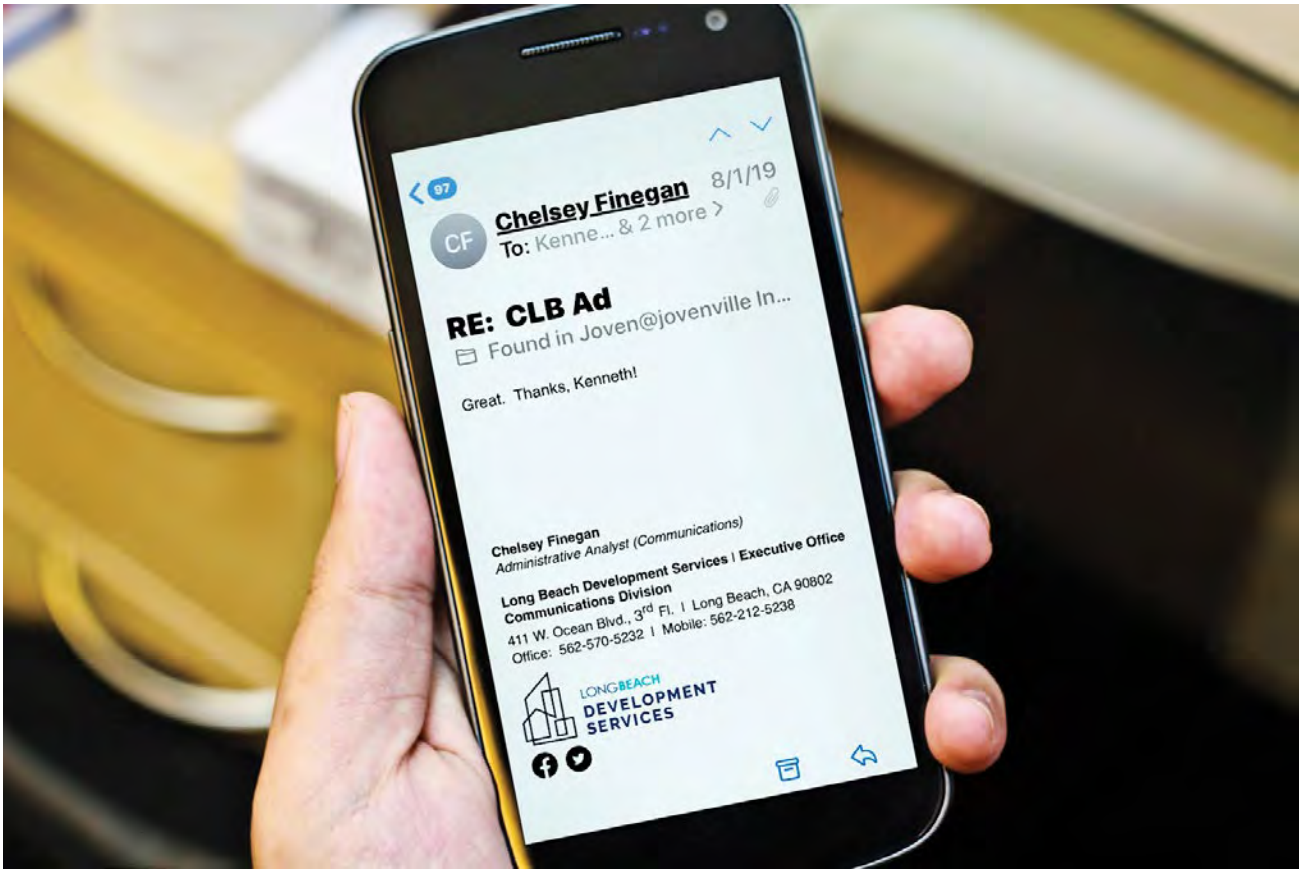
LONGBEACH
DEVELOPMENT
SERVICES

Business Card Solution

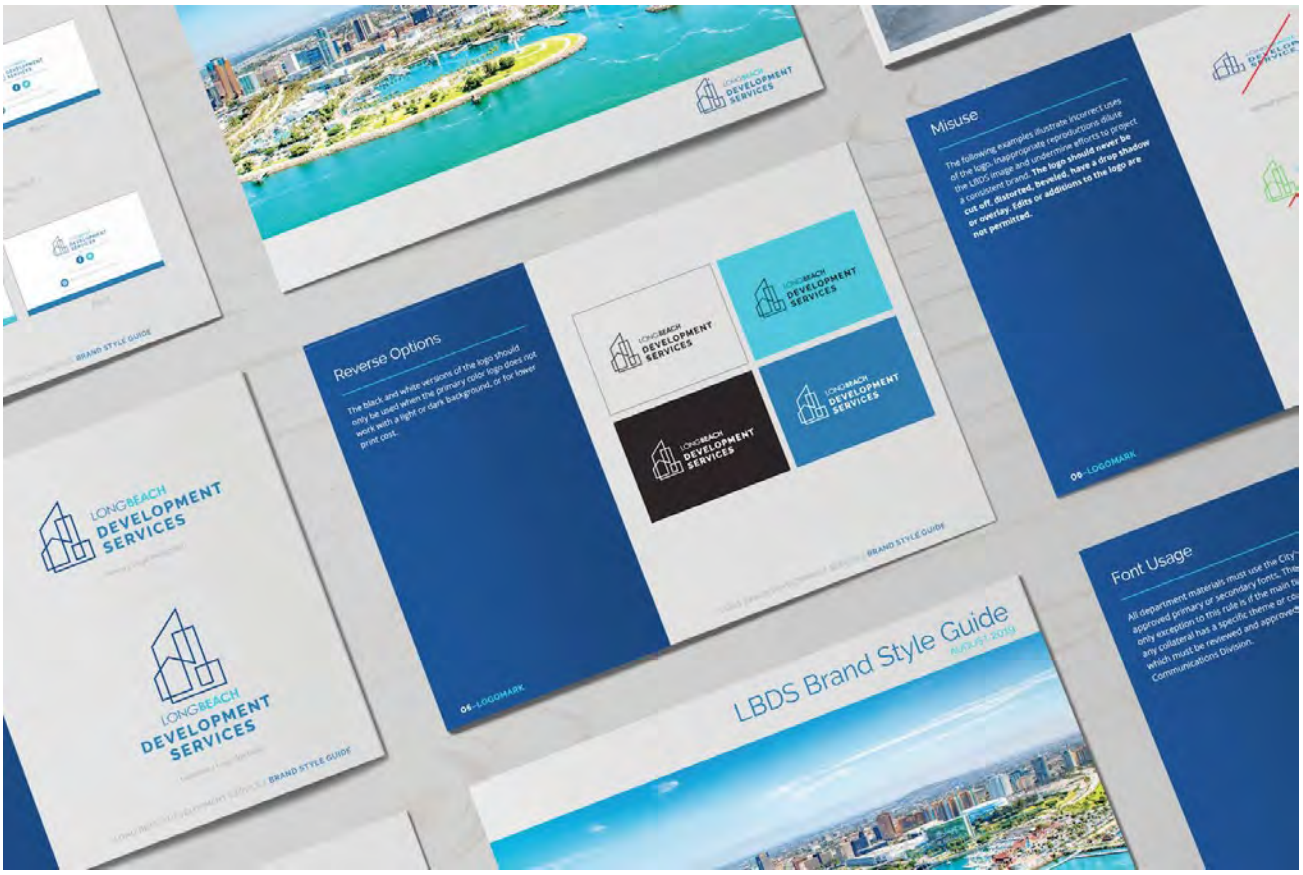
Outreach Promotional Products

We are very proud of our new department logo and accompanying style guide, and couldn't be more pleased with our experience working with We the Creative on these important projects.

CHELSEY MAGALLON



The companion Style Guide is a helpful tool for our staff to help ensure that our department remains on brand. We credit WTC for their creative vision and expertise, as well as excellent customer service and project management for hitting it out of the park once again!



PROJECT NAME	CLIENT	COMPLETED	CONTACT
City of Long Beach Awareness Campaign	City of Long Beach	2017	Sergio M. Ramirez, Deputy Director, Economic Development Department (562) 570-6129 Sergio.Ramirez@longbeach.gov

DESCRIPTION OF WORK

The City of Long Beach Economic, Property Development Department wanted to attract real estate developers, hospitality companies, decision makers and commerce-generating stakeholders to consider the City of Long Beach area as location for their new developments and ventures. Components included strategy, copywriting and photography supervision.

PROJECT NAME	CLIENT	COMPLETED	CONTACT
Bring Your Own Long Beach City #BYOLBC	City of Long Beach Environmental Services Bureau (ESB),	2018	Erin Rowland Waste Diversion/Recycling Officer (562) 570-2851 Erin.Rowland@longbeach.gov

DESCRIPTION OF WORK

Develop a strategic marketing campaign and execution plan to engage and convert residents to bring their own reusable coffee/drink cups, straws, to-go containers and grocery/produce bags to reduce their reliance on disposable single-use items.

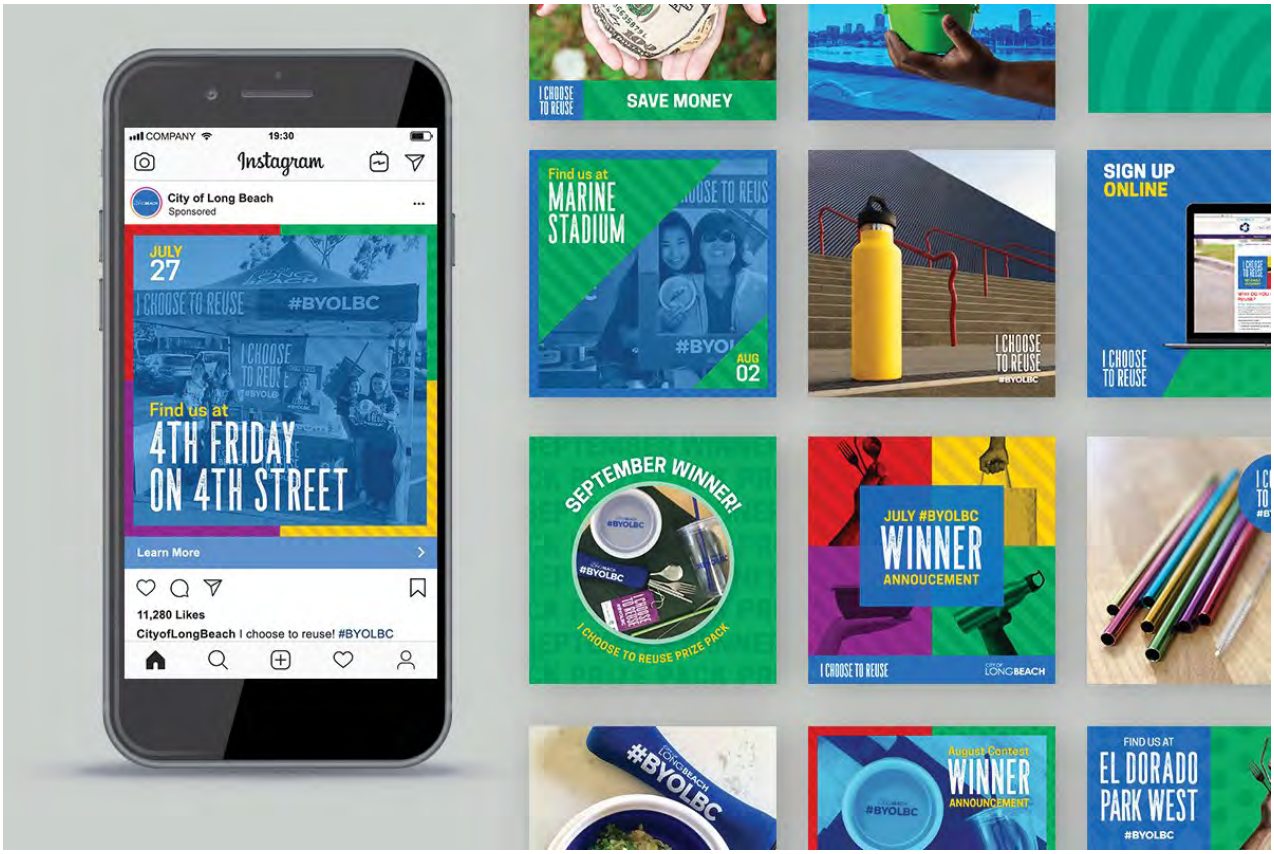
- Increase awareness of the EPS ordinance
- Educate residents on BYO options
- Increase participation in the City of Long Beach's Bring Your Own (BYO) initiatives
- Develop measurable metrics

The design direction chosen was a play on the iconic Rosie the Riveter "Call to Arms" poster. By reinforcing the "We Can Do It" message, the concept was to show different forearms holding up a variety of reusable containers alongside the tagline "I choose to reuse" personifying empowered and passionate residents making the choice to make the change. The bright primary color palette and varying patterned backgrounds were eye-catching and representative of Long Beach's diversity.

The campaign ran during the summer of 2018 and partnered with the City Park/Rec/Marine Bureau to educate residents through a booth at City Events and through the use of Street Teams reaching out to residents at the events. This was one way we were able to directly interact with city residents. Overall, the Street Teams were present at more than 20 city-wide events.

Deliverables/marketing items:

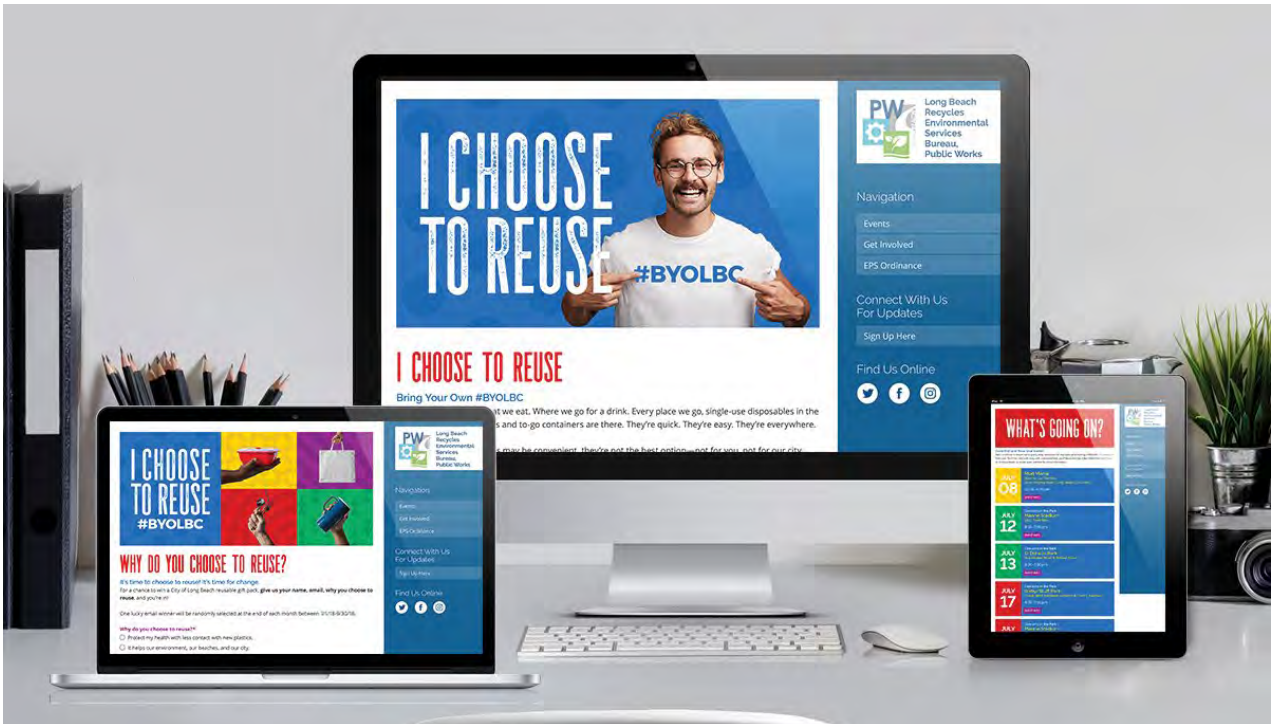
- Social Media (Facebook, Instagram, Twitter)
- Google Ads
- Weekly Emails (welcome/signup email, event update email)
- Website Landing Page
- 2 Billboard Ads
- Tchotchke/Giveaway Items
- Street Team Events (included canopy and table signage, t-shirts and marketing material)



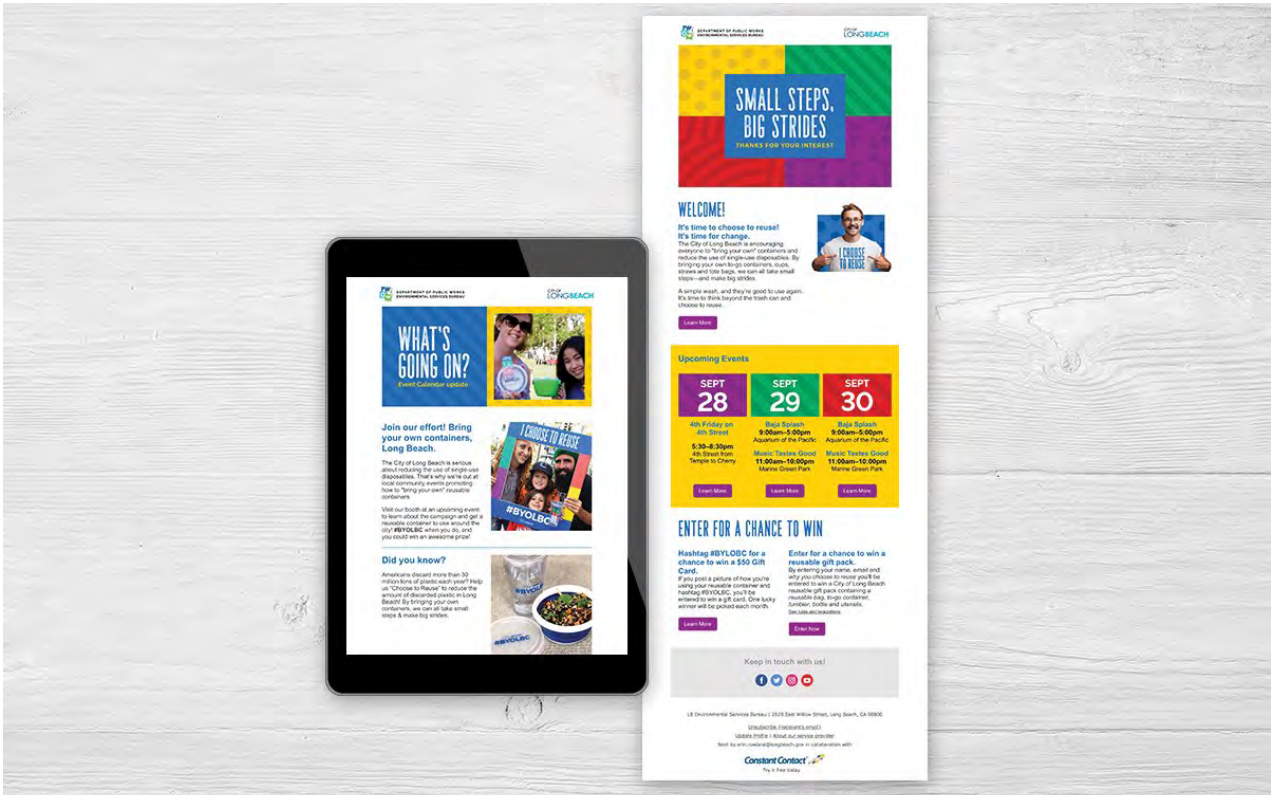
SOCIAL CAMPAIGN (More than 150 posts in 13 weeks)

EMAIL CAPTURE HANDOUT

3 REASONS HANDOUT



WEBSITE DESIGN



EMAIL DESIGN

STREET TEAM HANDBOOK

STREET TEAM POP-UP TENT

CONCERTS

MUD MANIA

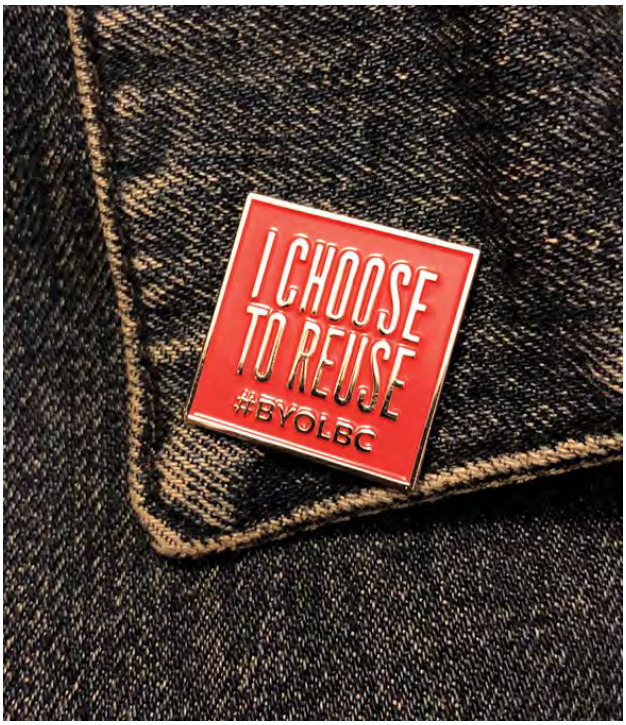
4TH FRIDAY

ACTIVATIONS

TO GO CONTAINERS

BAGS

REUSABLE METAL STRAWS



CAMPAIGN PIN

LIST OF RELEVANT PROJECTS & ASSIGNMENTS

Related projects completed within the last 5 years

COUNTY OF LOS ANGELES

- LA County Planning Rebrand

CITY OF LONG BEACH

- Development Services Department Branding

BAY AREA AIR QUALITY MANAGEMENT DISTRICT

- Interactive Annual Reports

MARIN TRANSIT

- Brand Strategy and Visual Language

JOHN WAYNE AIRPORT

- Brand Identity Guidelines

CITY OF SANTA MONICA

- Brand Style Guide

CITY OF VISALIA

- City Rebrand

CITY OF GLENDALE

- Upstart Valley Brand Strategy & Marketing

PENINSULA CLEAN ENERGY

- Branding and Marketing Collateral

MESA WATER DISTRICT

- Brand Identity Guidelines

REFERENCES

The following clients are familiar with the WTC design process and work methodology.

ORGANIZATION	CONTACT
LA County Planning 320 West Temple Street Los Angeles, CA 90012	Iris Chi, AICP, Planner ichi@planning.lacounty.gov **Dates**: 2021 - Present, ongoing **Projects**: branding, print collateral, and marketing
City of Long Beach 333 West Ocean Blvd., 3rd Floor Long Beach, CA 90802	Chelsey Magallon, Communications (562) 570-5232, Chelsey.Magallon@longbeach.gov **Dates**: 2015 to 2020 **Projects**: Housing Authority 10-Year Report, annual reports, digital collateral, print collateral, photography, branding
City of Glendale 633 East Broadway, Suite 201 Glendale, CA 91206	Sandra Rodriguez, Community Development Department (818) 548-2005 , sanrodriguez@glendaleca.gov **Dates**: 2020- 2021 **Projects**: Upstart Valley naming, branding and style guide
John Wayne Airport 3160 Airway Avenue Costa Mesa, CA 92626	Marisa Unvert, Communications (949) 252-5163, munvert@ocair.com **Dates**: 2006 to present, ongoing **Projects**: Brand identity guidelines, annual reports, print collateral, wayfinding signage, photography, videography, copywriting, graphic design services
Orange County Transportation Authority (OCTA) 550 S. Main Street Orange, CA 92863	Kristopher Hewkin, Marketing Specialist (714)560-5332, khewkin@octa.net **Dates**: 2016, 2018 **Projects**: Vanpool marketing, advertising and print collateral
City of Laguna Niguel 30111 Crown Valley Parkway Laguna Niguel, CA 92677	Russell Narahara, Senior Management Analyst 949-362-4313, RNarahara@cityoflagunaniguel.org **Dates**: 2022 - Present **Projects**: Summer Trolley Program, branding and marketing

COST PROPOSAL

We The Creative, Joven Orozco, President and Main Contact, Joven@WeTheCreative.com
3349 Michelson Drive, Suite 200, Irvine, CA 92612
Tel. (877) 887-1318, Cell: (949) 463-7887

Name	Tasks	Rate/Hr
Jillian Martinez	Account Manager	$110
Joven Orozco	Chief Creative Officer	$175
Tommy Clay	Project Manager	$90
Andy Ruiz	Creative Director	$150
Kenneth Lim	Senior Art Director	$125
Kinsey Davis	Graphic Designer	$90
Naomi Pearson	Marketing Strategist	$125
Julie Bos	Copywriter	$110
Julie Bos	Proofread	$70

Reimbursable Expenses	
Next Day Priority Shipping	$42.65+
Printing 8" x 11"	$0.50
Flash Drive (16GB)	$12.50

The not-to-exceed price for the project is set at $150,000, based on our understanding of the scope of work. This price reflects our comprehensive comprehension of the project requirements and ensures cost-effective delivery of high-quality services.

1. I acknowledge receipt of the **City of Pittsburg RFP** for **Municipal Marketing & Branding Services** and with **no (0)** Addenda.
2. This offer shall remain firm for **90 days** from the date of proposal.

Name Joven Orozco
Title President And Founder
Date Signed May 15, 2023

JOVEN OROZCO President & Chief Creative Officer (Key Staff)

Joven integrates the fundamental understanding of business goals and objectives with precise creative solutions to produce and deliver accurate products. He provides strategic supervision on all client projects from initial discovery to final delivery. Joven always works hard to remain fresh, competitive and ahead of the market.

GOVERNMENT EXPERIENCE

15 Years: City of Aliso Viejo, City of Anaheim, City of Carlsbad, City of Costa Mesa, City of Hayward, City of Irvine, City of Long Beach, City of Palo Alto, City of San Buenaventura, City of Santa Monica, John Wayne Airport, Los Angeles County, Los Angeles World Airports, Omnitrans of San Bernardino, Orange County Council of Governments, Orange County Transportation Authority, Sonoma County, Van Nuys Airport

EDUCATION

Bachelor of Fine Art with an emphasis in Graphic Design, California State University, Fullerton, 1995

EXPERIENCE

07/95 - Present
Chief Creative Officer, Jovenville, LLC/We The Creative, 27132 Paseo Espada, Suite B1225, San Juan Capistrano, CA 92675
Duties: Team leader responsible for strategic and creative direction for all projects and to oversee all work through production and delivery

07/96 - 01/00
Partner, Joken Industries 2814 Lafayette Ave., Newport Beach, CA 92663
Duties: Responsible for creative development, sales and marketing

09/96 - 05/97
Typography Instructor, Cal State University, Fullerton, 800 N. State College Blvd., Fullerton, CA 92831
Duties: Responsible for class structure and nurturing students to become good designers who understand the importance and fundamentals of type

CLUBS / ORGANIZATIONS

AIGA Orange County, Board Member, Vice President of Operations
Orange County Ad Federation, Member

AWARDS

Orange County Ad Club Judges Choice, AIGA OC Design Awards, Best of Show, OCPRSA, Best of Show, and How Magazine Best of Category

JILLIAN MARTINEZ Account Manager (Key Staff)

Jillian works closely with clients and internal teams to best meet client needs. Her responsibilities encompass administration, project tracking, research and handling budgets as well as composing client correspondence, creating presentations and maintaining contact lists.

GOVERNMENT EXPERIENCE

3 Years: City of Lancaster, City of Long Beach, City of Santa Monica, John Wayne Airport, Orange County Transportation Authority, Town of Danville, SunLine Transit Agency and Sonoma County

EDUCATION

Bachelor of Arts Communications: Advertising, California State University, Fullerton, 2017

EXPERIENCE

07/18 - Present
Jovenville, LLC/We The Creative
27132 Paseo Espada, Suite B1225, San Juan Capistrano, CA 92675
Duties: Responsible for client services and traffic for all projects. Works closely with all clients with the ability to understand client needs and get projects done on time and within budget.

10/17 - 05/18
Digital Marketing Specialist, Your Marketing People
200 Spectrum Center Dr Suite 300-B, Irvine, CA 92618
Managed different client accounts on social media, website content, email marketing, SEM campaign creation and copywriting. Managed and assigned tasks to myself and coworkers for clients' projects through Asana and participated in weekly meetings. Created and edited email marketing campaigns through marketing automation tools like Dotmailer, Marketo, and MailChimp. Built social media campaigns, create and manage social media calendars, create content, and edit pictures in Photoshop for clients. Read clients' Google Analytics and Google Ad Words reports.

COMPUTER SKILLS

Proficient in all the latest graphic programs including, Adobe Suite, Dotmailer, MailChimp, Google Analytics/Adwords, Marketo, Social Media, Microsoft Office

ANDY RUIZ Creative Director (Key Staff)

Andy works professionally in tandem with his education. He has gained valuable on-the-job practical experience to supplement textbook knowledge with his work on concept-driven branding and marketing campaigns. As a passionate designer, he continues to challenge himself by making visually-compelling designs that are both purposeful and solution-oriented.

GOVERNMENT EXPERIENCE

6 Years: City of Anaheim, City of Costa Mesa, City of Hayward, City of LancasterCity of Long Beach, City of Palo Alto, City of Santa Monica, John Wayne Airport, Los Angeles County, Marin Transit, Orange County Transportation Authority, SunLine Transit Agency, Sonoma County

EDUCATION

Bachelor of Fine Art with an emphasis in Graphic Design, California State University, Fullerton, 2015

EXPERIENCE

04/15 - Present

Jovenville, LLC/We The Creative, 27132 Paseo Espada, Ste. B1225, San Juan Capistrano, CA 92675
Duties: Works closely with design team to carry out designs across a variety of mediums.

04/15 - 06/15

Graphic Design Assistant, CSUF Mihaylo College of Business and Economics
Focused on print-driven projects. Collaborated with lead designer and marketing manager. Work on large college campaigns and projects from concept to design and production.

12/09 - 02/13

Graphic Designer, Komet Creations LLC
Responsible for print projects, consisting of product catalog and ads. Maintained website and designed monthly eblast. Developed and designed plush products. Photographed all product images. Communicated with art directors of major corporations to produce licensed products.

COMPUTER SKILLS

Proficient in all the latest graphic programs including, Adobe Photoshop, Illustrator, Acrobat, Indesign, Microsoft Office, Macromedia Dreamweaver, Fireworks, Flash, and Quark Xpress

CLUBS / ORGANIZATIONS

AIGA Orange County, Member

AWARDS

Orange County Ad Club Judges Choice, AIGA OC Design Awards, Best of Show, OCPRSA, Best of Show, and How Magazine Best of Category

TOMMY CLAY Project Manager

Tommy is a Self-Started creative with a finger on the pulse of culture and best practices for project management. With his comfort in leading and facilitating, Tommy has helped manage numerous projects throughout the city of Irvine while building fruitful relationships along the way.

EDUCATION

Bachelors of Science, Full Sail University, 2020

EXPERIENCE

06/22 - Present

Project Manager, Jovenville | Irvine, CA 92612

Duties: Responsible for graphic design projects from inception to completion. Negotiating and building relationships amongst team members and clients alike.

03/20 - Present

Audio Engineer/ Production Manager, Arise Irvine | Irvine, CA 92618

Duties: Oversee mix for in-house and live stream audio. Planning and organizing production schedules. Supervising and assisting team members throughout production.

01/12 - Present

Founder, Ice Cold Worldwide | Santa Ana, CA 92703

Duties: Head of all Music and Multimedia production, promotion, and distribution.

CLUBS / ORGANIZATIONS

Love Irvine, The Hub, Arise Irvine, Hope California.

KENNETH LIM Sr. Art Director

Kenneth has been with We The Creative for over 20 years and is responsible for the management of all projects and client relations. Kenneth has an exceptional commitment to customer service and is one of the main reasons for the success and growth of We The Creative.

GOVERNMENT EXPERIENCE

15 Years: City of Aliso Viejo, City of Anaheim, City of Carlsbad, City of Costa Mesa, City of Hayward, City of Irvine, City of Long Beach, City of Palo Alto, City of San Buenaventura, City of Santa Monica, John Wayne Airport, Los Angeles County, Los Angeles World Airports, Omnitrans of San Bernardino, Orange County Council of Governments, Orange County Transportation Authority, Sonoma County, Van Nuys Airport

EDUCATION

Bachelor of Fine Art with an emphasis in Graphic Design, California State University, Fullerton, 1996

EXPERIENCE

07/99 - Present

Jovenville, LLC/We The Creative, 27132 Paseo Espada, Suite B1225, San Juan Capistrano, CA 92675
Duties: Responsible for art direction and traffic of all projects. Works closely with all clients with a keen ability to understand client needs and get projects done on time and within budget.

07/96 - 07/99

Art Director, Bassett & Associates, Laguna Beach, CA 92663
Duties: Responsible for creative direction and production for projects with client and vendor interaction.

COMPUTER SKILLS

Proficient in all the latest graphic programs including Adobe Photoshop, Illustrator, Acrobat, Indesign, Microsoft Office, Macromedia Dreamweaver, Fireworks, Flash, and Quark Xpress

CLUBS / ORGANIZATIONS

AIGA Orange County, Member

KINSEY DAVIS Graphic Designer

Visual Storyteller, Graphic Designer, and Art Director located in Seattle, WA. Passionate about brand identity, editorial design, brand campaigns, photo art direction, and packaging.

EDUCATION

Bachelor of Arts, Graphic Design, Western Washington University, 2013

EXPERIENCE

01/21 - Present

Jovenville, LLC/We The Creative, Graphic Designer
27132 Paseo Espada, Suite B1225, San Juan Capistrano, CA 92675
Duties: Design and develop collateral materials for print and digital media. Project and production management.

03/19 - 11/20

Compass, Associate Design Manager
Seattle, Washington
Promoted twice in 17 months. Managed team of two designers while balancing full workload capacity; Partnered with Marketing Strategists to elevate the customer experience through world-class design materials across all channels. Led local photography and art direction, and spearheaded top-level brand advertising experiences for regional luxury programs. Actively led internal initiatives to promote inclusivity, mentorship, and cross-collaboration.

03/17 - 08/18

Amazon, Senior Designer
Seattle, Washington
Freelanced as a Brand Designer for Amazon's internal agency, Day 1. Developed and executed co-branding initiatives with major retail and boutique brands. Created cross-site branded campaigns from concept to launch. Developed packaging systems for new program launches and editorial and technical design for long-format brand books including brand strategy and visual identities.

03/17 - 08/18

Starbucks, Visual Communications Designer
Seattle, Washington
Worked as liaison between Visual Communication team and Visual Merchandising Design team. Designed comprehensive communication documents from concept through print for internal strategies and store communications while maintaining Starbucks brand and voice throughout.

NAOMI PEARSON Marketing Strategist

Naomi has demonstrated success in identifying marketing opportunities and developing sound and actionable strategies that help companies identify and reach their target audiences through both traditional and digital mediums.

EDUCATION

University of CalgaryUniversity of Calgary
Bachelor of Arts, Communications Bachelor of Arts, Communications, 1994 - 1997

EXPERIENCE

2018 - Present
Naomi Pearson Consulting Co
Duties: Provide research and insight-based approach to brand and marketing strategy development to clients and support plan execution.

2016 - 2017
Deloitte CanadaDeloitte Canada, Calgary, Canada Area
Senior Marketing Manager (1 year contract)

2003 - 2011
Manager, Marketing Communications
ENMAX
Responsible for the development and execution of the marketing strategy and budget with the emphasis on digital, including paid media, CRM strategy, merchandise release calendar, content production and brand partnerships.

SKILLS

A believer in taking the time upfront to research, employ customer insights, and properly plan a strategy, Naomi has developed B2B and B2C brand and marketing strategies for corporations such as Deloitte, ENMAX Energy and Eaton Corporation (Fortune 500) as well as non-profits including ACAD and the Calgary Performing Arts Centre.

She has a passion for helping organizations identify their audiences and communicate their unique stories and differentiators to increase sales, engagement, and client retention. She executes plans with precision and understands the importance of the small details.

JULIE BOS Copywriter

Copywriting skills for journals, newsletters, web content, e-mail blasts, product branding/messaging, sales literature, brochures, ads, feature stories, case studies, white papers, direct-response marketing, videos, press releases, product demonstrations and annual reports. Additional skills include project and budget management, interviewing, graphic design/layout and print production.

GOVERNMENT EXPERIENCE

6 Years: John Wayne Airport, Orange County Transportation Authority, OC Waste & Recycling

EDUCATION

Bachelor of Arts, Communications/Advertising with Honors, California State University, Fullerton 1989

EXPERIENCE

02/00 - Present

President and Copywriter, Bos Communications

AMR Marketing Group, Beckman Coulter, Agency Ingram Micro, Mazda USA, Corinthian Colleges, D-Link, Toshiba (laptops), Microsoft, Cisco, OCTA, Cal Poly Pomona, Grifols Diagnostics, Presbyterian Intercommunity Hospital (PIH Health), St. Joseph Hospital, St. Jude Medical Center, Workforce Management Magazine, Avery Dennison, LexisNexis, Rhythm Interactive (Website Agency) Jovenville (Creative Agency), Beckman Coulter, UCI Pediatrics, Targus, Cal State San Bernardino, Saba Software

CAREER ACHIEVEMENTS

Global Strategic Messaging: Created all-new product messaging for Grifols Global Marketing, supporting a strategic re-launch after company acquisition.

Toshiba Laptop Division (2011-present): Create quarterly product branding/messaging, headlines, web pages and Amazon A+ content for all Toshiba laptops, storage products and TV product lines.

Healthy Living Magazine (2010-present): Contribute 10-15 articles for PIH Health quarterly community magazine, distributed to 250,00 homes in Southern California.

Mazda Dealership Magazine (2005-2008): Contributed 7-10 articles for Mazda's bi-monthly FUEL Magazine (circulation 20,000), distributed to 700+ Mazda North America dealerships nationwide.

Agency Ingram Micro (AIM): Consistently create 10-20 reseller emails/e-newsletters per month for Top Tier manufacturers within the distribution channel.

NORTH STAR

PLACE BRANDING + MARKETING

COVER LETTER

May 15, 2023

Dhaynae Romero
City of Pittsburg
65 Civic Avenue
Pittsburg, CA 94565

Dhaynae,

Thank you for the opportunity to respond to your RFP for Municipal Marketing and Branding Services for the City of Pittsburg. We would consider it an honor to work with you.

After learning about your situation, we believe North Star is the ideal partner to help the City of Pittsburg achieve its economic development marketing and branding goals. As a leader in municipal branding and marketing, all of our work is focused on helping communities identify their competitive strengths and leverage those strengths strategically, creatively, and tactically for the purposes of increasing resident recruitment, economic development, departmental consistency, and professionalism. Our philosophy is simple: ***Your brand should connect the soul of your community to the heart of your consumers.*** The BrandPrint process we use to realize that philosophy is much more complex, as it has been refined and perfected over the past 22 years through partnerships with communities in 46 states.

Through our BrandPrint, we will be able to discover Pittsburg's optimum positioning, the best use of resources to leverage your equity in a brand, and the ideal creative messages to help achieve your goals. In addition, we will provide guidance for you to coordinate and deploy the brand and marketing materials across the community and among your departments.

Please let me know if you have any questions regarding this proposal. Thank you once again, and I look forward to hearing your thoughts.

Only the best,

Will Ketchum | President
O: 904.645.3160 x1006 • F: 904.645.6080 • C: 904.304.8742
will@northstarideas.com

North Star Place Branding + Marketing
1023 Kings Ave.
Jacksonville, FL 32207

INTRODUCTION

Company History

The Burdette Agency, Inc. dba North Star Place Branding + Marketing is permanently located in Jacksonville, Florida and has 17 team members. North Star has been in business since the year 2000, is an operating unit of a Florida S-corporation, and has been financially stable since its founding.

Led by Will Ketchum and Patrick Golden, the North Star team is comprised of knowledgeable professionals who specialize in research, strategy, creativity, marketing, and media. Each team member has the place branding and marketing expertise to play a unique role in crafting the brand research and development initiative for Pittsburg. Our staff is available and capable to complete the services listed in this proposal. We are available on an on-call basis and have a response time of no more than 4 hours if in the office or one business day if traveling (as our work often requires).

As a full-service, integrated agency, North Star services are comprehensive and include these specializations:

- Research management
- Strategy and planning
- Brand and creative development/services
- Media planning and buying
- Photography and video production
- Web and digital marketing
- Social media strategy and management
- Public relations and issues management
- Program performance dashboarding and analytics

Experience: The Advantage of a Full-Service Place Marketing Specialist

Over the last two decades, North Star has partnered with communities coast to coast, helping them become more competitive. Bottom line...communities are our passion, and we've got the success stories to prove it. We're closely familiar with California through projects in **Bakersfield, Indio, Dublin, Menifee, Kern County, Lodi, Placer County, Santee, Riverside County,** and many others. Nationally, North Star has collaborated on high-level initiatives with the states of Florida and Mississippi; with well-known cities such as Providence, Rhode Island and Newark, New Jersey; and with smaller communities like Marshall, Minnesota and Petersburg, Alaska. All that varied expertise is important for Pittsburg because you want a firm with the chops, credentials, and gravitas to manage your project.

Our portfolio of work and record of problem-solving prove that we do not offer a stock solution. The advantage of our specialization is that our process—which a generalist agency cannot replicate—helps us obtain precisely the right insights to develop the unique strategy you need to increase economic development, build community pride, and create consistency among your departments. Rare in the place branding consulting industry, North Star is also a full-service agency that can help Pittsburg market well beyond the research, strategy, and brand creation stages.

Process: How Strategy Drives Your Brand and Unites Your Community

Our process combines a proven approach with customized creativity and out-of-the-box thinking specific to Pittsburg's situation. It begins with detailed research and expert-driven strategy

development. Then it builds vivid brands and marketing campaigns through award-winning visual identity design and an action plan implementable by your team (or with our assistance as needed) within your budget and timeline.

Research and strategy will be paramount to reaching consensus concerning the direction of the brand well before any decisions about creative elements and activation are made. Our process and guidance is centered first on creating understanding and buy-in to a DNA and strategic platform. This critical, foundational asset will outlive any campaign because it is the underlying truth and driving force of your community. With consensus on it, the creative decisions that follow will be relatively simple for your committee. Time and time again, we have learned that **strategy unites and inspires partner compliance and ultimately changes behavior.**

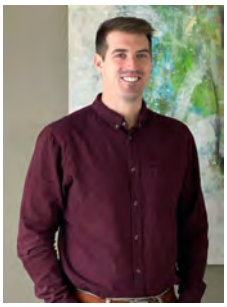
Economic Development Experience

North Star works with many economic development corporations and departments, and almost all of our municipal branding projects are ultimately focused on economic development—whether through business attraction (jobs and investment), resident recruitment/retention, tourism development, or strategic marketing. North Star has experienced many successes in helping our clients reach their economic development goals and is very experienced in target industry marketing, including in Pittsburgh's noted areas of focus. The case studies at the end of the proposal highlight some of these projects.

Pittsburg is strategically looking for a brand and marketing plan that works toward the City's goal of business recruitment while aligning with current branding efforts. As one of the most cost-effective cities to live in in the Bay area, Pittsburg has the opportunity to continue attracting commuters and remote workers while also creating new jobs—particularly in the already-strong service industry—that will encourage residents to work locally. Small businesses are key to Pittsburg's economy, although larger companies provide assets of their own. As more jobs are created through business attraction and retention, general economic growth will occur through increased spending at local retailers and restaurants. North Star is excited at the prospect of learning more about your strategies within the key industries of Green Energy, Autonomous Technology, Advanced Manufacturing, Food Production and Technology, Logistics, and Sports Tourism and look forward to a future working relationship.

THE NORTH STAR TEAM

Sam Preston will be your Project Manager and point of contact for any questions and issues throughout the project. He will hold regular meetings with the City of Pittsburg project leaders and report on a monthly basis, at minimum, outlining any significant meetings, discussions, actions, and results.



Sam Preston

Director of Project Management • Project Manager

Having lived in the west and the southeast, Sam is well traveled. Growing up in Idaho, he developed a natural wanderlust and a love of wide open spaces, viewpoints, and opportunities. His studies led him to Utah, and there he caught the marketing and branding bug at some of Salt Lake City's best branding agencies. As a Floridian, Sam now enjoys a different kind of wide open space with his growing family. With nearly a dozen years of experience advising clients, Sam is known as a highly organized, steady force at the table for every project. He is a champion of the client's interests, but with a keen eye for the brand and marketing approach that will serve them best.

Education: Utah Valley University

Roberto Muñoz

Research & Market Insights Director

Writing, marketing, research—all done with careful accuracy and quick wit: Roberto is a five-tool player for the placemaking game thanks to his endless energy and versatile skill set. After a stint at a downtown Nashville marketing agency, Roberto joined North Star as a supportive teammate with a penchant for finding the right words—and numbers—to tell a community's story in vivid detail. Whether working on business development or a research presentation, he always looks to learn about unique towns and cities nationwide and about the character and voice that sets them apart. He also puts his dual language skills to work for our many clients that have Hispanic populations. After college, Roberto returned to the Music City to spend time with family and begin a career in advertising. If he's not poring over commas and decimal points, he's likely catching a minor league ballgame in Nashville's Germantown or making a seasonal pilgrimage to Wrigley Field in Chicago.

Education: The University of Chicago

Ed Barlow

Senior Vice President, Director of Strategic Planning

Ed loves a good riddle. Ever since being the fastest to find the toaster in the tree in his pediatric dentist's waiting room, he has been solving marketing and operational challenges with creative and strategic instincts. Most recently, Ed gained valuable experience on both the client and agency sides of the branding relationship as an ADDY-award-winning Director of Marketing and Communications for the parent corporation to a group of national facility services companies serving transportation, travel, aviation, retail, healthcare,

and hospitality industries. He has also worked as Senior Copywriter and Marketing Strategist for a branding design firm in Nashville specializing in persuasive content for Music Row, corporate, and nonprofit clients. His success can be traced to intense curiosity, ability to listen intently, and all those questions that lead to solving any riddle.

Education: Florida State University | MA, Southern Methodist University

Anita Carter

Senior Vice President, Creative Services

Driven by avid curiosity—be it learning the origin of a word or phrase or everything there is to know about a place—Anita is an explorer at heart. The need to know how things work and what "makes people tick" led her to a Psychology degree with a focus in marketing. From being on the team that developed some big consumer brands like the Cadillac Escalade to overseeing an international spa skincare brand and developing place brands in her home state of Florida, the desire to know what is going on "behind the curtain" has proven a truly valuable asset. At North Star, Anita gets involved at every level digging into research to help develop sound strategic foundations and bringing those ideas to life through big ideas, expressive writing, and creative expressions. When she's not busy figuring things out, Anita is exploring the world with many of her adventures taking her to wine growing regions, a passion she shares with her husband. She's a trained massage therapist too, but she only pulls that trick out of the bag in emergencies.

Education: Florida State University

Patrick Golden

Executive Creative Director

With his background in history, passion for architecture, and love of a good story, Patrick loves learning about the place he hasn't been, a town off the beaten path, or the true heart of a city. Combine these qualities with his love of strategy and design, and he is ready to distill all of this into design mark, logos, straplines, and narratives that are as authentic as the places they represent. And he's got the awards to show it—dozens of Addys and an Effie for marketing effectiveness. Patrick has even painted the art on our walls and designed our office spaces. He's a true Renaissance creative man. Being mistaken for a local is the greatest compliment you can pay Patrick. He always has a bag packed, a camera in his hand, and a sketchbook in his backpack, ready to rack-up as many miles and experiences as possible.

Education: Flagler College

Chad Landenberger

Senior Art Director

Creative, witty, and a lover of puns, Chad brings enthusiasm to all projects he touches. Born in Michigan, he grew up in Arizona, Nevada, Colorado, and now calls Florida home. He brings his vast experience to North Star, leveraging his branding, illustration, and typography skills to produce outstanding, strategy-based creative for our client communities. On top of that, his

passion for travel and design is a perfect amalgam for the North Star team. Outside of the office, Chad can be found attending gallery openings, musical events, and spending time with his family. When the summers are unbearably hot in Florida, he can usually be found vacationing in the mountains.

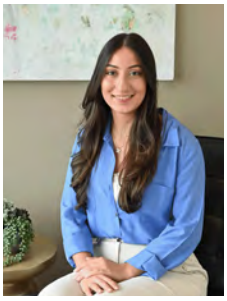
Education: University of North Florida

Haley Yacavone

Art Director

Originally from just outside of New Orleans, Haley has spent most of her life right here in Jacksonville, Florida. Since high school she's been on the fast track to jump straight into the bustling Advertising industry. Haley graduated from University of South Florida in 3 short years with her Bachelor's in Advertising and soon after moved to Richmond, Virginia to obtain her Master's in Art Direction from the renowned Brandcenter program. She firmly believes that nothing is out of reach when you have wit and determination at your disposal. When Haley isn't diversifying her skillset to wow our clients, you can find her throwing tennis balls for her dogs or playing poker with friends and family.

Education: University of South Florida | MA, Brandcenter

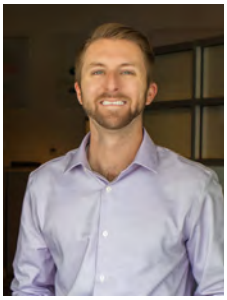


Brittany Kandah

Creative Services + Production Coordinator

Born and raised in Jacksonville, Florida, Brittany enjoys spending time at the beach as well as trying different restaurants that the city has to offer. Traveling brings excitement and drive to Brittany's life. After a trip, Brittany is filled with motivation and inspiration that she uses to help advance our North Star communities. After a productive day at the office, Brittany values spending quality time with her family and friends.

Education: University of Florida



Tyler Holder

Director of Strategic Communications

While a Florida native, Tyler's career and curiosity often takes him well beyond state lines. From supporting economic development projects to managing community initiatives across the U.S. and beyond, Tyler brings a wealth of experience in public relations, content creation, and social media management to our team. Whether it's developing the positioning for a place marketing campaign or navigating complex, multi-layered local issues, his integrated mindset ensures we approach each project holistically, considering all perspectives and opportunities. As an avid and steadfast Jacksonville Jaguars fan, Tyler takes time away from the office to venture into a couple away stadiums in his teal and black each year—from New York, Houston, Nashville, Seattle, and more.

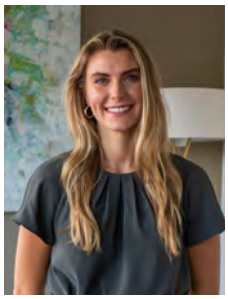
Education: University of North Florida

Darby Villarroel

Public Relations Account Manager

Raised in the kind of town that North Star aims to serve, Darby knows how special a community is to its people. She loves diving into the history of places to find what makes them unique and uncovering the value each community has to offer its residents and visitors. Darby brings public relations experience, writing prowess, and a keen interest in research to the team. For leisure, Darby loves to read by a body of water, see live music, and laugh at the endless entertainment provided by her three beloved cats, Aria, Hendrixx, and Potato.

Education: University of North Florida

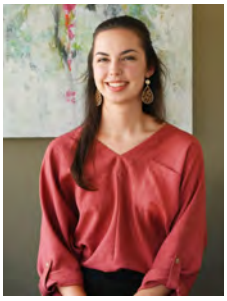


Sydney Gorak

Social Media/PR Coordinator

Fueled by a passion for journalism, Sydney brings creativity and excitement to developing content that brings North Star and our client's social media handles to life. Born in Maryland and spent time in Pennsylvania before settling in Florida, Sydney has a passion for discovering what makes a place a community. Sydney's copywriting, social media marketing, and brand building experience pair nicely with our integrated team. When not focusing on our client's social media efforts, you can find Sydney snapping photos or spending time on the beach.

Education: Flagler College

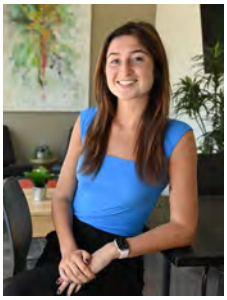


Robin Shattler

Community Engagement + Development Coordinator

Raised in the heartland of Florida and having spent her college years on the plains of Auburn, Alabama, Robin has a soft spot for small-town America. With an education in business marketing and intercultural communication, Robin brings a love of learning and a keen eye for detail to the North Star team. Well-traveled and well-versed in all-things-marketing — including graphic design, social media, and research — she uses her skills to develop business relationships that result in lasting change in our partner communities. After the workday is over, Robin trades in her pencil and keyboard to read fantasy novels and Twitter trends and spends her weekends caring for her plants and cheering her sports teams on to victory.

Education: Auburn University



Lily McNeel

Account Coordinator

Having roots that grow deep in South Georgia and Northeast Florida, Lily knows there is nothing like that small-town feel. But with skills such as creativity and communication, you can drop her anywhere, and she can turn a location into a home. When it comes to branding and marketing, Lily is fueled by creative, out-of-the-box thinking that helps our communities catch the eyes of their intended audiences. When Lily is not focusing on

digital marketing, you can find her painting, playing guitar, or reading a mysterious Stephen King novel.

Education: Flagler College

Mark Stevens

Digital Marketing Lead • Executive Vice President

With more than 25 years in marketing and operations, Mark is our go-to guy for streamlining the processes that help us produce great work for each and every place we represent. His rich background spans Fortune 1000 companies and global leaders like FedEx. Much like his affinity for making music, Mark applies the same commitment and perfectionism to creating an excellent return and results for our agency and our clients. When he isn't focused on improving operations for clients or playing guitar for intimate audiences, he enjoys spending time with his family. With an MBA from Vanderbilt, Mark never takes his eye off the bottom line while shaping the policies that impact our clients' successes, too.

Education: University of Florida | MBA, Vanderbilt University

Will Ketchum

President • Leadership & Strategic Oversight

Communities are everything—spirit, pride, livelihoods, ambitions, friendships, recreation, and most of all, home. With that point of view, Will is as passionate about community and place branding as they come. From our Jacksonville office, he manages North Star operations and is always close to clients and our work. He's advised Fortune 1000 companies, major metros, and rural counties on marketing and brand strategy over his 30 years in the agency business and has a particular focus in community economic development. He has led a community-wide visioning process to create a competitive global identity for Jacksonville which involved a wide array of city leaders, stakeholder groups, and sponsors. Will has never seen a trail he didn't want to take—whether it's traveling to solve branding challenges in amazing client communities or traveling for fun with his family.

Education: Vanderbilt University | MBA, University of North Carolina at Chapel Hill

METHODOLOGY

Philosophy & Approach

North Star will not "create" the brand for Pittsburg. It already exists in the very DNA of your community. Rather, we will uncover your brand and bring it to life in ways that have meaning for your target audiences—residents, investors, businesses, talent, and city employees. Through our research, we may discover additional target audiences to pursue.

Uncovering Pittsburg's unique DNA is essential to the success of all the marketing and community-building efforts that follow. Just as an individual's DNA determines everything from how that person looks to how that person acts (as well as their health and vibrancy), your DNA should be the foundational touchstone for everything in your community from marketing to infrastructure to policy. As such, the heart of any truly impactful brand is a research-driven and authentic DNA Definition.

Once identified, this DNA Definition can drive consistent and powerful communications, focus brand development, shape experiences, impact your environment, and more. Because this DNA is central to the Pittsburg community, it has the capacity to drive the brands for all of your city departments, investors, initiatives, and campaigns.

Phase I: Market Research & Brand Strategy

Stakeholder Education

Inclusiveness and early understanding are critical to the smooth implementation of a community brand. Educating your residents, businesses, and stakeholders on the purpose, process, and possibility of a brand early is the first step in achieving buy-in from these important audiences. Specific attention must be given to your Steering Committee to ensure that the leaders of this initiative share a vision for the purpose, desired outcomes, and accomplishments of this project. North Star has created an array of educational tools designed to increase understanding of and support for the Pittsburg branding initiative. To that end, we provide:

- **Educational Presentation**
- **Community Engagement Website/Brand Story Site**

Research

North Star has identified the following research studies to help achieve Pittsburg's branding and marketing goals. This compiled body of data points us in the direction we need to go to craft your story. You will notice both qualitative and quantitative studies included in this recommended matrix. North Star strongly advocates a mixed method approach to research because it will tell you not just "How, When, What, and Where" but also "Why." Only through mixed methodology can your community obtain a true picture of where your brand is now, why, where it should be, and how your preferred identity can best be accomplished.

- **Situation Analysis**
- **Research, Planning, Communications, and Media Audit**
- **Familiarization Tour**
- **Key Stakeholder Interviews + Focus Groups**
- **Online Community Survey & Brand Barometer**

- **Influencer Perception Study**
- **Consumer Awareness + Perception Study**
- **Competitive Positioning Review**

Insights & Strategy

Our insights come from asking a number of thought-provoking questions: What brand "story" does the research tell? What emotional attachments can the brand hold? What are Pittsburg's core values? How does the brand fit into the consumer's lifestyle? How can the brand best be used to elicit Pittsburg's desired emotional/behavioral responses? How does Pittsburg stand apart from competitors? These insight questions are compiled in a succinct storyline that leads directly to the Pittsburg strategic brand platform (DNA Definition). This platform is the critical touch point for all branded activity moving forward. For maximum brand impact, all efforts, thoughts, communications, and actions should literally and symbolically support its essence.

- **Situation Brief & Insight Development**
- **DNA Definition (Brand Positioning Statement):**

Target audience:	*For whom Pittsburg has the most appeal*
Frame of reference:	*Geographic context of Pittsburg*
Point of difference:	*What makes Pittsburg special*
Benefit:	*Why it should matter to the consumer*

- **Research and Strategy Presentation & Report**

Phase II: Creative

Creativity

In this stage, the insights and strategy are transformed into tangible creative products that embody Pittsburg. An in-depth Creative Brief and a Creative Workshop guide this process. Straplines, logos, color, looks, and messaging (with brand standards) are created. Additional deliverables will be developed to express the new brand identity in the context of its future use.

- **Creative Committee Workshop**
- **Community Creative Workshop**
- **Straplines & Rationale (5)**
- **Brand Narrative**
- **Department Logos (~13)**
- **Color Palettes (2)**
- **Looks (2)**
- **Brand Standards Guide**
- **Custom Deliverables (8-10):**
  - Social Media Graphics
  - Templates (Email Signature, Presentation, Newsletter, etc.)
  - Business Cards
  - Letterhead

- Envelopes
- Brochures
- Building + Monument Signage
- Vehicle Wraps
- Print and Electronic Advertising Merchandise (Apparel, Accessories, etc.)
- Built Environment Applications

Phase III: Action & Implementation

Implementation

Following your brand's development, North Star has the ability to implement a strategic action and communications plan to begin the work of repositioning Pittsburg in the marketplace. This plan comprises the fundamental action steps that ensure the brand gains traction and maintains momentum. Many of these tasks involve setting up the communication, organization, and cooperation that will propel your brand forward. Our goal, and yours, is to make sure that Pittsburg's brand is the guiding principle for your future, not just a logo and line on your letterhead. This plan will be developed around the completion of the brand strategy and include estimated costs/budget and a suggested timeline for implementation.

- **Community Communication & Rollout Guidance**
- **Brand Action Ideas**
- **Final Report and Presentation**
- **Comprehensive 3-Year Marketing Strategy:**
    - Business objectives
    - Communications objectives
    - Target audiences definition, analysis, and quantification
    - Target audiences key insights
    - Key messaging articulation by market segment
    - Communication, PR, social media, and grassroots strategy & tactics
    - Annualized schedule and sequence of all tactics
    - Annualized marketing activation budget by tactic
    - Program measurement and evaluation

Phase IV: Evaluation (Future/Optional)

Evaluation & Results Tracking

Ideally, evaluation answers two basic questions: Have responses to the brand among target audiences changed in the way the BrandPrint intended? And have these changes resulted in action that will achieve the desired objectives of the brand?

The research studies in this plan are designed to produce benchmarks and results that can be used for comparison with future studies. These tracking studies are outside the proposed scope of work, but we wanted Pittsburg to be aware of their future availability.

- **Social Media**
- **12-Month Follow Up**
- **Brand Barometer**

REFERENCES

Quincy, IL
Mr. Kyle Moore
President
Great River Economic Dev. Foundation
Quincy, IL 62301
217.223.4313
moorek@gredf.org

Santee, CA
Ms. Marlene Best
City Manager
City of Santee
619.258.4100 ext. 295
mbest@cityofsanteeca.gov

Kern County, CA
Mr. Richard Chapman
President/CEO
Kern County EDC
661.862.5161
richard@kedc.com

RELEVANT PROJECTS

Summary of Relevant Experience

At North Star, we partner exclusively with governmental entities, EDCs, chambers, regions, municipalities, destinations, and community organizations. Our approach has proven its versatility with regard to creating meaningful, long-lived brands in the following places:

Ada County Highway District, ID
Akron, OH
Albemarle, NC
Allen, TX
Aurora, IL
Bakersfield, CA
Bristol, CT
Broken Bow, NE
Brookings, SD
Cape Girardeau, MO
Carbondale, IL
Carson Valley, NV
Catawba County, NC
Cecil County, MD
Charles County, MD
Citrus Heights, CA
Clark County, NV
Clay County, FL
Clearwater, FL
Columbus, IN
Coral Springs, FL
Dandrige, TN
Danville River District, VA
Denison, TX
Des Plaines, IL
Downtown Maryville, TN
Downtown York, PA
Dublin, CA
Dublin, OH
Elk Grove, CA
Elkton, MD
Fairburn, GA
Fargo, ND
Fayetteville, NC
Farragut, TN
Frankfort, KY
Gainesville, TX
Gallatin, TN
Georgetown, TX
Glendale, CA
Goshen, IN
Goshen County, WY
Grand Junction, CO
Green County, WI
Greene County, OH
Grove City, OH
Harwich, MA
Hickory, NC
Indio, CA
Iowa City, IA
Jacksonville, FL
Johns Creek, GA
Johnson City, TN
Kern County, CA
Knightdale, NC
La Vista, NE
Lake Bluff, IL
Lake Geneva, WI
Lancaster, CA
Lansing, MI
Lee's Summit, MO
Livingston, NJ
Lodi, CA
Manassas, VA
Marathon County, WI
Marshall, MN
McKinney, TX
Memphis, TN
Menifee, CA
Miami County, OH
Mitchell County, NC
Monadnock Region, NH
Montgomery County, NY
Montrose, CO
Morton Grove, IL
Muscatine, IA
Nashua, NH
Newark, NJ
Newport News, VA
New Orleans, LA
New Rochelle, NY
Newton, NC
Oglethorpe County, GA
Olympic Peninsula, WA
Orange Park, FL
Osceola County, FL
Paris, TX
Parker, CO
Petersburg, AK
Pioneer Valley, MA
Placer County, CA
Port of San Diego, CA
Providence, RI
Quincy/Adams County, IL
Rancho Cordova, CA
Ridgeland, MS
Roswell, GA
Round Rock, TX
Sacramento, CA
Sammamish, WA
Sandy, OR
Santee, CA
Sebastopol, CA
Sevierville, TN
Shawnee, KS
Sierra Vista, AZ
Sioux Falls, SD
Snohomish County, WA
Spartanburg, SC
St. Charles, IL
Stockton, CA
Sun Prairie, WI
Tehachapi, CA
Tempe, AZ
Turlock, CA
Union County, NC
Virginia's Blue Ridge
West Plains, MO
Wilmington, DE

COST PROPOSAL

Partnering with the City of Pittsburg is not a responsibility we take lightly. If it becomes necessary, we are interested in collaborating with Pittsburg project leaders and stakeholders to create an even more custom scope of work for perfecting this important initiative.

Phase I. Research, Insights, & Strategy	$30,000
Phase II. Creative	$30,000
Phase III. Action + Implementation	$30,000
Working Files*	$30,000
Total	$120,000

**Assumes 3-4 fully completed assets and related files. Some of these materials would be concepted in your full BrandPrint. However, we are creating space in the budget for additional deliverables, such as advertisements, social media posts, brochures, etc. that will require full vetting and a back and forth approval process.*

This cost proposal has been calculated with consideration to third party costs associated with the research (we subscribe to a research tool) and North Star's ***blended hourly rate of $195/hr****. This blended hourly rate also applies to any on-call marketing services. Travel & miscellaneous are additional (pass-through basis).*

FEATURED

CASE STUDIES

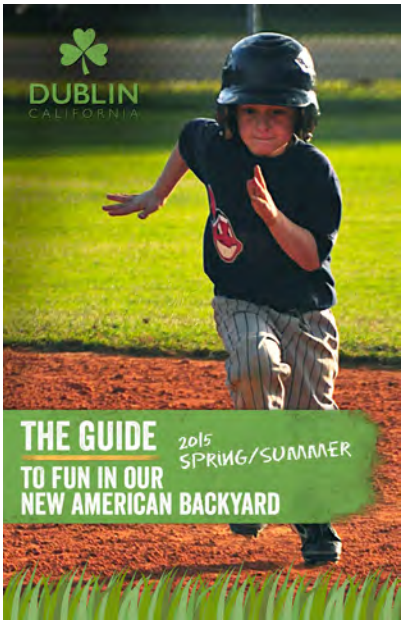
DUBLIN
CALIFORNIA
THE NEW AMERICAN BACKYARD

CHALLENGE:
Dublin's distinct name and shamrock logo were working together to position the community as Irish, which entirely missed the point in terms of elevating Dublin's unique point of difference. However, the community name is here to stay (and does reflect its founding heritage) and there is significant equity in the existing logo in terms of financial investment and community attachment. How best to position Dublin to showcase the community's many additional assets and attributes without abandoning equity in the logo. Keeping in mind that this brand must look and feel entirely different relative to San Francisco, Oakland and the Silicon Valley.

INSIGHT:
Dublin is a place where diversity and acceptance are the only things status quo. Where success and access are available to all. Where neighbors and families commune and connect – not over the back fence – but in parks and open spaces, coffee shops, classrooms and boardrooms. A place with an uncommonly welcoming attitude that reflects an "It's ALL right in my backyard" optimism.

BRAND STRATEGY:
Straight from the strategic brand platform, the line "New American Backyard" celebrates and supports everything from Dublin's location in the Bay's backyard to the way the American dream is still alive and thriving to the community's vast system of parks and open spaces that serve as kind of figurative "back yard" and gathering spot for this connected community. The line also gives the community a platform for promoting all the activities, assets and advancements happening right in their backyard. Rather than abandoning the well-established shamrock logo, the decision was made to update it and then add additional graphics, messaging, photography and design elements that elevate and evolve the graphic identity. Warm vibrant colors represent the diversity of the community. Textural elements add depth and warmth to each design. And graphic representations of items found in backyards add surprise and interest.

DUBLIN
CALIFORNIA
THE NEW
AMERICAN
BACKYARD



LA VISTA
IMPROVE YOUR POINT OF VIEW.

CHALLENGE:
What's a community to do when common descriptors are overshadowed and overlooked? Such was the dilemma for La Vista, Nebraska: Overshadowed by its older, slightly larger neighbor Papillion, which takes top billing for shared assets like the school district. And overlooked by an even larger neighbor to the north, Omaha. How can this town used to second thoughts get folks to take a first or fresh look? Should be easy when your name literally means "view." Right?

INSIGHT:
La Vista enjoys a comfortable setting as the newest city in the middle of the state's fastest growing region. The location serves as a calm, family friendly oasis in a crowded metro with easy access to the best of that region. It boasts a forward-thinking perspective unlike some neighbors, which ensures an unlikely balance of outsized economic opportunity and enviable small town sense of community.

BRAND STRATEGY:
North Star recommended pursuing folks who want to be in the middle of opportunity and activity while enjoying a strong sense of community. La Vista appeals to those who celebrate small gestures and innovate with big ideas. It stands out as a place not chasing trends but truths in its decision making, which gives residents and businesses the confidence to succeed.

For a community whose name means view, creative elements should elevate that device both in tone and visuals. Brand tools should encourage audiences to change their perspective on La Vista while giving them a place to improve their own future. The design mark is both a stylized monogram "LV" and a take on framing a view with your hands or fingers like a photographer might demonstrate. The line plays on the name and can be interpreted as either "a place from which to view something" or "a way of thinking." It underscores the message that La Vista is in "the middle of it all," from where you can see (access) everything.

LA VISTA
IMPROVE YOUR POINT OF VIEW.

LA VISTA
IMPROVE YOUR POINT OF VIEW.

POTTY TRAINED AND READY FOR A **NEW POINT OF VIEW** AS WELL AS SOME TREATS.
ADOPT ME.
LA VISTA POLICE K9 FOR A DAY

LA VISTA
IMPROVE YOUR POINT OF VIEW.

LA VISTA
FINANCE
DEPARTMENT

LA VISTA
PUBLIC WORKS
DEPARTMENT

LA VISTA
RECREATION
DEPARTMENT

LA VISTA YP
YOUNG PROFESSIONALS ORGANIZATION

JOHNSON CITY
GO. ALL. OUT.

CHALLENGE:

With a sesquicentennial approaching, Johnson City was eager to update a decades-old brand identity and distinguish itself among the Tri-Cities. Eyeing the next 150 years, how can this outdoor mecca and educational powerhouse leverage the region while standing out within it? Johnson City needed a strong brand that positioned itself as a talent magnet for decades to come and a vehicle to celebrate the century and a half that defined its authenticity, culture and self-sufficient nature.

INSIGHT:

Johnson City demonstrates a strong commitment to quality of life, particularly to outdoor pursuits. It has more opportunities close to downtown than neighbors like Asheville. So there's no Asheville envy here, just a desire to enjoy short commutes whether that is to your tech job in a space with exposed brick walls or a mountain bike park on the edge of downtown organized like your favorite ski resort. Like many college towns, Johnson City suffers brain drain as grads chase urban living elsewhere only to find it unaffordable. But this City is not the place to get lost in a theoretical vacuum. The critical thinking and insights gained from higher education get tested and put to work here. You'll find the innovation you'd expect from universities and the business sector, but take a look at the public sector. Johnson City solved a chronic flooding issue by creating Founders Park that mitigates the problem while creating a beloved space. Just one of many examples in this picturesque town of how critical thought can go the extra mile in creating critical mass (outdoor rec, downtown activity and community pride).

BRAND STRATEGY:

Johnson City's new brand elements serve as an invitation to this mountain setting and economic opportunity. But it is also a call to action to get outdoors, do your best, and become involved. Go All Out will obviously attract adventurers and outdoor enthusiasts. But it encourages innovative thinking and gets to a distinction for perseverance and resiliency in this part of the state. You are part of a strong community here that will Go All Out for your needs and dreams.

JOHNSON CITY
GO. ALL. OUT.

JOHNSON CITY
GO. ALL. OUT.

JOHNSON CITY
GO. ALL. OUT.

DOWNTOWN
JOHNSON CITY

ALL. OUT. Exploring
JOHNSON CITY
TENNESSEE


JOHNSON CITY
GO. ALL. OUT.


DOWNTOWN
JOHNSON CITY


JOHNSON CITY
PARKS & RECREATION


JOHNSON CITY
PUBLIC LIBRARY


Visit
JOHNSON CITY
TENNESSEE


NORTHSTARIDEAS.COM

City of Pittsburg Sustainability Plan

Public Review Draft
June 2023

Project Team Acknowledgements

The City of Pittsburg Sustainability Plan Team extends its sincere gratitude to everyone who has supported and participated in this foundational planning process. This plan was developed through an integrated partnership between community members, City staff from all departments, including Community Development, Public Works, the City Manager's Office, and Environmental Services; and interested parties. The invaluable contributions made by the community at large, City staff, Council members, and planning experts, in addition to your unwavering support and collaborative input played an instrumental role in the development of this comprehensive plan. Voices, feedback, and input are interwoven throughout this document and your continued dedication and collaboration have been instrumental in shaping an implementable Sustainability Plan that encompasses a wide range of sustainable practices. The City is grateful for the expertise, time, and effort that each person has contributed to designing this comprehensive strategy. Specifically, we would like to thank:

- Community Members
- Pittsburg Planning Commission
- Pittsburg City Council
- City Staff from all Departments, with a special thanks to the Sustainability Plan Team:
    - John Samuelson, Director of Public Works and City Engineer
    - Jordan Davis, Director of Community & Economic Development
    - Dick Abono, Director of Special Projects
    - John Funderburg, Assistant Director of Planning
    - Hilario Mata, Assistant Public Works Director
    - Laura Wright, Retired Environmental Affairs Manager
    - Sara Bellafronte, Assistant to the City Manager
- Delta Diablo
- Rincon Consultants, Inc.

Your active involvement, feedback, and support have enriched this plan and provided alignment with our City's goals and the community's needs. Together, we look forward to continuing our collaborative efforts as we transition into the implementation phase, working towards a greener and more sustainable future.

Glossary

Term	Definition
Active Transportation	A means of transportation that is powered by human energy, for example walking or biking.
Anthropogenic	Made by people or resulting from human activities; usually used in the context of emissions that are produced as a result of human activities.
Atmosphere	The envelope of gases surrounding the Earth; the gases that make up the atmosphere primarily include nitrogen (78%) and oxygen (21%), as well as argon, helium, carbon dioxide, methane, and water vapor in trace amounts.
CALGreen	An abbreviated reference to the California Green Building Standards code, which sets minimum requirements for sustainable practices for construction (residential and commercial) projects throughout the state. It is updated every three years in accordance with the building cycle.
California Air Resources Board (CARB)	The lead agency for climate change programs that also oversees all air pollution control efforts in California to attain and maintain health-based air quality standards.
Carbon-free Energy	Energy produced by a resource that generates no carbon emissions, for example, wind power.
Carbon-neutrality/ Net-Zero Emissions	Balancing anthropomorphically generated emissions out by removing GHGs from the atmosphere in a process known as carbon sequestration.
Carbon sequestration	The long-term storage or capture of carbon dioxide and other forms of carbon from the atmosphere through biological, chemical, and physical processes.
CH_4	Methane, a hydrocarbon that is a greenhouse gas produced through anaerobic (without oxygen) decomposition of waste in landfills, animal digestion, decomposition of animal wastes, production and distribution of natural gas and petroleum, coal production, and incomplete fossil fuel combustion.
Climate	The average of weather patterns over a long period of time (usually 30 or more years).
Climate Change	A change in the average conditions — such as temperature and rainfall — in a region over a long period of time.
Co-benefit	Additional benefits attributed to sustainable initiatives beyond greenhouse gas emissions reductions, including improved health and safety, high-road job development, connected communities, energy security, reduced reliance on fossil fuels, and community savings

Term	Definition
CO_2	Carbon dioxide, a naturally occurring gas and a by-product of burning fossil fuels and biomass, as well as land-use changes and other industrial processes.
CO_2e	Carbon dioxide equivalent, a metric measure used to compare the emissions from various GHGs based upon their GWP.
Decarbonization	Replacing technologies and services that run on fossil fuels (e.g., natural gas) with ones that run on zero-carbon sources of energy (for example electricity from renewable energy like solar or wind power), ideally from renewable sources.
Disadvantaged Communities	Any community disproportionally affected by environmental, health, and other burdens or low-income areas disproportionally affected by environmental pollution and other hazards
Emissions	The release of a substance (usually a gas when referring to the subject of climate change) into the atmosphere.
Electric Vehicle (EV)	A vehicle that uses one or more electric motors or traction motors for propulsion.
Energy Storage	Can provide frequency regulation to maintain balance between the network's load and detected power generated, achieving more reliable power supplies. Batteries are an example of energy storage.
Fossil Fuel	A general term for fuel formed from decayed plants and animals that have been converted to crude oil, coal, natural gas, or heavy oils by exposure to heat and pressure in the Earth's crust.
Greenhouse Gas (GHG)	A gas that absorbs infrared radiation, traps heat in the atmosphere, and contributes to the greenhouse effect.
Global Warming Potential (GWP)	Total contribution to global warming resulting from the emission of one unit of that gas relative to one unit of the reference gas, carbon dioxide, which is assigned a value of 1.
Local Governments for Sustainability (ICLEI)	A global network of more than 1,750 local and regional governments committed to sustainable urban development – emissions estimates were calculated using ICLEI's best available methodologies.
Intergovernmental Panel on Climate Change (IPCC)	The United Nations body for assessing the science related to climate change.
Marin Clean Energy (MCE)	A not-for-profit, community choice aggregator (CCA) that provides clean energy options to residents and businesses in Marin County, California and select cities in Contra Costa, Napa, and Solano counties.
Mitigation	An action that will reduce or prevent GHG emissions, such as electrifying buildings that previously ran on natural gas.

Term	Definition
Metric Tons (MT)	Common international measurement for the quantity of GHG emissions – one metric ton is equal to 2,205 pounds or 1.1 short tons.
Metric tons carbon dioxide equivalent (MT CO_2e)	Metric/unit that GHG emissions are reported per standard practice; when dealing with an array of emissions, the gases are converted to their carbon dioxide equivalents for comparison purposes.
Microgrid	A group of interconnected loads and distributed energy resources that act as a single controllable entity in respect to the grid. A microgrid can operate in 'island mode' and disconnect from the grid, or operate while connection to the grid.
N_2O	Nitrous Oxide, a powerful GHG with a high global warming potential; major sources of nitrous oxide include soil cultivation practices, especially the use of commercial and organic fertilizers, fossil fuel combustion, nitric acid production, and biomass burning.
Organic Material	Natural materials, for example food scraps and yard waste.
Photovoltaic (PV)	Relates to the production of electric current at the junction of two substances exposed to light (e.g., solar energy).
Representative Concentration Pathway (RCP)	Greenhouse gas concentration trajectory scenarios adopted by the IPCC.
Reach Code	A building code which requires a higher level of energy efficiency than the standard statewide code. Reach codes are allowed and encouraged under Title 24.
Remodels/ Alterations	A building update that changes the exterior detail of a structure, but not its basic shape or size.
Renewable Energy	Energy derived from natural sources that are replenished at a higher rate than they are consumed (e.g., wind, biomass).
Resilience	Ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate.
Senate Bill (SB) 32	SB 32 is the California Senate bill in 2016 that requires there be a reduction in GHG emissions to 40% below 1990 levels by 2030.
Senate Bill (SB) 1383	California's Short-Lived Climate Pollutant Reduction Strategy, which sets statewide targets to reduce compostable materials in landfills by 75% by 2025, and to rescue at least 20% of edible food currently disposed for human consumption by 2025.
Service population	Total combined residents and employees served by the community
Sequestration	The storage of carbon in plants or materials so that it cannot enter the atmosphere and cause additional warming.

Term	Definition
Social Equity	All people having equal access to and influence on the resources and benefits of society.
Transportation Demand Management (TDM)	Transportation Demand Management focuses on how people make their transportation decisions, and facilitates greater usage of infrastructure for transit, ridesharing, walking, biking, and telework.
Urban Forest Management Plan	An Urban Forest Management Plan (UFMP) promotes the sustainability of trees in an urban space that maximizes environmental benefits while maintaining other/ linked safety and economics goals.
Vehicle Miles Traveled (VMT)	VMT is the total miles traveled by motor vehicle that are generated over a population over a given timeframe (e.g., one year).
Weather	The state of the atmosphere over a short period of time (usually an hour or a day), describing if it is hot or cold, wet or dry, calm or stormy, clear or cloudy, etc.
Zero-Emissions-Vehicle (ZEV)	A vehicle that never emits exhaust gas from the onboard source of power.
Zero Waste	The conservation of all resources by means of responsible production, consumption, reuse, and recovery of materials and packaging, without burning, and with no discharges to land, water, or air that threaten human health.

Table of Contents

Table of Contents

1. Introduction

John Buckley Square

City's Sustainability Vision

The Pittsburg **Sustainability Plan** is a living document that has been designed to engage, excite, and empower our community to take incremental steps towards a healthier, more sustainable future. This plan will serve as a first step towards reducing greenhouse gas (GHG) emissions in the City and establishes practices the community can implement that are practical and result in real, positive change. As such, the primary focus of this plan is to create a more sustainable, equitable, and healthy Pittsburg, while maintaining a strong economy and reducing emissions to support California's Climate goals.

Sustainability can be defined as meeting the needs of the present without compromising the ability of future generations to meet theirs and is supported by three primary pillars: economic viability, environmental justice, and social responsibility (Figure 1).[1] Building off these pillars, this plan has been created with input from community members, interested parties, and City staff to establish a robust structure and continue cultivating a healthy, flourishing City, while reducing GHG emissions and becoming more sustainable. The City's commitment to reduce GHG emissions and become more sustainable means the community will benefit from various co-benefits, including improved health and safety, high-road job development, connected communities, energy security, reduced reliance on fossil fuels, and community savings. The co-benefits are discussed further in Chapter 3, *GHG Reduction Strategy*.

1. https://www.epa.gov/sites/default/files/2015-05/documents/sustainability_primer_v9.pdf

Background and Purpose

The plan establishes a framework for the community to work together to create positive change, with sustainability and GHG emission reductions at its core. The following section provides a brief background and purpose of this plan.

Background

The City of Pittsburg has been committed to increasing sustainable operations and policies and fostering a healthy community for many years.

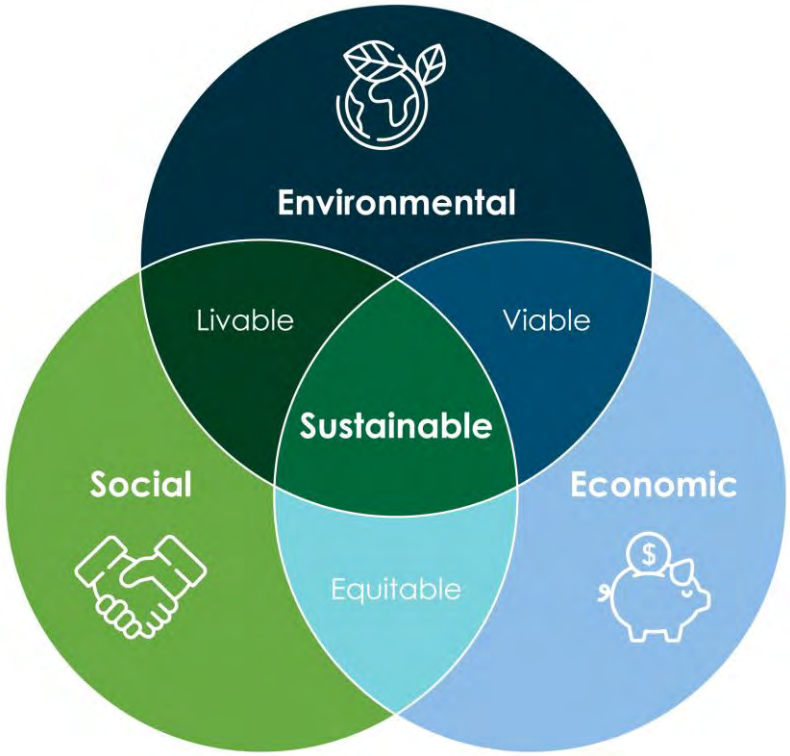
For example, the City created a Sustainability Overview reference page on the City website that includes information related to: transportation, energy use, climate action news, energy upgrade, composting, Living Green Gardens, hazardous waste, stormwater, waste and recycling, and water conservation. Pittsburg also completed a GHG inventory for 2005 and 2016 to track and understand the City's GHG emissions profile and sources. Additionally, the City has adopted a handful of documents, including Pittsburg Moves,[2] the City's Active Transportation Plan, which focuses on infrastructure and availability for active transportation options in hopes of improving health, mobility, livability, the economy, and the environment. Pittsburg Moves includes over 257 projects, such as roadway and trail improvements, including paving or repaving; installing trail crossing signals, high visibility cross walk markings, new signage, and creating high-visibility crosswalks; providing pedestrian refuge; and adding Class I and II bike lanes on various roadways throughout the City. This Sustainability Plan further demonstrates that Pittsburg is committed to reducing GHG emissions and continuing to improve life in the City.

Purpose

The Sustainability Plan is a long-range document that guides the City towards sustainability and GHG emission reduction goals. It includes the inventory of emissions sources in Pittsburg for 2005 and 2016, forecasts future GHG emissions through 2045, and establishes emissions reduction targets that align with goals set by California for both 2030 and 2045. The Sustainability Plan also includes emissions reduction goals and actions the City can implement to put the community on a path towards reducing GHG emissions with a focus on community health and our thriving economy. We recognize that the time to act is now – as a community, we can and should work together to establish a healthier future with safer homes and public spaces; more secure, high-paying jobs; and reliable access to clean resources. The structures and systems that shape our day-to-day activities can make a significant difference. According to the United Nations Intergovernmental Panel on Climate Change's (IPCC) most recent report (2022), changes in lifestyle and behaviors have a significant role to play in mitigating climate change.

2. https://www.ipcc.ch/report/ar6/wg2/

Figure 1. Sustainability Pillars



Source: https://www.sciencedirect.com/topics/earth-and-planetary-sciences/venn-diagram

Specifically, actively commuting, avoiding long-haul flights, shifting to plant-based diets, reducing food waste, and using energy more efficiently in buildings are things that, with the right structures and systems in place, we can all do to reduce emissions and improve our own health, as well as the health of our communities. One of the main goals of Sustainability Plan is to bring awareness to sustainability and opportunities to reduce emissions in the community across all sectors and provide information about what we can each do today to make a difference and set our community on the path towards more significant GHG reductions. Collectively, through implementation of thoughtful actions, we can change the world by focusing locally on Pittsburg to establish a future that makes us proud.

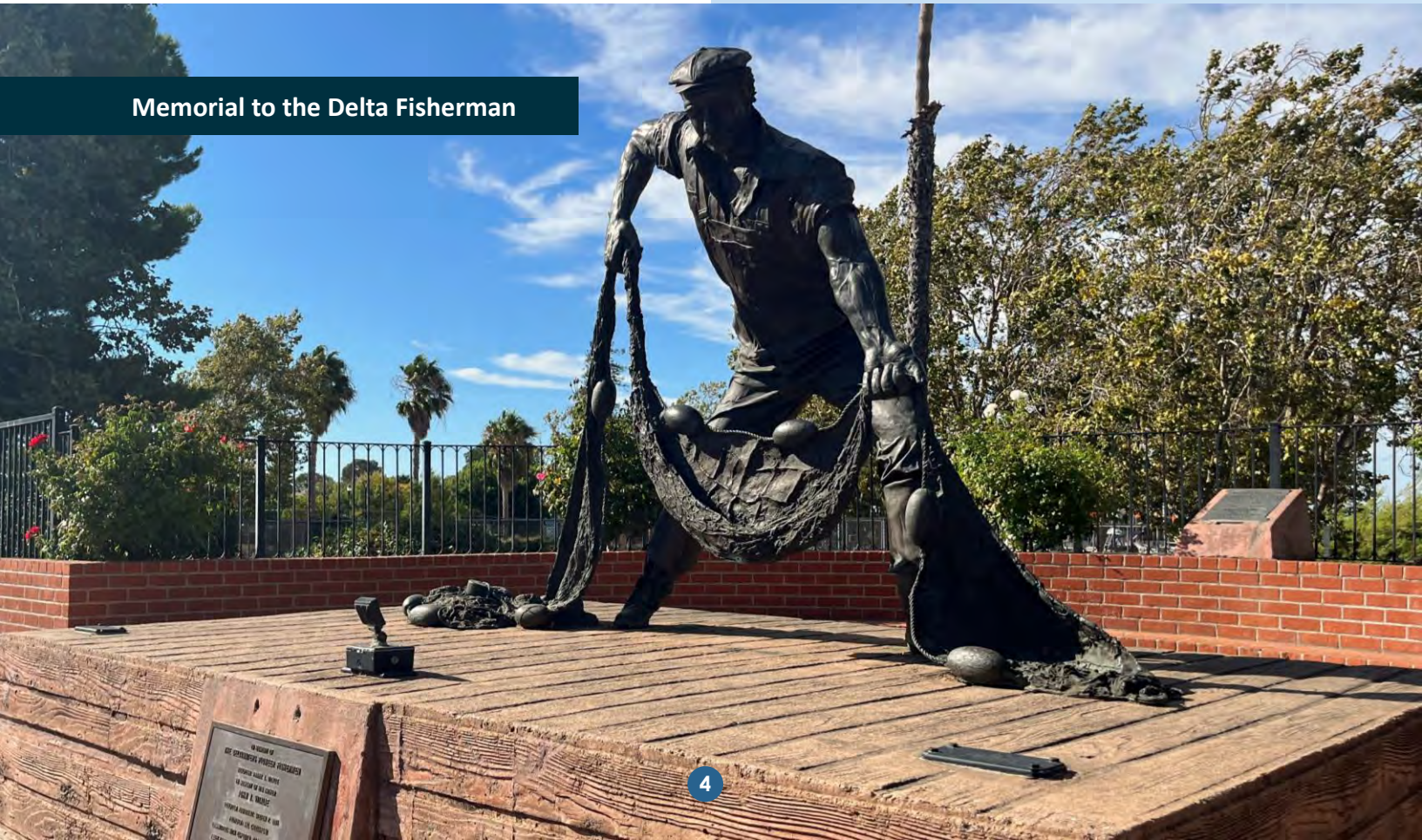
Equity and Environmental Justice

A foundational objective of this plan is to enhance equity throughout the community while working towards long-term sustainability and GHG emission reduction goals. The City acknowledges that past policies and plans may have not equally distributed the benefits to specific communities while leaving them out of the decision-making process . Equity means ensuring that the impacts, co-benefits, and opportunities associated with this plan's goals are fairly distributed amongst the community, that the potential burdens of implementing these goals are fairly distributed, and that all communities—specifically, those who have been historically left out of the conversation before—participate in the plan's decision-making process.

As such, equity can be thought of as the goal while environmental justice is the act of achieving and protecting that goal. As outlined in the Community Health and Environmental Justice Element, a foundational objective of this plan is to consider and respond to environmental justice issues

Environmental justice is defined in California law as the fair treatment of people of all races, cultures, and incomes with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies.

Government Code Section 65040.12



Memorial to the Delta Fisherman

to confirm disadvantaged and vulnerable communities are engaged and represented in the decision-making process, to protect disadvantaged and vulnerable communities from environmental hazards, and to create a future where such communities have access to recreation, transportation, education, community amenities, healthy foods, and safe and decent housing.

Sustainability Planning Process

As mentioned above, the Sustainability Plan development process was built off the work done for the previous GHG emissions inventories and development of future GHG emissions forecasts and emissions reduction targets. As shown in Figure 2, after the targets were set, emissions reduction goals and supporting actions were designed based on the success of the work done previously in the City and current best practices. The goals and actions were refined based on City staff, interested party, and community feedback, to establish a robust plan of voluntary actions.

Once the goals and supporting actions were finalized, an implementation plan (Chapter 5, Implementation Plan) was established to track and monitor the City's progress towards the previously identified targets. As a final step, the Sustainability Plan will be adopted after public review. Successfully developing a long-range plan takes a team, including various interested parties, community members, decision-makers, City staff, and consultants, that work together collaboratively to design a plan that is representative of the needs and the desires of the community at large.

The development of this Sustainability Plan required just that – it was developed through an integrated partnership between City staff from all departments, including Community Development, Economic Development, Public Works, the City Manager's Office, and Environmental Services; interested parties; and community members. The main community-focused outreach and engagement events that were completed as part of the Sustainability Plan development process are outlined Table 1.

Figure 2. Sustainability Plan Process Flow Diagram

Table 1. Summary of Sustainability Plan Interested Party and Community Outreach and Engagement Events

Topic	Event	Date
Introduction to Sustainability Plan	Community Pop-Up Event	August 5, 2022
Input on Sustainability Plan	Community Input Survey	December 11, 2022 – January 31, 2023
Strategy and Action Review and Prioritization	Community Open House	January 25, 2023
Reducing Vehicle Miles Traveled and Increasing Zero-Emissions Vehicle and Equipment Use	Weekly Social Media Post Virtual Climate Café	March 7, 2023 March 9. 2023
Waste Diversion	Weekly Social Media Post Virtual Climate Café	March 14, 2023 March 16. 2023
Decarbonizing Electricity and Use and Storage of Local Renewable Energy	Weekly Social Media Post Virtual Climate Café	March 21, 2023 March 23, 2023
Water Conservation and Local Water Supply	Weekly Social Media Post Virtual Climate Café	March 28. 2023 March 30, 2023
Carbon Sequestration	Weekly Social Media Post Virtual Climate Café	April 4, 2023 April 6, 2023
City's Commitment to Climate Action	Weekly Social Media Post Virtual Climate Café	April 11, 2023 April 13, 2023
Reducing Reliance of Natural Resources	Weekly Social Media Post Virtual Climate Café	April 18. 2023 April 20, 2023
Creating High Road Jobs	Weekly Social Media Post Virtual Climate Café	April 25, 2023 April 27, 2023

Co-benefits of Greatest Interest to the Community:

- Improved air and water quality
- Increased personal and public health
- Protection of natural resources
- Increased resilience
- Cost savings
- Creation of high-road jobs

"Environmental justice must be central to this work as well. We have a lot of industrial businesses in the community. Thinking through a long-term plan for making a transition to cleaner businesses is going to be crucial. Providing jobs for youth is also very important!"
- City of Pittsburg Resident

Your Voice Matters!

As part of the Sustainability Plan development process, the City hosted 10 events that were open to the community members and advertised, in part, via the City's social media pages. Additionally, the City hosted a survey with the goal of gaining an understanding of the community's current awareness of climate change and preferred path toward increasing our ability to reduce the impacts of climate change and become more sustainable, while retaining the character of the City. The survey received 71 responses, 41% (31 people) of whom participated in a public planning process (e.g., participating in community surveys, providing feedback on plans and policies, attending City Council Meetings, etc.) for the first time! In addition to the survey, the City hosted a social media and Climate Café campaign, where the Sustainability Plan goals were presented by topic area and then a discussion was held to answer any questions and collect feedback from the community on anticipated hurdles and solutions to overcome those hurdles.

Based on the feedback received from the community, 13 new actions were added, and an additional 8 actions were revised or updated, with additional highlights shown in Figure 3. The community insight is incredibly valuable for this process as it confirms that the Sustainability Plan aligns with the specific needs and aspirations of the people it aims to serve.

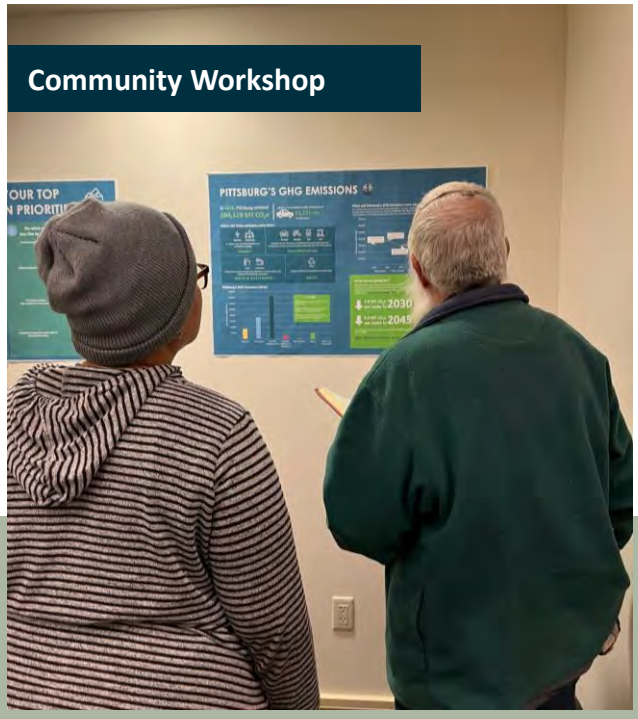


Figure 3. Outreach by the Numbers

Greenhouse Gas Emissions Background Context

Most of the energy that affects Earth's climate comes from the sun. When solar radiation reaches the Earth's atmosphere, some of it is reflected into space and a small portion is absorbed by Earth's surface. As Earth absorbs the solar radiation, its surface gains heat and then reradiates it back into the atmosphere. Some of this heat gets trapped by gases in the atmosphere, causing Earth to stay warm enough to sustain life. This is known as the "greenhouse effect" and the gases trapping the heat are known as "greenhouse gases."[3] The greenhouse effect, shown on the next page, is integral to sustaining life on Earth. However, human activities emit GHGs more than natural ambient concentrations, thereby contributing to the enhancement of the natural greenhouse effect. This enhanced greenhouse effect contributes to global warming, an accelerated rate of warming of Earth's average surface temperature. More specifically, by burning fossil fuels (e.g., gasoline, diesel, natural gas, coal) to power homes, businesses, and automobiles, we increase the amount of GHGs emitted into the atmosphere,[4] which, in turn, leads to increased absorption of infrared radiation by the Earth's atmosphere and increasing temperatures near the surface.

Types of GHGs

The United Nations Intergovernmental Panel on Climate Change's (IPCC) list of GHG emissions include carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O), as well as chlorofluorocarbons, hydrochlorofluorocarbons, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride, which are collectively called fluorinated gases.[5] Fluorinated gases are man-made gases that can stay in the atmosphere for centuries and contribute to the GHG effect. Ninety-seven percent[6] of the annual GHG emissions generated in the United States consist of CO_2, CH_4, and N_2O, while fluorinated gases[7] result in the remaining three percent of emissions. Most fluorinated gases come from industrial sources. Due to CO_2, CH_4, and N_2O comprising the large majority of GHG emissions in Pittsburg, the Sustainability Plan focuses on these three gases for its GHG emissions inventory, forecast, and reduction strategy (See Chapter 2, *GHG Emissions Inventories, Forecasts, and Targets*, for more information).

While Pittsburg does include various industrial sources, these emissions are not under direct operational control of the City and therefore are not included in the inventory.

Each type of GHG has a differing ability to trap heat in the Earth's atmosphere, referred to as the gas's global warming potential (GWP).[8] The reference point to compare the potential impact of different GHGs is CO_2, and therefore CO_2 has a GWP of 1, whereas CH_4 has a GWP of 28. This means that each metric ton (MT) of methane causes 28 times more warming than 1 MT of CO_2. Even more potent, N_2O has a GWP of 265, or 265 times the GWP of 1 MT of CO_2.[9]

Sources of GHG Emissions

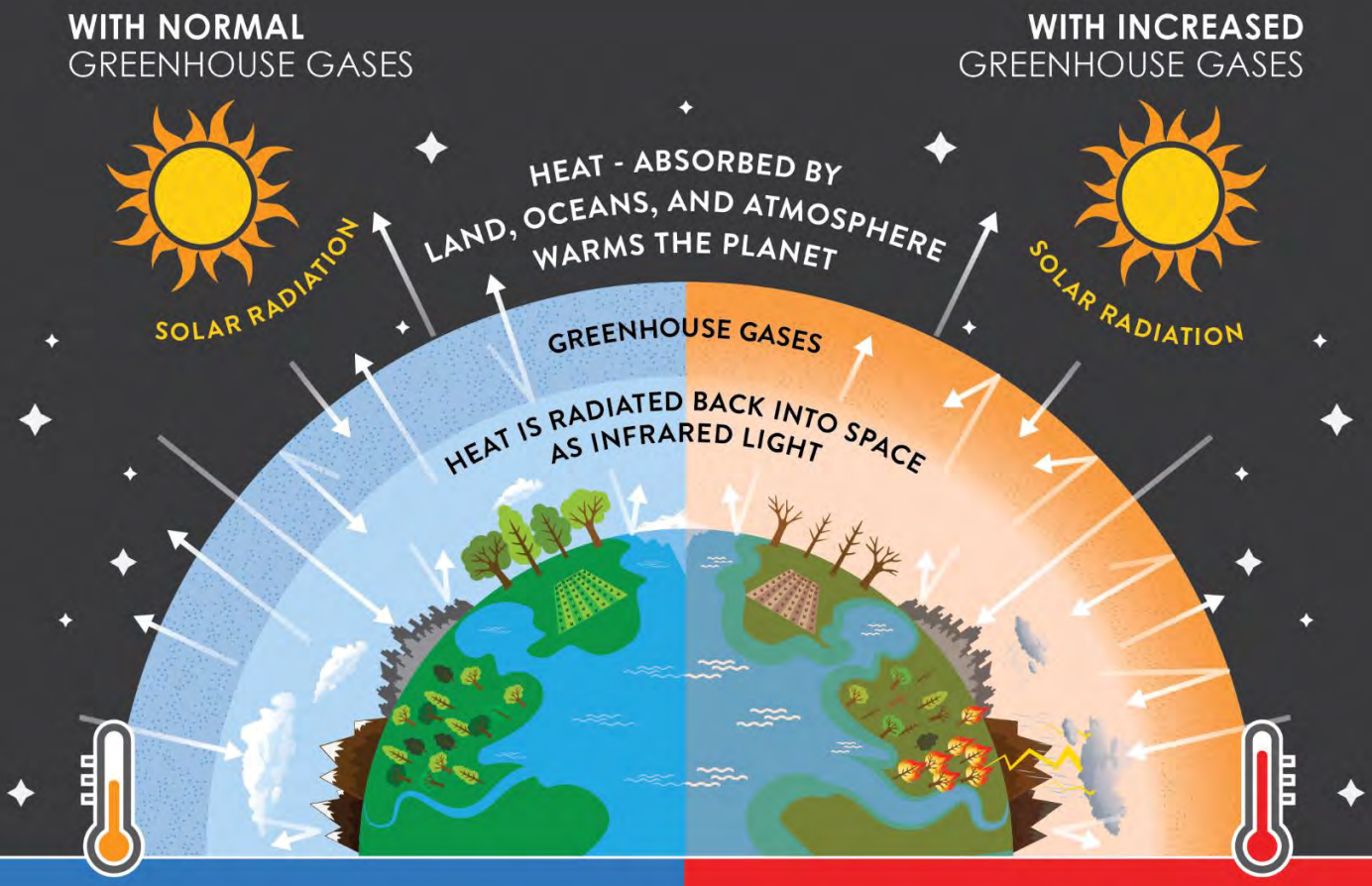
Anthropogenic (human caused) GHG emissions stem primarily from the burning of fossil fuels (including gasoline, natural gas, and coal), decomposition of organic waste in landfills, methane emissions from agriculture, and deforestation. These activities release GHGs into the atmosphere and contribute to climate change. With the accelerated increase in fossil fuel combustion and deforestation since the Industrial Revolution of the 19th century, concentrations of GHG emissions in the atmosphere have increased exponentially. The United States Environmental Protection Agency (U.S. EPA) tracks the country-wide emissions and publishes an annual report: Inventory of U.S. Greenhouse Gas Emissions and Sinks.[10] The Inventory of U.S. Greenhouse Gas

3. https://scied.ucar.edu/longcontent/greenhouse-effect
4. https://www.epa.gov/ghgemissions/sources-greenhouse-gas-emissions
5. https://www.c2es.org/content/main-greenhouse-gases/
6. https://www.epa.gov/ghgemissions/overview-greenhouse-gases
7. Fluorinated gases, which include four main types: hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, and nitrogen trifluoride, are man-made gases that can stay in the atmosphere for centuries and contribute to the GHG effect.
8. https://www.ipcc.ch/assessment-report/ar5/
9. https://www.ipcc.ch/assessment-report/ar5/
10. https://www.epa.gov/ghgemissions/inventory-us-greenhouse-gas-emissions-and-sinks

Greenhouse Gas Effect

In the last century, human activities such as burning fossil fuels and deforestation have caused a jump in the concentration of greenhouse gases in the atmosphere.

THE RESULT: Extra trapped heat and higher global temperatures.



Some heat continues into space while the rest, trapped by greenhouse gases, help maintain the planet's relatively comfortable temperatures.

LESS GAS =
LESS HEAT TRAPPED IN THE ATMOSPHERE

Retaining more reliable:

- Weather
- Rainfall
- Temperature
- Sea Level

Increased greenhouse gases means less heat escapes to space. Between preindustrial times and now, the earth's average temperature has risen by 1.8°F (1.0°C).

MORE GAS =
MORE HEAT TRAPPED IN THE ATMOSPHERE

More intense:

- Storms
- Drought
- Heat
- Sea Level Rise

Trash and Recycling Bins in the City

Emissions and Sinks is a comprehensive account of total GHG emissions for all man-made sources in the U.S. including CO_2 removal from the atmosphere by "sinks," (e.g., through the uptake of carbon and storage in forests, vegetation, and soils) from management of lands in their current use, or as lands are converted to other uses. In 2021, the most recent year in which emissions have been calculated, emissions in the U.S. totaled 5,586 million metric tons (MMT) of CO_2e after accounting for sequestration.[11] Emissions increased in 2021 by 6 percent (after accounting for sequestration from the land sector), driven largely by an increase in CO_2 emissions from fossil fuel combustion due primarily to economic activity rebounding after the height of the COVID-19 pandemic.[12]

Legislative Background

California is recognized globally as a leader in climate change, having established a variety of ambitious GHG reduction goals and associated strategies. The primary legislation that has driven statewide GHG emissions reductions are Executive Order (EO) S-3-05, Assembly Bill (AB) 32, EO B-30-15, Senate Bill (SB) 32, EO B-55-18, and most recently AB 1279. Signed in 2005, EO S-3-05 established statewide GHG emission reduction targets to achieve long-term climate stabilization as follows: *by 2020, reduce GHG emissions to 1990 levels and by 2050, reduce GHG emissions to 80 percent below 1990 levels*. In 2018, the goals of EO S-3-05 were accelerated by EO B-55-18, which established a goal of achieving carbon neutrality by 2045 and was codified in 2022 by AB 1279. Carbon neutrality refers to emitting net zero carbon emissions, which can be achieved by either

What does 1 MT of CO_2e really mean?

1 MT CO_2e = 2,564 miles driven by an average gasoline-powered passenger vehicle or 113 gallons of gasoline

That's about the distance from Pittsburg, CA to Pittsburgh, PA!

Source: https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator#results

11. https://www.epa.gov/ghgemissions/inventory-us-greenhouse-gas-emissions-and-sinks
12. https://www.nature.com/articles/s41558-022-01332-6

eliminating all GHG emissions, or balancing carbon emissions with carbon removal and sequestration.

To meet the state's 2045 goal of carbon neutrality CARB recommends that local agencies long-term targets align with AB 1279. Specifically, CARB guidance is for jurisdictions to first strive to exceed the SB 32 targets of reducing GHG emissions 40% below 1990 levels, while establishing a policy framework to achieve the long-term target of carbon neutrality by 2045. See Figure 4 as well as Appendix A for more information on the most influential California legislation related to climate change.

Adaptation, Resilience, and Vulnerability

As we work to mitigate the greatest impacts of climate change, we must also adapt, or adjust, to our changing world both collectively and independently. Even with deep reductions in GHG emissions, it is anticipated that the global temperatures will continue to rise because GHG persist for so long in the atmosphere.[13] Therefore, it is necessary to prepare for the future to increase our adaptive capacity, which is the potential or ability of a system, region, or community to adapt to the effects or impacts of climate change.

Adaptation

Adapting to climate change involves adjusting to and preparing for actual or expected future climate risks as well as taking advantage of any opportunities that are associated with our changing climate.[14] Climate change affects people across the world, however, not equally. Over the last decade, scientists have measured the warmest years on record, while sea level rise has reached a new high.[15] We will adapt to the changing climate by reducing our vulnerability to its impacts, which may require relocating resources to avoid rising sea levels and using new and innovative technologies to overcome challenges.

13. https://www.ipcc.ch/2021/08/09/ar6-wg1-20210809-pr/
14. https://climate.nasa.gov/solutions/adaptation-mitigation/
15. https://public.wmo.int/en/media/press-release/eight-warmest-years-record-witness-upsurge-climate-change-impacts

Figure 4. CA Regulatory Timeline

2002	**SB 1078** Renewable Portfolio Standards **AB 1493** Vehicular GHG Emissions
2005	**EO S-3-05** Targets for GHG Emission Reductions **Pittsburg Baseline Emissions Inventory**
2006	**AB 32** Global Warming Solutions Act **SB 107** Renewable Energy Increase
2007	**EO S-1-07** Low Carbon Fuel Standard **SB 97** Climate Change in CEQA
2008	**SB 375** Sustainable Communities **EO S-14-08** Increase RPS
2009	**CALGreen** Green Building Code **SB X7-7** Water Conservation Act
2011	**SB 2X** 33% by 2020 RPS Increase
2012	**AB 341** Mandatory Commercial Recycling
2014	**AB 32 Scoping Plan Update** **AB 1826** Organic Waste Recycling
2015	**SB 350** Clean Energy and Pollution Reduction Act **EO-30-15** 40% below 1990 by 2030
2016	**SB 1383:** Short-lived Climate Pollutants **SB 379** Climate Adaptation and Resilience **Updated Emissions Inventory**
2017	**2017 (AB 32) Scoping Plan Update**
2018	**SB 100** Increase RPS **EO B-55-18** Carbon Neutrality by 2045
2020	**SB N-79-20** Zero-emissions passenger vehicles **Pittsburg Moves**
2021	**SB 27** Carbon sequestration
2022	**SB 379** Residential solar energy systems: permitting **SB 1063** appliance standards and cost-effective measures **AB 1909** Vehicles: bicycle omnibus bill **AB 1857** Solid Waste Incineration **AB 1985** Organic waste procurement targets **AB 1279** California Climate Crisis Act **SB 1020** Increase RPS
2023	**Pittsburg Sustainability Plan** **Envision Pittsburg – General Plan**

Pittsburg Initiatives
State Initiatives

Resilience

The ability to prepare for, recover from, and adapt to climate impacts is called "climate resilience." High-quality resilience planning accounts for both acute events (e.g., heat waves, heavy rain events, and wildfire) and chronic events (e.g., sea level rise, worsening air quality, and climate migration). Overall, California is resilient and Cities throughout the state, including Pittsburg, take steps to enhance resilience by protecting and repairing coastlines, exploring and implementing large scale renewable energy projects, and investing in green technologies of the future. Additional ways to increase resilience include promoting sustainable land management practices, fostering community engagement and education on climate change, encouraging the use of green building materials and designs, and integrating nature-based solutions such as reforestation and ecosystem restoration.

Vulnerability

Vulnerability refers to the level or degree to which an individual or entity are able to cope with the adverse impacts of climate change. The three dimensions that make up climate vulnerability are exposure, sensitivity, and adaptive capacity.

Located at the point where the Sacramento and San Joaquin Rivers meet, ***Pittsburg is a city of both progress and promise.***[16]

Our Changing World

The California Office of Environmental Health Hazard Assessment (OEHHA) reported in 2018 that despite annual variations in weather patterns, California has seen a trend of increased average temperatures, more extreme heat days, higher acidity in the Pacific Ocean, earlier snowmelt, and lesser rainwater runoff.[17] Although we will all be impacted, community members will not be affected by environmental hazards in the same way. Impact is dependent on various circumstances, such as age, health, and socioeconomic status. Being resilient will require the City to adapt to these vulnerabilities and continue to operate in a sustainable way to continue establishing a healthy environment and a thriving economy.

Those that are most vulnerable will bear the greatest burden associated with the potential impacts of our changing climate. Race, ethnicity, gender identity, sexual orientation, age, social class, physical ability, religious or ethical value systems, national origin, immigration status, linguistic ability, and zip code do not make an individual inherently vulnerable. Vulnerabilities arise from systemic deficiencies rather than a judgement of any community member or neighborhood. This document provides a foundation to even the playing field and to ultimately reduce potential burdens of climate change, especially on vulnerable populations and disadvantaged communities.

Climate Change in Pittsburg

The City of Pittsburg may experience a variety of impacts due to climate change, including an increase in average temperature and changes in precipitation. Public health may be negatively impacted by extreme weather events, such as changes in temperature and rainfall that decrease water supply, worsen air quality, and/or increase allergens and air pollutants. Children, the elderly, asthmatics, and others susceptible to harm from air pollution exposure, are at the greatest risk of the negative impacts associated with climate change.[18] Increases in temperature could also worsen local heat island effects in Pittsburg and the surrounding area, meaning that urban areas could experience a compounded level of heating due to built environments absorbing and re-emitting more heat than rural communities with more natural landscapes.[19]

This could lead to hazardous conditions such as heat stroke and respiratory ailments for

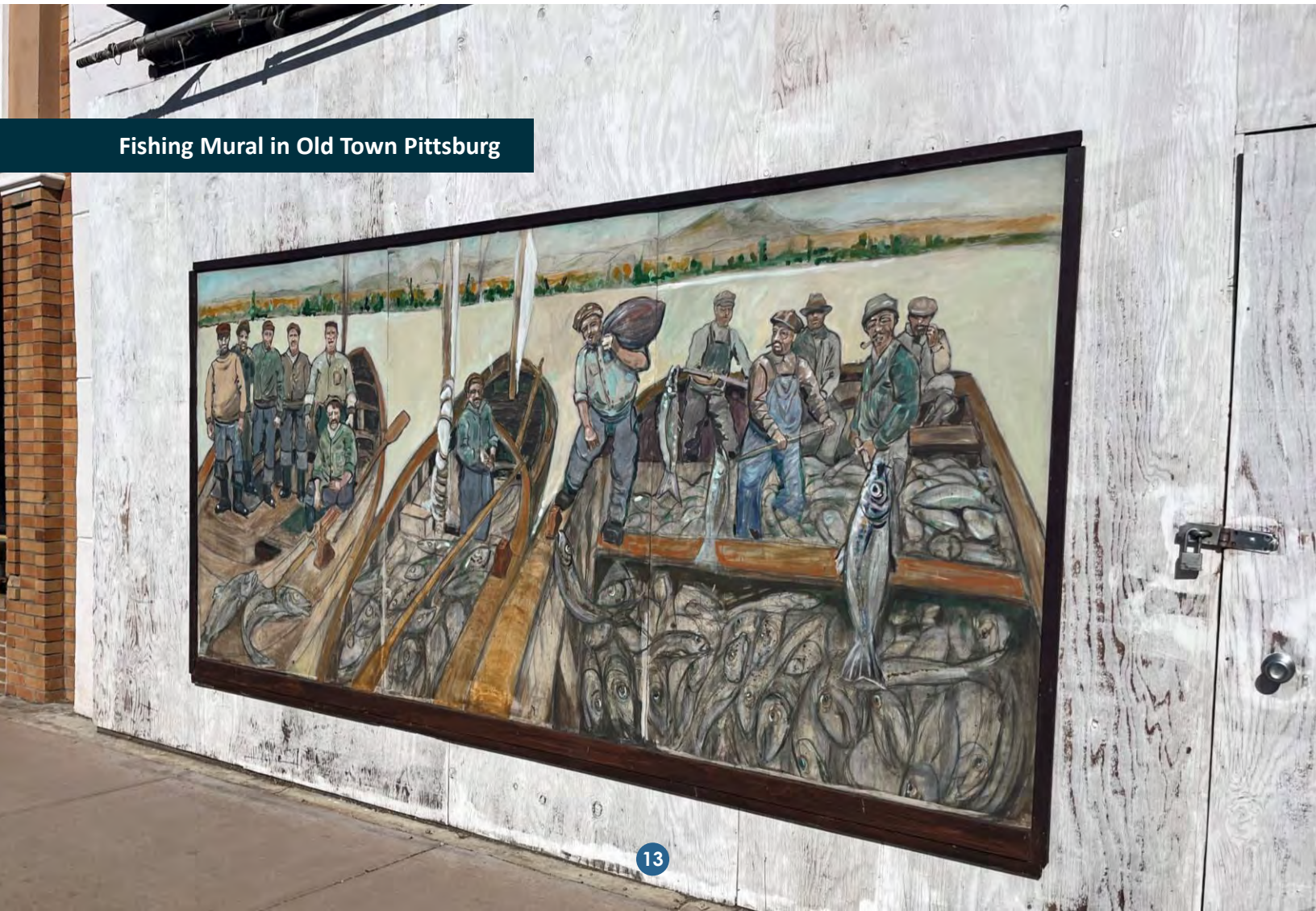
16. https://www.pittsburgca.gov/our-city/our-history
17. https://oehha.ca.gov/media/downloads/climate-change/report/2018caindicatorsreportmay2018.pdf
18. https://ww2.arb.ca.gov/capp-resource-center/community-assessment/sensitive-receptor-assessment
19. https://www.epa.gov/heatislands/learn-about-heat-islands

community members. Potential impacts to public health include premature death from heat stroke, cardiovascular disease, respiratory disease, and cerebrovascular disease; cardiovascular stress; and kidney and respiratory disorders.[20] Those in the community without health insurance (about 12.6 percent of the population under 65) and those living under the poverty line (approximately 10.3 percent of the population) are particularly vulnerable.[21]

Projections of future vulnerabilities were taken from Cal-Adapt,[22] an interactive platform that allows users to explore how climate change might affect California at the local level under different emissions scenarios and climate models. The main emissions scenario used in this analysis is Representative Concentration Pathway (RCP) 8.5, or known as the high emissions scenario, which assumes high population, slow technological progress, and no policy driven mitigation. For an extensive view of potential impacts, RCP 4.5 is also used below. This scenario, known as the stabilizing scenario, assumes emissions peak around 2040 before declining due to the use of emissions reduction technologies and strategies.

Based on the analysis, average maximum temperatures in the City of Pittsburg are expected to rise between 4.7°F (under RCP 4.5, the stabilizing scenario) and 7.8°F (under RCP 8.5, the high emissions scenario) between the baseline (1961 – 1990) and the end of the century (2070 – 2099). Likewise, the average minimum temperature in Pittsburg will increase under both scenarios, with minimum temperatures expected to rise by 4.2°F (under RCP 4.5) and 7.3°F (under RCP 8.5) between the baseline (1961 – 1990) and the end of the century (2070 – 2099). In Pittsburg, extreme heat days are defined as days with temperatures over 100.2°F. By the end of the century, it is anticipated that there will be 19 extreme heat days under RCP 4.5 and 34 extreme heat days under RCP 8.5, up from approximately 4 days

20.https://www.niehs.nih.gov/research/programs/climatechange/health_impacts/heat/index.cfm
21.https://www.census.gov/quickfacts/fact/table/pittsburgcitycalifornia/AGE775221#AGE775221
22. https://cal-adapt.org/



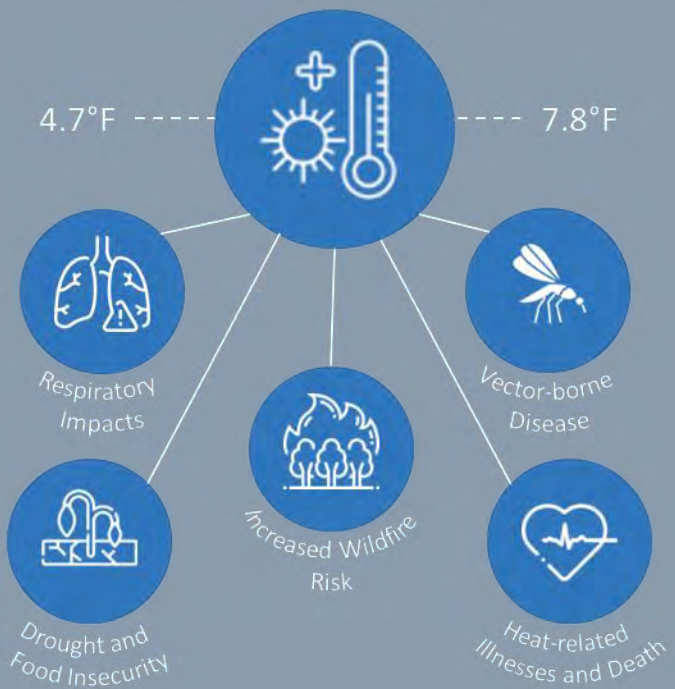
Fishing Mural in Old Town Pittsburg

over the 30-year modeled average for 1961 – 1990. Simultaneously, it is anticipated that the maximum length of dry spell, which is defined as the number of consecutive days with less than 1 millimeter of rain, will also increase. Under RCP 4.5, it is anticipated that the maximum length of dry spell will increase by 10 days, from 117 days to 127 days, and under RCP 8.5, it is anticipated to increase by 15 days, to 132. Figure 5 provides a comparison of the anticipated changes in Pittsburg under both scenarios, with more information provided in Appendix B, CalAdapt.

Despite the very real impacts of climate change, there is hope. Hope that is based in science and provides a realistic path forward for us to truly change the world in which we live, work, and play. The Sustainability Plan includes actions in which every part of the community – residents, property owners, businesses, and City government – can participate to improve quality of life. The City of Pittsburg will strive to set an example by doing its part to achieve sustainable goals and fostering a safe, healthy, vibrant, and resilient community. We're excited to work together to build a more sustainable and resilient future!

Figure 4. Climate Changes and Risks in Pittsburg

Pittsburg anticipated average maximum temperature increase by 2100



Recycled Water Irrigation Signage

2. GHG Emissions Inventories, Forecasts, & Targets

Existing GHG Emissions

A GHG emissions inventory identifies the major sources and quantities of GHG emissions produced by community wide activities within a jurisdiction's boundaries for a given year, including the subset of emissions generated by City government (municipal) operations, each of which are summarized in more detail below. Estimating GHG emissions enables local governments to establish an emissions baseline, track emissions trends, identify the greatest sources of GHG emissions within their jurisdiction, and set targets for future reductions.

The Sustainability Plan builds off the 2005 baseline and updated 2016 inventory of GHG emissions from community wide and municipal activities within the City. The 2016 GHG emissions inventory was completed to provide an updated emissions inventory and help measure the GHG emissions reduction progress since 2005. Additionally, the 2005 baseline emissions inventory was updated at the time that the 2016 inventory was drafted to establish a consistent comparison of the City of Pittsburg's change in emissions over time. Both the 2005 and 2016 inventories include GHG emissions from the community, as well as municipal emissions that are generated by City buildings and operations. It is important to note that the municipal operations inventory is a portion of the community inventory, meaning that the municipal emissions are included within the community-wide inventory, and are completed to demonstrate City leadership.

Both inventories are divided into four sectors, or sources of emissions: energy (electricity and natural gas), transportation, solid waste, and water (consumption and wastewater treatment). Emissions estimates were calculated using the International Council for Local Environmental Initiatives (ICLEI) methodologies, specifically, the United States Community Protocol for Accounting and Reporting Greenhouse Gas Emissions Version 1.2 (Community Protocol) is used for community-wide emissions and the Local Government Operations Protocol Version 1.1 (LGOP) was used to quantify municipal emissions. To allow for comparison among GHG emissions sources, all emissions are translated to the equivalent of one metric ton of carbon dioxide, or MT CO_2e. One MT CO_2e is the equivalent of using 113 gallons of gasoline or driving 2,564 miles in an average gasoline-powered vehicle.[23]

2016 Community Emissions

In 2016, Pittsburg emitted approximately 284,129 MT CO_2e. As shown in Table 2 and Figure 6, the transportation sector was the largest source of emissions, generating approximately 155,918 MT CO_2e, or approximately 55 percent of total 2016 emissions. Electricity and natural gas consumption within the residential and commercial sectors was the second largest source of emissions, generating 105,037 MT CO_2e, or 37 percent of the total in 2016. Waste generation, including processing and the decomposition of waste, resulted in seven percent of the City's emissions (20,269 MT CO_2e), while water use and wastewater generation resulted in the remaining approximately one percent of total emissions in 2019, which equates to 2,906 MT CO_2e.

Changes Since 2005

Overall, emissions have decreased by approximately 79,770 MT CO_2e or 22 percent between 2005 and 2016. Specifically, emissions generated by residential and commercial electricity and residential natural gas use in the energy sector decreased between 2005 and 2016, whereas commercial natural gas use increased during that same timeframe. Nonetheless, the overall energy sector emissions were reduced by 30 percent over the decade. Likewise, total transportation emissions decreased by 25 percent, however, emissions from off-road vehicles and equipment increased by approximately seven percent between 2005 and 2016. Waste emissions stayed relatively constant between the two years, and emissions from water were reduced by over 50 percent. See Table 3. While these emission reductions set us on the right path towards our 2030 GHG reduction target, more work is needed to allow Pittsburg to keep up with state goals.

23. https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator?unit=gasoline&amount=2445

Table 2. Community Greenhouse Gas Emissions Inventory (2016)

Sector and Primary Sources	2016 Emissions (MT of CO_2e)	% of 2016 Emissions
Energy	**105,037**	**37**
Electricity use in residential and non-residential buildings	30,442	11
Natural gas use in residential and non-residential buildings	71,959	25
Electricity transmission and distribution losses	2,636	1
Transportation	**155,918**	**55**
On-road transportation	145,013	51
Off-Road Vehicles and Equipment	9,928	3
BART passenger rail	163	<1
Port transport and goods movement	815	<1
Waste	**20,269**	**7**
Decomposition of solid waste sent to landfills	20,269	7
Water and Wastewater	**2,906**	**1**
Electricity used to treat, transport, and pump water	1,917	1
Wastewater collection and treatment	989	<1
Total	**284,129**	**100.0 %**

Notes: MT CO_2e = Metric tons of carbon dioxide equivalent.
Emissions have been rounded to the nearest whole number and therefore sums may not match.

Figure 6. Community Greenhouse Gas Emissions Inventory (2016)

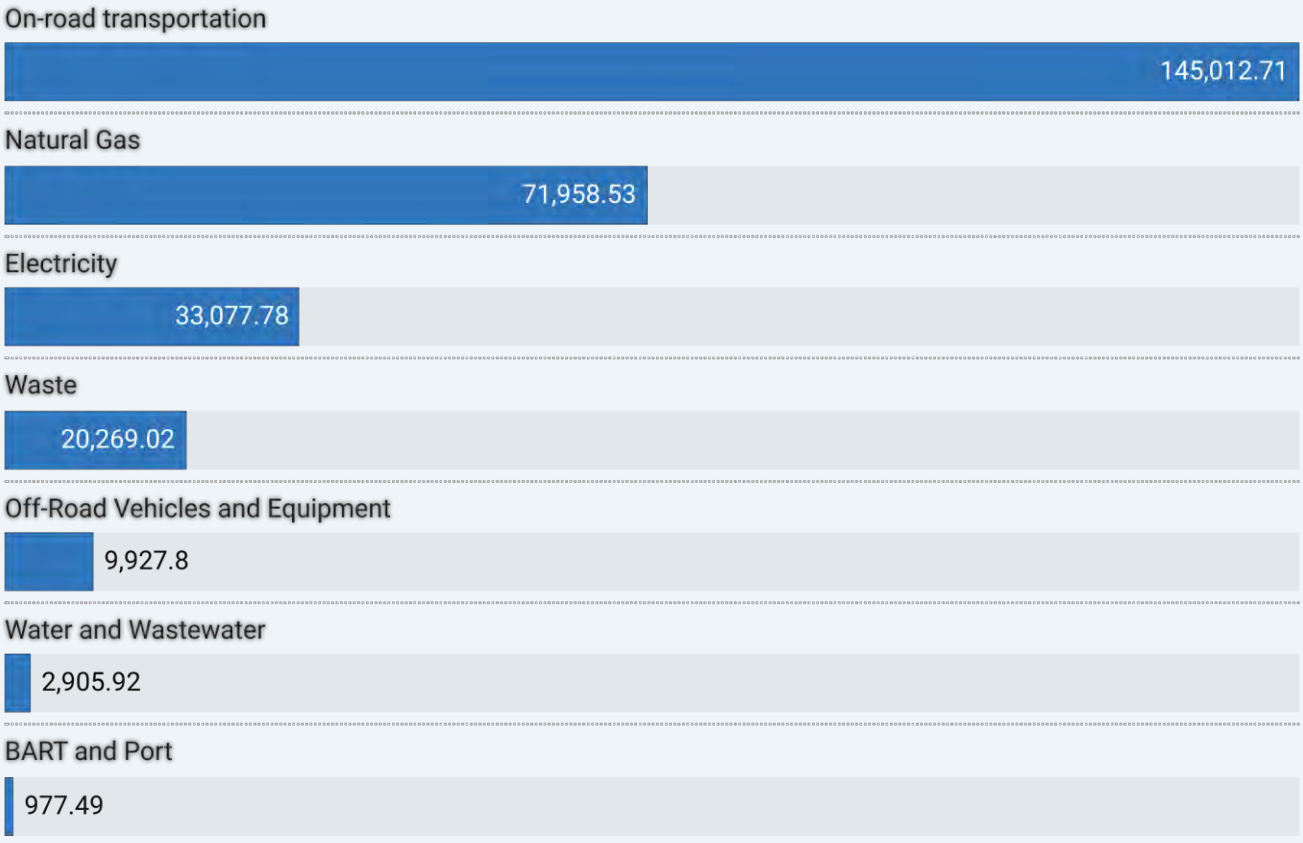


Table 3. Change in Emissions Between 2005 and 2016

Sector and Primary Sources	2005 Emissions (MT of CO_2e)	2016 Emissions (MT of CO_2e)	Change in Emissions (MT of CO_2e)	Percent Change in Emissions (%)
Energy	**150,110**	**105,037**	**-45,074**	**-30%**
Electricity use in residential and non-residential buildings	72,249	30,442	-41,808	-58%
Natural gas use in residential and non-residential buildings	73,960	71,959	-2,001	-3%
Electricity transmission and distribution losses	3,901	2,636	-1,265	-32%
Transportation	**187,784**	**155,918**	**-31,866**	**-17%**
On-road transportation	175,229	145,013	-30,217	-17%
Off-Road Vehicles and Equipment	9,248	9,928	679	7%
BART passenger rail	1,170	163	-1,007	-86%
Port transport and goods movement	2,136	815	-1,322	-62%
Waste	**20,101**	**20,269**	**168**	**1%**
Decomposition of solid waste sent to landfills	20,101	20,269	168	1%
Water and Wastewater	**5,903**	**2,906**	**-2,997**	**-51%**
Electricity used to treat, transport, and pump water	4,708	1,917	-2,791	-59%
Wastewater collection and treatment	1,195	989	-206	-17%
Community-wide Total	**363,899**	**284,129**	**-79,770**	**-22%**

The decrease in Pittsburg's GHG emission can also be evaluated on a per capita basis to capture the population and economic growth experienced in the period between the two GHG inventories. Even though Pittsburg's service population increased by 14 percent between 2005 and 2016, overall GHG emissions decreased by 22 percent. This equates to a reduction of per capita GHG emissions by 32 percent over the eleven-year period. For additional details on the 2005 inventory sectors and results, see Appendix C.

Municipal Emissions

In 2016, the City of Pittsburg's GHG emissions associated with municipal operations totaled 4,837 MT CO_2e. As shown in Table 4 and Figure 7, emissions from the City's energy use were the largest sector (2,671 MT CO_2e, or 55 percent). The second largest source of emissions (1,729 MT CO_2e, or 36 percent) was from the vehicle and transit fleet, as well as employee commute to municipal facilities. The remaining emissions were generated using water and generating wastewater by municipal staff at City-owned facilities, which generated 44 and 393 MT CO_2e, respectively, resulting in a total of nine percent of the annual emissions. For additional details on the sectors included in the 2016 municipal GHG inventory, see Appendix D.

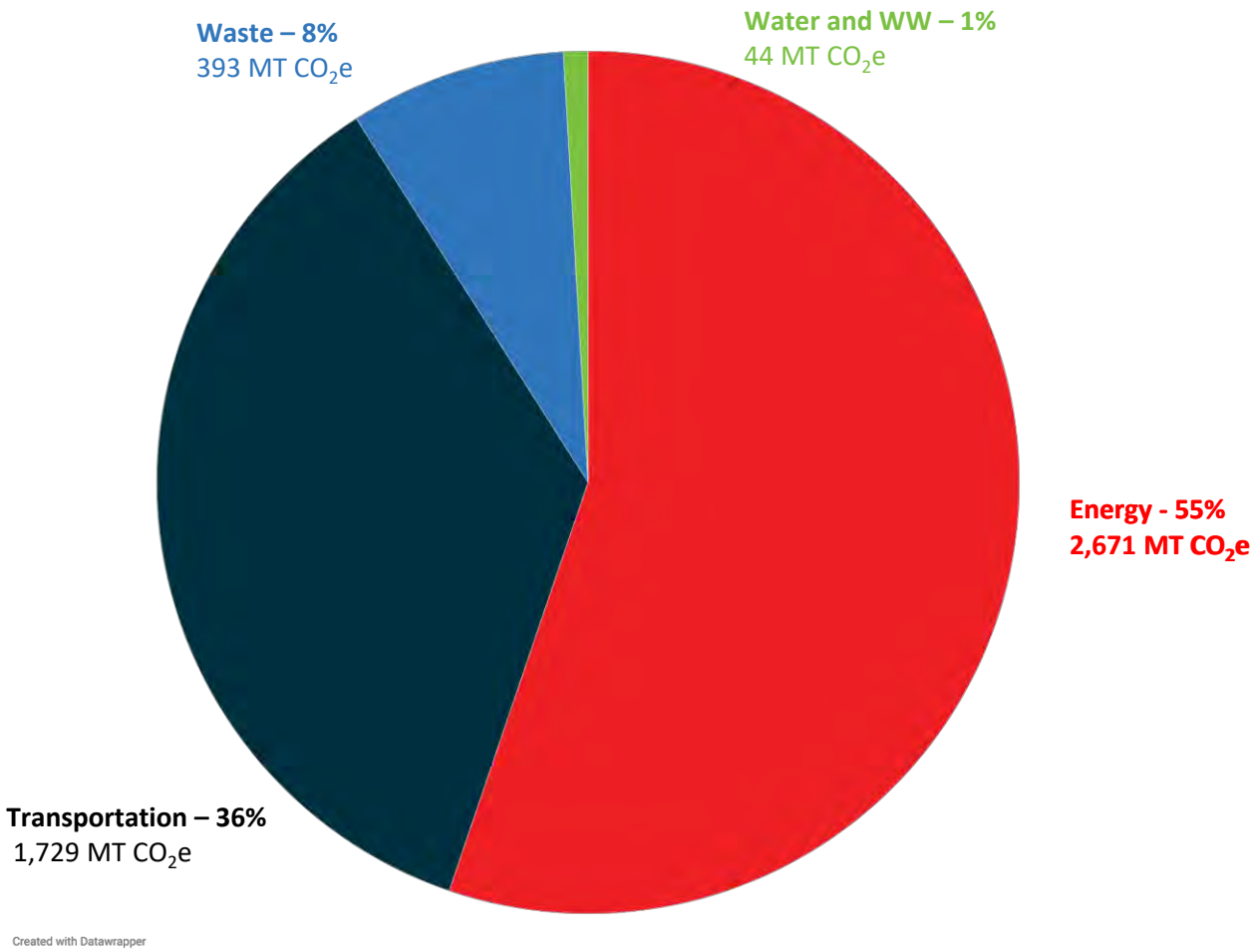

First Friday - Pop-up Event

Table 4. Municipal Greenhouse Gas Emissions Inventory (2016)

Sector and Primary Sources	2016 Emissions (MT of CO_2e)	% of 2016 Emissions
Energy	**2,671**	**55%**
Electricity	2,347	48%
Natural gas	325	7%
Transportation	**1,729**	**36%**
Employee commute	339	7%
Vehicle and Transit Fleet	1,390	29%
Waste	**393**	**8%**
Methane generated from decomposition of solid waste sent to landfills	393	8%
Water	**44**	**1%**
Electricity used to treat, transport, and pump water and wastewater to City facilities	44	1%
Total	**4,837**	**100%**

Notes: MT CO_2e = Metric tons of carbon dioxide equivalent.
Emissions have been rounded to the nearest whole number and therefore sums may not match.

Figure 7. Municipal Greenhouse Gas Emissions Inventory (2016)



GHG Emissions Forecast

Emissions forecasts provide an estimate of future GHG emissions. The future GHG emissions levels are projected using the 2016 inventory based on a continuation of current activities and projected change in the community over time. The forecast accounts for current and future legislative actions from the state government and is used to help identify actions that must be taken now to meet future GHG reduction targets. This Sustainability Plan identifies GHG emissions reduction targets for the years 2030 (i.e., SB 32 target year) and 2045 (i.e., AB 1279 target year).

Business-as-Usual

A business-as-usual (BAU) forecast assumes that no additional efforts or legislative actions will be made to reduce GHG emissions in the future. The BAU forecast projects changes in population, housing, employment, and transportation activity over time, as detailed in the City's General Plan. The BAU forecast does not account for GHG emissions reductions associated with local GHG reduction strategy implementation or additional legislative actions. The BAU forecast projects how GHG emissions would change in the years 2030, 2035, 2040, and 2045. As shown in Table 5 below, Pittsburg's business-as-usual GHG emissions are projected to increase to 423,267 MT CO_2e in 2030, 481,579 MT CO_2e in 2035, 539,891 MT CO_2e in 2040, and 604,997 MT CO_2e in 2045. Appendix E provides additional details on the projected changes in Pittsburg's population, housing, and employment and the BAU forecasted GHG emissions.

Adjusted Forecast

An adjusted forecast accounts for state regulations that require the reduction of future GHG emissions within the state. Several state regulations (e.g., SB 100, 2019 Title 24 Energy Efficiency Standards, Advanced Clean Truck Rule) have been enacted that will reduce future GHG emissions.

These regulations have been incorporated into an adjusted forecast, which provides a more accurate picture of future emissions growth and the emission reduction the City and community will be responsible for after state regulations have been implemented. As shown in Table 5, Pittsburg's adjusted GHG emissions are projected to increase to 329,938 MT CO_2e in 2030, 345,821 MT CO_2e in 2035, 360,264 MT CO_2e in 2040, and 379,140 MT CO_2e in 2045. Additional details on the GHG adjusted forecast and the state regulations included are provided in Appendix B.

GHG Emissions Targets

GHG reduction targets are used for sustainability and climate action planning to establish measurable metrics intended to guide the community's commitment to begin reducing GHG emissions and help gauge progress on reducing emissions over time. After analyzing the City's 2016 inventory and forecast scenarios, emission targets were set to create quantitative goals that will further the City's ability to measure emission reduction progress from the forecasted scenarios.

Table 5. Pittsburg Business-as-Usual and Adjusted GHG Forecast

Emissions Forecast	2030 (MT CO_2e)	2035 (MT CO_2e)	2040 (MT CO_2e)	2045 (MT CO_2e)
Business as Usual Forecast	423,267	481,579	539,891	604,997
Emission Reductions from State Initiatives	116,506	135,758	190,401	225,857
Percent decrease	-22%	-28%	-33%	-37%
Adjusted Forecast	**329,938**	**345,821**	**360,264**	**379,140**

Notes: MT CO_2e = Metric tons of carbon dioxide equivalent.
Emissions have been rounded to the nearest whole number and therefore sums may not match.

In accordance with state guidance, Pittsburg has chosen to set efficiency, or per capita, GHG emission reduction targets (i.e., MT CO_2e per capita) as part of this Sustainability Plan.[24] These types of targets will guide the City towards the state's emission reduction goals while accounting for the City's expected population growth. Table 6 below shows what Pittsburg's GHG emission reduction targets would be if aligned with the state's 2030 goal (i.e., reducing 1990 per capita GHG emissions 40 percent by 2030)[25] prior to reaching the state's long-term goal of carbon neutrality by 2045. However, this target pathway allows Pittsburg's mass emissions, defined as the total emissions generated in the City, to increase above 2016 emission levels before 2030 (shown in the bottom row of Table 6), making future progress towards carbon neutrality more difficult. To account for the City's expected population growth while remaining in line with the reduction path to achieve the state's long-term 2045 goal, Pittsburg has decided to choose a more proactive 2030 GHG emission reduction target based on mass or total Citywide emissions, as shown in Table 7. As such, the following GHG reduction targets have been established by the City of Pittsburg:

- Reduce GHG emissions to 3.0 MT CO_2e per capita by 2030 (the SB 32 target year)
- Reduce GHG emissions to 0.0 MT CO_2e per capita by 2045 (the AB 1279 target year)

Table 7 and Figure 8 on the following page show Pittsburg's established emission reduction targets, the targets translated to a mass emissions pathway, and the emissions remaining each year. The emissions remaining represent the emissions between Pittsburg's adjusted forecast and the established GHG emission reduction targets—these are the emissions after state regulations that Pittsburg would need to reduce through local action to meet their targets. Pittsburg would be required to reduce 72,136 MT CO_2e by 2030, 164,261 MT CO_2e by 2035, 264,638 MT CO_2e by 2040, and 379,140 MT CO_2e by 2045 to meet their targets. The goals and actions developed by City staff and the community in the following section (Section 3, *Emissions Reductions Strategies*) will help the City begin making progress towards reducing these remaining emissions gaps and meeting their future GHG reduction targets. See Appendix E for more information on the GHG emission reduction targets and the target setting process.

24. https://ww2.arb.ca.gov/sites/default/files/2023-04/2022-sp.pdf
25. Per the General Plan Guidelines from the Governor's Office of Planning and Research, 1990 emissions were estimated under the assumption that 2005 emission levels were 15% higher than 1990 levels. https://opr.ca.gov/docs/OPR_C8_final.pdf.

Table 6. SB 32 Per Capita GHG Emissions Target Pathway Scenario

Emissions Forecast or Pathway	2030 (MT CO_2e)	2035 (MT CO_2e)	2040 (MT CO_2e)	2045 (MT CO_2e)
Adjusted Forecast (MT CO_2e)	329,938	345,821	360,264	379,140
Population	85,934	90,780	95,626	101,312
Per Capita Adjusted Forecast (MT CO_2e/person)[1]	3.84	3.81	3.77	3.74
SB 32 Per Capita Target Pathway (MT CO_2e/person)[2]	3.90	2.60	1.30	0
SB 32 Per Capita Target Pathway Translated to Mass Emissions (MT CO_2e)[3]	335,303	236,141	124,373	0
Remaining Emissions Gap (MT CO_2e)[4]	**-5,365**	**109,680**	**235,890**	**379,140**

Notes: MT CO_2e = Metric tons of carbon dioxide equivalent

Emissions have been rounded to the nearest whole number and therefore sums may not match.

1. The adjusted forecast is translated to per capita emissions by dividing mass emissions by population for each year.

2. The target pathway is calculated by reducing 1990 per capita emissions (i.e., 6.5 MT CO_2e/person) by 40% in 2030 and to zero in 2045. This provisional target pathway is consistent with both SB 32 and a trajectory set forth to achieve AB 1279.

3. The target pathways are translated to mass emissions by multiplying the per capita emissions target by the City's estimated population in the respective year. Actual mass emission targets will depend on the City's actual population in the future years.

4. The remaining emissions gaps are calculated by subtracting the mass emission targets from the adjusted forecast for each year.

5. The target pathway is calculated by reducing per capita emissions to 3.00 MT CO_2e/person in 2030 and zero in 2045.

Table 7. Pittsburg GHG Reduction Target Pathway and Remaining Emissions Gap

Emissions Forecast or Pathway	2030 (MT CO_2e)	2035 (MT CO_2e)	2040 (MT CO_2e)	2045 (MT CO_2e)
Adjusted Forecast (MT CO_2e)	329,938	345,821	360,264	379,140
Population	85,934	90,780	95,626	101,312
Per Capita Adjusted Forecast (MT CO_2e/person)[1]	3.84	3.81	3.77	3.74
SB 32 Per Capita Target Pathway (MT CO_2e/person)[2]	3.00	2.00	1.00	0
SB 32 Per Capita Target Pathway Translated to Mass Emissions (MT CO_2e)[3]	257,802	181,560	95,626	0
Remaining Emissions Gap (MT CO_2e)[4]	**72,136**	**164,261**	**264,638**	**379,140**

Notes: MT CO2e = Metric tons of carbon dioxide equivalent

Emissions have been rounded to the nearest whole number and therefore sums may not match.

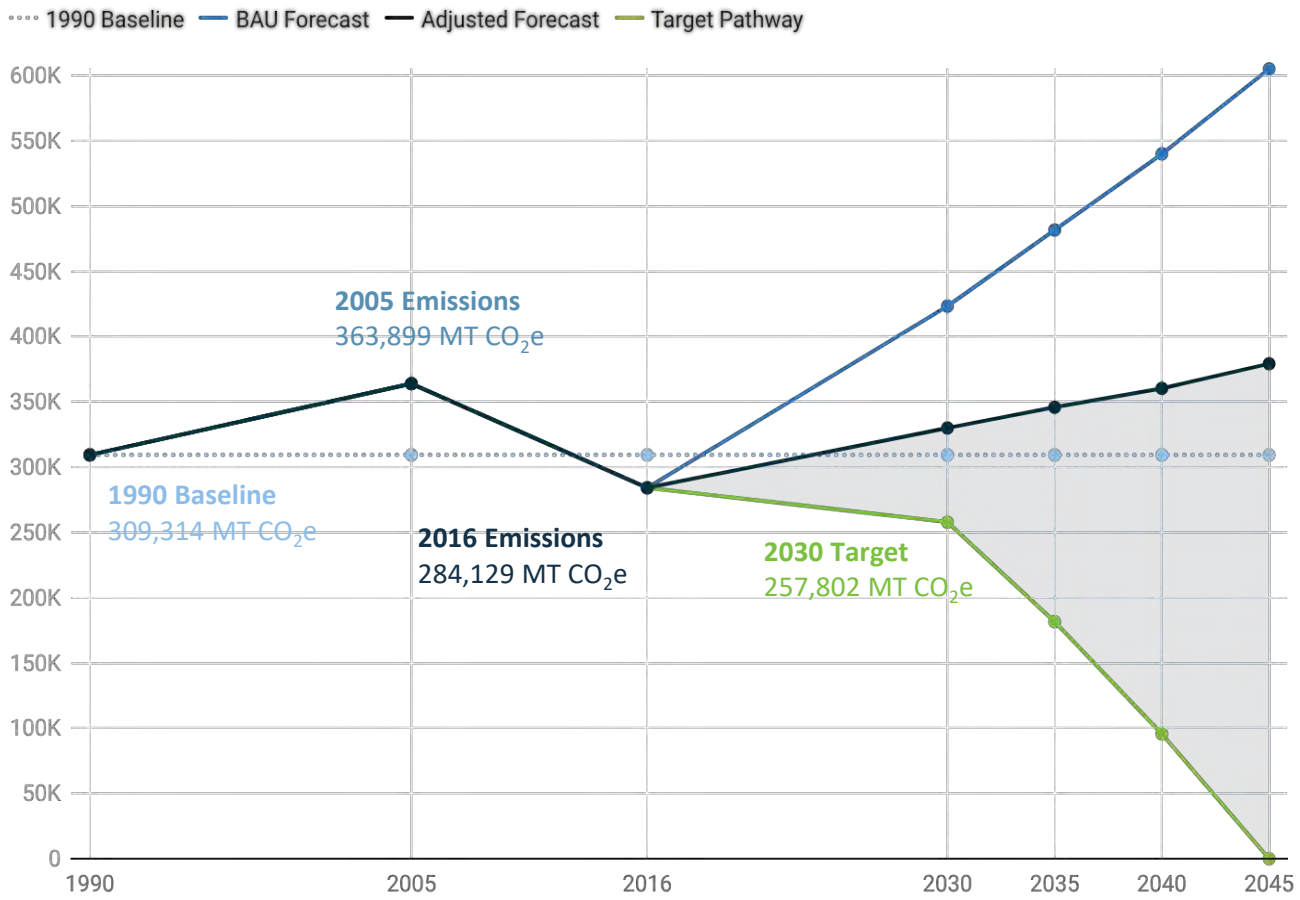
1. The adjusted forecast is translated to per capita emissions by dividing mass emissions by population for each year.

2. The target pathway is calculated by reducing per capita emissions to 3.00 MT CO2e/person in 2030 and zero in 2045.

3. The target pathways are translated to mass emissions by multiplying the per capita emissions target by the City's population in the respective year.

4. The remaining emissions gaps are calculated by subtracting the mass emission targets from the adjusted forecast for each year.

Figure 8. GHG Reduction Target Pathway and Gap Analysis



3. GHG Emissions Reduction Strategy

Family Cycling Rodeo

GHG Reduction Strategy

It is not too late to limit some of the worst impacts from climate change if we act in earnest now.[26] We must work together to mitigate, or reduce, the flow of GHG emissions into the atmosphere and simultaneously adapt to the changes that have already occurred or will occur in the future.[27] Mitigation strategies are discussed throughout this section and information on how the City of Pittsburg will adapt is interwoven into the co-benefits.

This Sustainability Plan is designed to reduce GHG emissions through implementation of feasible and achievable, yet ambitions GHG emissions reduction strategies and goals that equitably benefit the entire community. The initiatives included in the Sustainability Plan are structured in a stepwise manner, with strategies, goals, and actions. Each strategy provides an overarching statement with which the goals align. The goals included under each strategy are intended to pull in the same direction, providing effective and realistic means for making progress towards the sustainability efforts and GHG emission reductions necessary to reach the 2030 target and establish the blueprint for the deep decarbonization needed to reach the 2045 target of carbon neutrality.[28] Finally, the actions provide supportive steps to begin working towards the quantified or specific targets outlined in each goal. The actions, when implemented, will help Pittsburg make progress towards the goal, however, more work will be needed to continue to move the needle forward and ultimately reach both the 2030 and 2045 targets, such as adopting reach codes and ordinances.

Reducing Emissions in Pittsburg

To develop the goals and actions in the Sustainability Plan, the City utilized guiding principles and considered factors such as co-benefits, costs, and equity. The following sections describe each element in detail. Figure 9 below depicts the structure of the plan's strategies, goals, and actions, as well as the elements used to develop them.

26. https://www.climate.gov/news-features/climate-qa/can-we-slow-or-even-reverse-global-warming#:~:text=Yes.,(%E2%80%9Cblack%20carbon%E2%80%9D).

27. According to NASA, in relation to climate change, there is a time lag between what we do and when we feel it, but that lag is less than a decade.

28. The GHG reduction targets included in this Plan are intended to align with the GHG reduction goal codified by SB 32 of reduce GHG emissions to 40 percent below 1990 levels by 2030. According to the Association of Environmental Professionals (AEP) 2016 White Paper "Beyond 2020 and Newhall," meeting the long-term target of carbon neutrality in 2045 will require substantial advances in cost-effective technological solution related to GHG reductions. As such, the GHG reduction goals will begin substantial progress toward meeting the long-term 2045 target but will need to be reassessed as future advances in technology become available.

Sustainability Pillars

High-quality sustainability and climate action planning is built on six essential pillars that, when incorporated into the design of each goal, where applicable, result in implementable and effective sustainability and GHG emissions reduction strategies. These pillars include:

- **Equity** – Goals should include programs and policies to provide disadvantaged and vulnerable communities the resources to benefit from each goal.
- **Structural change** – Goals should establish institutional and policy framework to facilitate long-term change.
- **Feasibility** – Goals should help the City understand costs, benefits, barriers, and opportunities to develop programs and policies to best serve the community.
- Partnership – Goals should focus on partnerships with outside agencies and community-based organizations to leverage expertise and resources to create programs and policies the City would not be able to achieve alone.
- Funding – Goals should identify funding and financing avenues to support the associated costs and be designed to overcome potential financial impacts of modernization.
- Education – Goals should include community engagement and empower residents and interested parties to act.

These pillars have been used to establish actions that will in-turn work towards the 2030 emissions reduction target and begin progress to the long-term 2045 target of carbon neutrality. The 2030 and 2045 targets represent the City's fair share reductions towards achieving the State's overall climate goals. During the action development process, each initiative was viewed through the

Figure 9. Strategy, Goal, and Action Structure

Over time, the Plan will be reviewed, and additional actions will be added to make greater progress on the established Goals. This Sustainability Plan serves as the City's first step in climate action planning and will continue to be refined.

lens of these pillars to build a comprehensive approach to sustainability. The Cornerstone Goal, Goal C-1.1, illustrates how each of the pillars are integrated into the supportive actions.

The Cornerstone Goal

In construction, the cornerstone is often the first stone set, and all other stones are set in reference from that point, essentially determining the direction or position of the building. Similarly, the Cornerstone Goal (C-1.1) sets the direction of this Plan and is intended to build support around an area of community pride. The Cornerstone Goal of this Plan intends to connect the Plan and the community around the opportunity to leverage sustainability efforts and climate action for continued economic development in Pittsburg. Initiatives from all-electric building retrofits to increased waste diversion will create new jobs. A recent study by the University of California, Los Angeles (UCLA) Luskin Center for Innovation found that 100,000 full-time equivalent jobs would be created across various sectors of the economy as the result of electrifying all of California's new and existing buildings by 2045.[29] Similarly, in the waste and materials sector, the process of re-using materials was found to create 200 times as many jobs as sending those materials to landfills and incinerators while recycling increased jobs by a factor of 50. Done in an intentional and holistic way, Pittsburg can leverage these job opportunities to create high-road jobs for Pittsburg residents in the sustainability industry—that is jobs that will provide Pittsburg residents family-sustaining wages, comprehensive benefits, and opportunities for continued career advancement.[30]

The sustainability pillars provide this intentional and holistic approach in a stepwise manner. Designed to embody each of the identified sustainability pillars, the Cornerstone Goal will be equipped with a framework for transformational change and community engagement to serve as a strong foundation for the Plan and the community as we work towards the City's GHG emission reduction targets.

29. https://innovation.luskin.ucla.edu/2019/11/13/move-to-all-electric-buildings-will-trigger-significant-demand-for-skilled-workers/.
30. https://www.usdn.org/uploads/cms/documents/workforce-guide_4.12.21_form.pdf

The Cornerstone Goal

Provide high-road jobs to low-income community members through a local High-road Workforce Development Program.

The Cornerstone Goal embodies each pillar in the follow ways:

- Focuses on equity by establishing a High-road Workforce Development Program targeted towards disadvantaged community members and vulnerable populations. As such, it aims to focus its employment and training resources on those with the most to gain from them.
- Focuses on structural change by amending the City's bid procurement and evaluation process to include local workforce as a criterion for evaluating capital improvement project bids. Meeting this pillar sets the goal up to create long-term change by establishing policies that will increase demand for local workforce and the program itself.
- Focuses on feasibility by analyzing current opportunities for high-road jobs. Embodying this pillar provides the City important information to design a program that best meets the community's needs.
- Focuses on partnership by collaborating with community-based organizations who have connections to community members in disadvantaged and vulnerable communities. Meeting this pillar allows the City to engage more community members than they would have been able to on their own, increasing the reach of the program across the community.
- Focuses on funding by applying for applicable grants to support the High-road Workforce Development Program's incentives for employers and developers. Meeting this pillar secures the development and sustainability of the program without putting undue pressure on the City's budget.
- Focuses on education by providing resources related to the High-road Workforce Development Program and developing an internship/apprenticeship board for local employers and Los Medanos College to share employment opportunities.

With each pillar, the Cornerstone Goal will be able to make transformational change and engage the community, paving the way for the rest of the goals in the Plan. Continuing this stepwise approach to designing each goal with the pillars, the other Sustainability Plan goals will establish their own foundations to make continued and far-reaching change.

Equity Guardrails

Integral to sustainability planning is ensuring that the impacts, co-benefits, and opportunities associated with each goal are equitably distributed amongst the community and that additional burdens on disadvantaged and vulnerable communities are avoided. The City of Pittsburg defines disadvantaged and vulnerable communities as follows:

- Disadvantaged community (DAC): a low-income area that is disproportionately affected by environmental pollution and other hazards that can lead to negative health effects, exposure, or environmental degradation.
- Vulnerable community: an area with concentrated populations of seniors, persons with a disability, and lower income residents.[31]

Such communities are often disproportionally affected by the impacts of climate change and the burdens of sustainability actions. For this reason, they must be engaged, represented, and prioritized during the planning process. This kind of equitable community planning can help cities design safe, thoughtful, and specific policies that improve public health across the community, provide equitable job opportunities and better incomes, and minimize disproportionate burdens. Altogether, equitable community planning provides a strong foundation for realistic sustainability initiatives to be developed and implemented by the community.

To engage in equitable community planning, the City developed Equity Guardrails—a set of guiding criteria designed to formalize the Sustainability Plan's foundational goal for improving environmental justice issues as outlined in the Community Health and Environmental Justice Element. The specific criteria are used to instill equity within each goal of the Sustainability Plan. Actions included in this Sustainability Plan were reviewed for each criterion to determine if its associated actions would result in disproportionate burdens, inequities, or discrimination. If determined it could, the actions associated with the goal were updated to instead benefit the community members that have the most to gain. In this way, the criteria are used to instill equity within each goal of the Sustainability Plan, guiding the City towards a paradigm shift in environmental justice and public policy to transform the behaviors, institutions, and systems that disproportionately harm disadvantaged and vulnerable communities.

Table 8, on the following page, lists and defines the Equity Guardrail criteria that were used to assess each goal during the development of the Sustainability Plan.

31. Definitions sourced from the General Plan's Community Health & Environmental Justice Element.

Co-Benefits

Sustainability goals will produce additional benefits beyond GHG emissions reductions that the community will see from implementing the goals and actions. These co-benefits will have long-term positive impacts that will help Pittsburg reach their community goals. The co-benefits identified for each Sustainability Plan actions include:

- **Improved Health and Safety**
  - Creating a healthier community with less respiratory illnesses by improving indoor and outdoor air quality; improving life and property safety through efforts to increase adaptive capacity; and improving quality of life and comfort by creating more opportunities for physical activity, increasing access to green spaces, and maintaining thermal comfort
- **High-Road Job Development**
  - Creating and training Pittsburg residents for high-quality jobs in sustainable industries that provide family-sustaining living wages, comprehensive benefits, and opportunity for career advancement.
- **Community Savings**
  - Providing the community with long-term cost savings in areas such as utility bills

- **Connected Communities** 
  - Promoting a cohesive City with a strong sense of community by creating opportunities for community members to engage in public life and build ties to their neighbors
- **Energy Security** 
  - Increasing the uninterrupted availability of energy sources in the community at an affordable price and from local sources
- **Reduced Reliance on Fossil Fuels** 
  - Reducing the community's reliance on imported, polluting, and price-variable oil and gas

Table 8. Equity Guardrail Criteria

Equity Guardrail	Criteria
Access to Health and Safety Benefits	Each goal must be supported by actions that either mitigate potential negative outcomes, or improve access to the following for DACs and vulnerable communities: ▪ Individual and population health ▪ Life and property safety ▪ Quality of life and comfort Due to the upfront costs of actions such as electrification, many households will need financial support to have access to these health and safety benefits.
Equitable Allocation of Costs and Benefits	Each goal must be supported by actions that equitably allocate both costs and benefits across the community. This could include developing programs to provide equitable access to funding and financing mechanisms that address the specific needs of DACs and vulnerable communities (e.g., mitigating the additional upfront and maintenance costs of new technologies) or by developing equitable fee structures for transit or other services.
Promotes Housing Affordability and Anti-Displacement	Each goal must be supported by actions that: ▪ Improve access to benefits for renters and residents living in multi-family buildings ▪ Do not displace renters or overburden homeowners ▪ Do not place additional disproportionate financial burdens or hardships on DACs and vulnerable communities ▪ Protect DACs and vulnerable communities from cost-of-living increases
Authentic Investment and Engagement	Each goal must be supported by actions that continue engagement with DACs and vulnerable communities over the course of implementation to address identified hurdles as well as unforeseen barriers and constraints.
Provides Local and Accessible High-Road Job Development	Each goal must be supported by actions that create and protect local and accessible high-road job development, particularly for people experiencing barriers to employment. High-road jobs refer to high-quality jobs that provide family-sustaining, living wages, comprehensive benefits, and opportunity for career advancement.

Costs

Implementing the Sustainability Plan's goals may be extremely variable in cost as goals range from outreach and education to major investments in new infrastructure such as bike lanes and electric vehicle charging networks. While it may be tempting to only consider the upfront costs of a goal, there are many other cost considerations that should be part of the decision-making process. These costs were identified for each Sustainability Plan goal and used to categorize each goal as either having no-cost, low-cost, moderate-cost, or high-cost. Each cost category has been defined as follows:

- **No Cost:** Goals associated with operational changes that do not include upfront costs or result in zero lifecycle costs.
- **Low-Cost:** Goals associated with relatively low upfront costs or City staff time, (e.g., policy updates or outreach). For community members, this represents low upfront costs compared to existing alternatives.
- **Moderate-Cost:** Goals involving consultants or moderate infrastructure changes associated with an intermediate level of costs, (e.g., feasibility studies, program development, and retrofitting existing infrastructure). For community members, this represents costs that are not comparable to existing costs nor are offset over the lifetime (e.g., new fees or upfront costs partially offset by rebate opportunities.
- **High-Cost:** Goals that involve longer term projects requiring substantial investments into major infrastructure or technology over time, (e.g., energy storage, bike lanes, or other infrastructure changes). For community members, this represents costs that are not comparable to existing costs nor are offset over the lifetime (e.g., new electric vehicle purchase.

For a complete description of the costs for the Sustainability Plan goals, please see Appendix F.

Moving Towards the State's Goals

The goals and supporting actions outlined in this section were developed and refined using the elements described above and ultimately establish Pittsburg's first steps to work towards the City's 2 2030 GHG emissions reduction target and begin progress towards meeting the longer-term target of carbon neutrality by 2045. However, more work is needed to effectively reach both the 2030 target and the longer-term 2045 target. It is anticipated that the Plan will be reviewed and updated on a triennial basis, as discussed in Goal M-1.1 and Chapter 5, *Implementation*. Future iterations of the Plan will outline additional ways to meet the 2030 and 2045 emission reduction targets as new technologies and solutions become available. Continued progress will require a community-wide commitment at all levels to work towards the goals outlined in this Plan and make the necessary adjustments identified through regularly monitored progress.

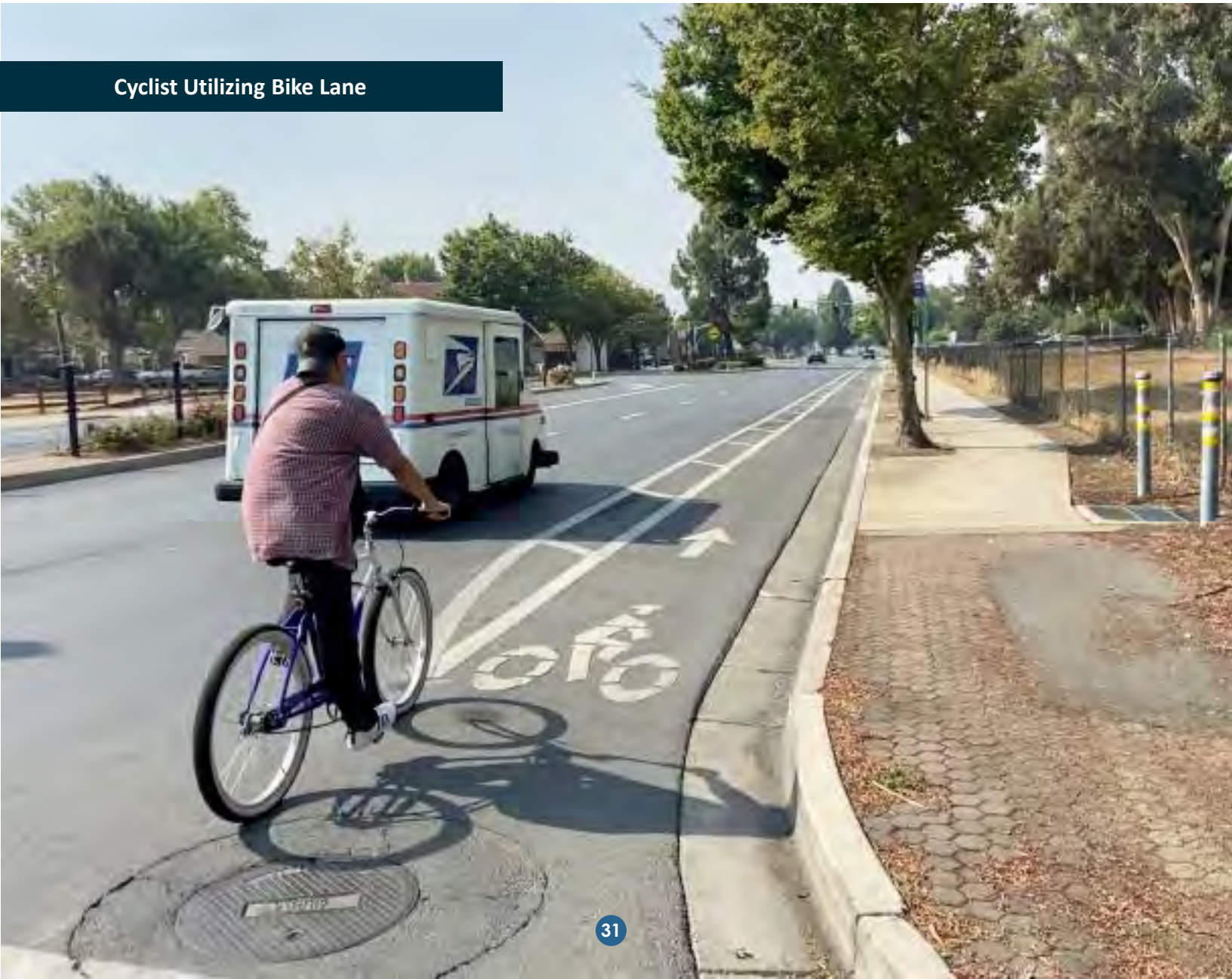
Table 9 below summarizes the strategies and goals of the Sustainability Plan. The following section identify the supporting actions associated with each goal and identify the pillars, equity guardrails, co-benefits, and costs associated with each goal or action, as appropriate. In addition, the following sections identify the key performance indicators (KPI) that will be used to monitor progress made on each goal. Together, these KPI's will help gauge overall progress towards the City's GHG emission reduction targets and signal opportunities for additional actions and refinement.

Table 9. Summary of GHG Emission Reduction Goals

ID #	Goal Text
Strategy C-1: Cornerstone to Climate Action Planning	
C-1.1	Provide high-road jobs to members of disadvantaged and vulnerable communities through a local High-road Workforce Development Program.
Strategy E-1 Electrify the Building Stock	
E-1.1	Electrify 100% of new construction in the City by 2026.
E-1.2	Electrify existing residential buildings to reduce residential natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.
E-1.3	Electrify existing commercial buildings to reduce commercial natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.
Strategy E-2 Decarbonize Electricity and Increase Use and Storage of Local Renewable Energy	
E-2.1	Increase the number of accounts enrolled in Marin Clean Energy's programs to 95%, with a total of 40% of accounts enrolled in the Deep Green energy option by 2030.
E-2.2	Increase generation and storage of local renewable energy.
Strategy T-1 Reduce Passenger Car Vehicle Miles Traveled	
T-1.1	Implement Pittsburg Moves, increasing active transportation mode share from 1.5% in 2020 to 3% by 2030 and 9% by 2045.
T-1.2	Implement public and shared transit programs to increase public transit mode share from 10.1% in 2020 to 12% by 2030 and 17% by 2045.
Strategy T-2 Increase Zero-Emission Vehicle and Equipment Use	
T-2.1	Increase passenger zero-emission vehicle adoption from 2.3% in 2020 to 15% by 2030 and 100% by 2045.
T-2.2	Increase commercial zero-emission vehicle adoption from less than 1% in 2020 to 10% by 2030 and 100% by 2045.
T-2.3	Transition 5% of all (i.e., commercial and residential) off-road equipment to zero-emission alternatives by 2030 and 100% by 2045.
Strategy W-1 Increase Water Conservation and Local Water Supply	
W-1.1	Reduce per capita water consumption by 10% by 2030 and 30% by 2045, from 2016 levels.
W-1.2	Increase recycled water use in the City.
Strategy W-2 Minimize Water Loss System-wide	
W-2.1	Reduce real and apparent system water loss from a rate of 13% in 2020 to less than 10% by 2030 and less than 7% by 2045.
Strategy SW-1 Organic Waste Diversion	
SW-1.1	Continue to take action to meet SB 1383 organics and recycling requirements, reducing organic waste disposal 75% from 2014 levels by 2025 statewide.
Strategy SW-2 Reduce Community Waste Generation	
SW-2.1	Reduce community-wide waste generation 55% by 2025 and 90% by 2040 statewide, from 2014 levels.

Strategy CS-1 Carbon Sequestration	
CS-1.1	Increase carbon sequestration by planting 150 new trees annually through 2045 to sequester carbon and create urban shade to reduce heat island effect.
CS-1.2	Increase carbon sequestration by applying 0.08 tons of compost per capita annually in the community by 2030, increasing up to 0.10 by 2045.
Strategy M-1 Commit to Climate Action	
M-1.1	Complete annual progress reports on Pittsburg's Sustainability Plan every three years.
Strategy M-2 Reduce Municipal Reliance on Natural Resources	
M-2.1	Electrify 25% of existing City facilities by 2030 and 100% of existing City facilities by 2045, as well as all newly constructed City buildings, while also increasing renewable energy use.
M-2.2	Transition 50% of the City's vehicle and equipment fleet to renewable fuels and electric by 2030 and 100% by 2045.
M-2.3	Reduce the number of single occupancy, fossil fueled vehicle annual employee commute trips 20% by 2030 and 50% by 2045.

Cyclist Utilizing Bike Lane



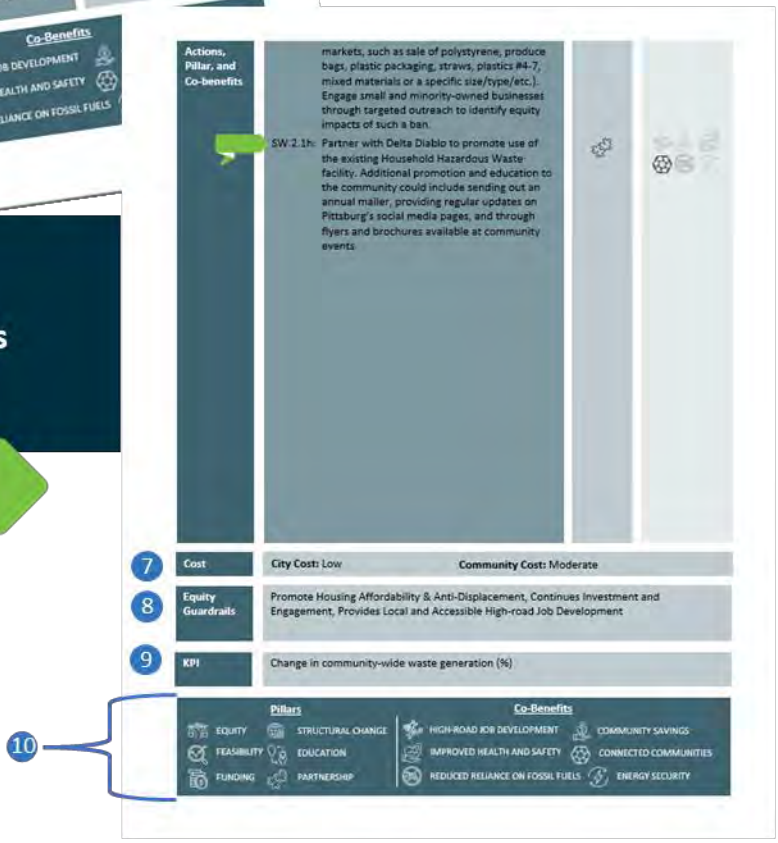
How to read the following pages:

1. Goal
2. Description of Goal
3. Actions
4. Sustainability Pillar
5. Co-benefits
6. Flag denoting inclusion revised text or additional actions based on community feedback
7. Cost
8. Equity Guardrails
9. Key Performance Indicators
10. Key showing pillar and co-benefit icons

Community feedback resulted in 13 new actions and 8 updated actions!

New Action

Updated Action



Cornerstone

C-1 Cornerstone to Climate Action Planning

C-1.1 Provide high-road jobs to members of disadvantaged and vulnerable communities through a local High-road Workforce Development Program.

C-1.1 – Provide high-road jobs to members of disadvantaged and vulnerable communities through a local High-road Workforce Development Program.

Reducing GHG emissions and creating a more sustainable Pittsburg will require initiatives from building retrofits to electric vehicle infrastructure buildout that demand a skilled, trained, and stable workforce. As a community, we can leverage this demand to create high-road jobs for Pittsburg residents—jobs that will provide Pittsburg residents family-sustaining wages, comprehensive benefits, and opportunities for continued career advancement.[32] Targeted towards community members with the most to gain from these high-quality, stable jobs, we can uplift and improve economic conditions for members of disadvantaged and vulnerable communities. Through a High-road Workforce Development Program we can create a future that brings renewable energy, ecological restoration, and more scientific-based environmental education to Pittsburg, leveraging efforts to reduce GHG emissions and create a more sustainable City for continued economic development. Additionally, this goal would decrease income inequity by providing workers with better-paying jobs and opportunities for advancement, while reducing poverty through living wages.

Actions, Pillar, and Co-benefits			
	C.1.1a: Establish a High-road Workforce Development Program that provides incentives to Pittsburg businesses and potential developers to establish apprenticeships programs for Pittsburg members of disadvantaged and vulnerable communities.		
	C.1.1b: Apply for grant opportunities to offer incentives to employers and developers for implementing local workforce apprenticeship programs, through grants such as the Transformative Climate Communities Implementation Grant and High Road Training Partnerships: Resilient Workforce Fund Program.		
	C.1.1c: Perform an analysis on current workforce opportunities within the City that provide potential for high-road jobs through direct engagement with local businesses. Through this analysis establish the criteria for high-road jobs, and identify opportunities for bringing in additional developers and businesses that will provide jobs that meet these criteria.		
	C.1.1d: Partner with community-based organizations with connections to disadvantaged and vulnerable communities to perform direct		

Pillars

 EQUITY
 STRUCTURAL CHANGE
 FEASIBILITY
 EDUCATION
 FUNDING
 PARTNERSHIP

Co-Benefits

 HIGH-ROAD JOB DEVELOPMENT
 COMMUNITY SAVINGS
 IMPROVED HEALTH AND SAFETY
 CONNECTED COMMUNITIES
 REDUCED RELIANCE ON FOSSIL FUELS
 ENERGY SECURITY

32. https://cwdb.ca.gov/wp-content/uploads/sites/43/2019/09/High-Road-ECJ-Brief_UPDATED-BRANDING.pdf

Actions, Pillar, and Co-benefits	engagement promoting opportunities within the High-road Workforce Development Program. C.1.1e: Create a City webpage to provide resources related to the High-road Workforce Development Program to allow for posting of available resources and to develop an internship/apprenticeship board for local employers and Los Medanos College to share employment opportunities. C-1.1f: Amend the City's bid procurement and evaluation process to include local workforce (i.e., including Pittsburg residents in the project workforce) as a criterion for evaluating capital improvement project bids.	 	 
Cost	**City Cost:** Moderate **Community Cost:** N/A		
Equity Guardrails	Continues Investment and Engagement, Provides Local and Accessible High-road Job Development		
KPI	Number of apprenticeships created, and value of incentives provided ($)		

Pillars

- EQUITY
- STRUCTURAL CHANGE
- FEASIBILITY
- EDUCATION
- FUNDING
- PARTNERSHIP

Co-Benefits

- HIGH-ROAD JOB DEVELOPMENT
- COMMUNITY SAVINGS
- IMPROVED HEALTH AND SAFETY
- CONNECTED COMMUNITIES
- REDUCED RELIANCE ON FOSSIL FUELS
- ENERGY SECURITY

Energy

E-1 Electrify the Building Stock

E-1.1 Electrify 100% of new construction in the City by 2026.

E-1.2 Electrify existing residential buildings to reduce residential natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.

E-1.3 Electrify existing commercial buildings to reduce commercial natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.

E-1.1 – Electrify 100% of new construction in the City by 2026.

New building electrification is a cost-effective and socially equitable way to reduce GHG emissions, lower community costs, and protect public health. All-electric buildings can be more energy efficient and produce lower energy bills than those powered by natural gas. Implemented with an emphasis on equity, these lower operating costs can help reduce energy bill burdens in the community. Additionally, constructing new all-electric buildings is more cost-effective up-front than building traditional mixed-fuel buildings due to the cost savings obtained from avoiding the installation and expansion of natural gas infrastructure. These long-term and up-front cost savings make all-electric new construction an easy choice for the community. All-electric buildings also provide a critical step towards improving public health. Burning natural gas in poorly ventilated areas (i.e., through gas stoves in particular)[33] can cause a drastic increase of harmful indoor pollutants that are linked to increased risk of respiratory illnesses. For example, studies show that using natural gas stoves is associated with increased risk of asthma in children, as well as more severe asthma symptoms.[34] Electric appliances completely mitigate these indoor air pollutant risks.

Actions, Pillar, and Co-benefits			
	E.1.1a:	Conduct a cost effectiveness study to analyze the impact of adopting an electrification reach code for all new construction to inform future consideration of a reach code.	 
	E.1.1b:	Identify and partner with local community-based organizations with connections to disadvantaged and vulnerable communities to conduct targeted outreach to identify and analyze equity concerns with an electrification reach code for all new construction to inform future consideration of a reach code.	 
	E.1.1c:	Establish partnerships with the Building Decarbonization Coalition, Marin Clean Energy, Bay Area Regional Energy Network, the International Brotherhood of Electrical Workers, and others, to engage with local interested parties from the building industry, such as local developers, to evaluate the feasibility of adopting an electrification reach code for all new construction and inform future consideration of a reach code.	 
	E.1.1d:	Partner with organizations such as the Building Decarbonization Coalition, Marin Clean Energy, and Bay Area Regional Energy Network to compile a suite of case studies and cost-	 

Pillars

 EQUITY
 STRUCTURAL CHANGE
 FEASIBILITY
 EDUCATION
 FUNDING
 PARTNERSHIP

Co-Benefits

 HIGH-ROAD JOB DEVELOPMENT
 COMMUNITY SAVINGS
 IMPROVED HEALTH AND SAFETY
 CONNECTED COMMUNITIES
 REDUCED RELIANCE ON FOSSIL FUELS
 ENERGY SECURITY

33. https://ww2.arb.ca.gov/resources/documents/indoor-air-pollution-cooking
34. https://www.apha.org/Policies-and-Advocacy/Public-Health-Policy-Statements/Policy-Database/2023/01/18/Gas-Stove-Emissions

Actions, Pillar, and Co-benefits	effective strategies (e.g., energy efficiency improvements) for electric buildings by prototype, help educate building owners and the construction industry on the cost savings, environmental benefits, and versatility associated with all-electric construction, and educate developers and other interested parties on new appliances and approaches to building electrification. Share the information on the City's website, at City events, and at the City's permit counters.		
	E-1.1e: Provide education around cooking with electric appliances and partner with local chefs and/or restaurants to host cooking demonstrations at community events such as the Farmers' Market, Green Footprint Festival, or Pittsburg First Fridays.		
	E-1.1f: Partner with the Bay Area Regional Energy Network and the International Brotherhood of Electrical Workers, or similar entities, to provide technical resources, including hosting workforce development trainings as part of the Highroad Workforce Development Program for installers, local contractors, and building owners/operators to discuss the benefits and technical requirements of electrification. Partner with community-based organizations to connect members of disadvantaged and vulnerable communities to these training programs.		

Cost	**City Cost:** Moderate **Community Cost:** No cost
Equity Guardrails	Access to Health and Safety Benefits, Promotes Housing Affordability & Anti-Displacement, Continues Investment and Engagement, Provides Local and Accessible High-road Job Development
KPI	Share of new construction electrified (%)

Pillars

 EQUITY

 STRUCTURAL CHANGE

 FEASIBILITY

 EDUCATION

 FUNDING

 PARTNERSHIP

Co-Benefits

 HIGH-ROAD JOB DEVELOPMENT

 COMMUNITY SAVINGS

 IMPROVED HEALTH AND SAFETY

 CONNECTED COMMUNITIES

 REDUCED RELIANCE ON FOSSIL FUELS

 ENERGY SECURITY

E-1.2 – Electrify existing residential buildings to reduce residential natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.

Existing building electrification, which is defined as the replacement of fossil-fueled systems with electric alternatives, provides the same GHG emission reduction, energy bill, and public health benefits as new building electrification. However, since the costs of electrification typically fall on homeowners, there exists additional barriers to ensuring all community members can benefit. Members of disadvantaged and vulnerable communities often face multiple and sometimes compounding economic barriers that make it difficult to prioritize electrification. Further, many members of these communities are renters lacking the property rights to electrify. Yet, these community members will also be the hardest hit if we leave them as the last customers relying on the gas distribution system because they can least afford the significant bill increases anticipated to support aging and stranded infrastructure.[35] Thus, we must pursue residential building electrification equitably to benefit all Pittsburg residents. In addition to reducing long-term cost burdens, electrification will also improve indoor air quality and increase home values.

Actions, Pillar, and Co-benefits			
	E.1.2a:	Develop a residential building electrification strategy with a detailed existing building analysis and electrification costs analysis to understand cost implications, identify potential equity concerns/impacts, and develop equitable strategies and recommended standards for electrifying existing residential buildings such as those that increase energy efficiency and tenant protections. Identify and partner with local community-based organizations with connections to disadvantaged and vulnerable communities to conduct intentional, thoughtful, and specific community outreach during development of the electrification strategy to understand the community's concerns and needs around electrification.	
	E.1.2b:	During the electrification strategy development process, engage the community to evaluate the feasibility of adopting a time of replacement electrification ordinance in the future for HVAC and water heaters.	
	E.1.2c:	Develop a permit tracking program for existing building electrification to track annual progress in achieving the electrification goals.	
Updated	E.1.2d:	Partner with stakeholders such as MCE and PG&E to understand the feasibility of,	

Pillars

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Co-Benefits

HIGH-ROAD JOB DEVELOPMENT · COMMUNITY SAVINGS · IMPROVED HEALTH AND SAFETY · CONNECTED COMMUNITIES · REDUCED RELIANCE ON FOSSIL FUELS · ENERGY SECURITY

35. https://greenlining.org/wp-content/uploads/2019/10/Greenlining_EquitableElectrification_Report_2019_WEB.pdf

Actions, Pillar, and Co-benefits				
		establish, and promote funding pathways to ease community costs for electric appliances, electrification retrofits, and panel upgrades through: ▪ Federal and state grants/subsidies ▪ Tariffed On-bill financing ▪ Metered energy efficiency ▪ Linking electrification to existing weatherization programs		
New	E-1.2e:	Partner with PG&E to provide free electrification assessments to rental and multi-family properties to provide recommendations for electric upgrades and funding opportunities.		
New	E.1.2f:	Establish a working group of rental and multi-family property owners, as well as tenants that live in these units to: ▪ Identify common goals (e.g., saving money on utility bills, reducing carbon footprint, improving indoor air quality) ▪ Collaborate on initiatives, which would provide a space for tenants and homeowners to implement initiatives that align with the shared goals (e.g., installing energy-efficient lighting or appliances, adding building insulation, and/or installing solar panels). ▪ Establish communication channels to discuss progress, address hurdles, and work together on implementation. ▪ Share resources between tenants and homeowners.		
	E-1.2g:	Conduct targeted outreach to rental and multi-family property owners to distribute information about available electrification assessments, retrofit incentives, and long-term benefits associated with electrification and weatherization.		
	E-1.2h:	Review and update building codes to provide streamlined permitting for all electric retrofits. Provide Building Department staff training and information on the benefits of electrification for permit applicants.		

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Actions, Pillar, and Co-benefits	E-1.2i:	Partner with Marin Clean Energy and PG&E to review incentives, rebates, and financing options for procedural equity and ensure that existing and updated incentive programs are being equitably distributed to the community to reduce energy bill burdens. Hurdles to equitable implementation could include credit checks, excessive procedural hurdles and lack of targeted outreach.	
	E-1.2j:	Work with Marin Clean Energy to a conduct feasibility study to evaluate the current uptake and effectiveness of Proper Assessed Clean Energy (PACE) financing for installation of renewable energy systems in single-family and multi-family homes. If feasibility study indicates effectiveness, continue to offer PACE financing for single-family and multi-family homes to install renewable energy systems.	
	E-1.2k:	Partner with a financing/management company to provide electrification services and financing to the community with prioritization of members of disadvantaged and vulnerable communities.	
	E-1.2l:	Partner with Pittsburg Below Market Rate (BMR) housing stock owners to develop a strategy to begin electrifying publicly owned BMR housing. Identify a group of publicly owned BMR housing to conduct a full electrification pilot to help test and further develop the strategy. Promote the pilot as an example to the wider community on the feasibility and benefits of residential electrification.	

Cost	**City Cost:** Moderate **Community Cost:** Moderate
Equity Guardrails	Access to Health and Safety Benefits, Equitable Allocation of Costs and Benefits, Promotes Housing Affordability & Anti-Displacement, Continues Investment and Engagement, Provides Local and Accessible High-road Job Development
KPI	Change in residential natural gas consumption (%)

Pillars

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Co-Benefits

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E-1.3 – Electrify existing commercial buildings to reduce commercial natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.

Electrifying existing commercial buildings also provides the same GHG emission reduction, energy bill, and public health benefits as residential building electrification. However, leveraging the benefits from electrifying businesses also faces economic and social barriers. Like residential building electrification, we must pursue commercial building electrification equitably to help small and minority-owned businesses benefit from electrification rather than be left with polluting and increasingly expensive gas appliances.[36] Furthermore, electrifying businesses involves buildings of larger sizes and different purposes. While the technology does exist today to fully electrify all commercial buildings, we must support our business owners understand the options, resources, and benefits to electrifying their business. To successfully electrify commercial buildings and mitigate the greatest impacts of climate change, it is crucial to raise awareness among business owners, provide financial incentives, and offer access to expertise regarding the options, support, and benefits of electrifying their establishments.

Actions, Pillar, and Co-benefits				
	E.1.3a:	Develop a strategy to support commercial building electrification, including initiatives and recommended standards for retrofitting commercial buildings, prioritizing appliance replacements, and avoiding expansion of natural gas infrastructure.		
	E.1.3b:	Conduct engagement efforts for the commercial sector during development of the building electrification strategy to understand potential concerns and barriers to commercial electrification and educate commercial property owners on the potential cost savings and other benefits of electrification. Include targeted outreach to small businesses and minority-owned businesses to understand potential equity concerns with commercial electrification during the strategy development process.		
	E.1.3c:	Continue to work with Bay Area Regional Energy Networks, Marin Clean Energy, and StopWaste to improve, implement, and promote commercial electrification rebates and financing opportunities, as well as other offered incentives. Review the incentives for procedural equity and promote them to small		

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36. https://greenlining.org/wp-content/uploads/2019/10/Greenlining_EquitableElectrification_Report_2019_WEB.pdf

Actions, Pillar, and Co-benefits	and minority-owned businesses through targeted outreach.		
	E.1.3d: Conduct focused interviews with commercial property owners to evaluate the feasibility of adopting a commercial building electrification ordinance to ban the expansion of natural infrastructure and require appliance replacements to be all-electric where technologically feasible. Include interviews specifically with small and minority-owned businesses.		
	E-1.3e: Track annual progress on commercial building electrification through the same permit tracking program developed for residential building electrification.		
	E-1.3f: Conduct engagement efforts for the commercial sector to identify ways the City can support commercial battery storage installations.		
	E-1.3g: Partner with the Chamber of Commerce to inform and facilitate electrification for commercial business owners.		
	E-1.3h: Use municipal electrification efforts to promote the cost-saving benefits and feasibility of electrification to the commercial sector. Promote municipal building electrifications on the City's website and at City permit counters with information on costs, timescale, and utility bill savings for each project.		

Cost	**City Cost:** Low **Community Cost:** Moderate
Equity Guardrails	Access to Health and Safety Benefits, Equitable Allocation of Costs and Benefits, Continues Investment and Engagement, Provides Local and Accessible High-road Job Development
KPI	Change in commercial natural gas consumption (%)

Pillars

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Co-Benefits

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Energy

E-2 Decarbonize Electricity and Increase Use and Storage of Local Renewable Energy

E-2.1 Increase the number of accounts enrolled in Marin Clean Energy's programs to 95%, with a total of 40% of accounts enrolled in the Deep Green energy option by 2030.

E-2.2 Increase generation and storage of local renewable energy.

E-2.1 – Increase the number of accounts enrolled in Marin Clean Energy's (MCE) programs to 95%, with a total of 40% of accounts enrolled in the Deep Green energy option by 2030.

Pittsburg currently enrolls residents and businesses in Marin Clean Energy's Light Green electricity service. The service provides electricity sourced from 60 percent renewable energy, helping it achieve a lower carbon intensity than the electricity from Pacific Gas & Electric (PG&E). Marin Clean Energy's Deep Green service eliminates fossil fuels altogether, providing electricity from 100 percent renewable sources (i.e., solar and wind).[37] While the California grid will continue to get cleaner as the Renewable Portfolio Standard progresses, Marin Clean Energy provides Pittsburg significant GHG emission reduction potential in the meantime—especially when paired with all-electric buildings. Helping residents and businesses maintain enrollment in Marin Clean Energy and opt-up to Deep Green will help Pittsburg leverage the benefits of renewable energy, fostering a sustainable and resilient community while reducing GHG emissions.

Actions, Pillar, and Co-benefits			
	E.2.1a:	Continue to work with Marin Clean Energy to conduct an annual analysis of opt-out rates in the City and expand the research to understand why residents and businesses opt out of Marin Clean Energy. Include targeted outreach to residents living on low and fixed incomes and disadvantaged and vulnerable communities to identify barriers to remaining with Marin Clean Energy.	
	E.2.1b:	Partner with Marin Clean Energy to design educational campaigns, including tabling at community events, establishing informational resources on the City's website, regularly posting on social media, and developing energy bill inserts, to highlight the benefits of 100% renewable energy.	
	E.2.1c:	In collaboration with Marin Clean Energy, implement a pilot program to provide Pittsburg's affordable housing units managed by the Pittsburg Housing Authority Marin Clean Energy's Deep Green service by 2025. Identify funding options with Marin Clean Energy such as subsidy of pilot study through the non-discounted customers or grant funding.	

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37. https://www.mcecleanenergy.org/energy-suppliers/

Actions, Pillar, and Co-benefits	E.2.1d: Support an equitable transition to renewables by partnering with Marin Clean Energy to create a funding or subsidy program for customers enrolled in the California Alternate Rates for Energy (CARE) or Family Electric Rate Assistance (FERA) programs to opt-up to Marin Clean Energy's Deep Green option. This may include subsidizing costs to customers who participate in CARE/FERA programs through non-discounted customer rate increase or obtainment of funding for disadvantaged and vulnerable communities. Include targeted outreach to educate residents on the availability of energy savings programs to help offset potential rate increases when opting-up.		
Cost	**City Cost:** Low	**Community Cost:** Low	
Equity Guardrails	Equitable Allocation of Costs and Benefits, Promote Housing Affordability & Anti-Displacement, Continues Investment and Engagement		
KPI	Accounts enrolled in MCE and MCE's Deep Green (%)		

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E-2.2 – Increase generation and storage of local renewable energy.

While all-electric buildings can be more energy efficient and produce lower energy bills than those powered by gas, we must also prioritize reliability and safety. Pairing all-electric buildings with local solar photovoltaics and battery storage can insulate the community from public safety power shutoffs and grid outages, increasing the resilience of our buildings. Additionally, local solar and battery storage can reduce energy bill burdens by reducing the electricity purchased from the grid and avoiding purchase during peak hours. However, solar and battery storage come with high upfront and maintenance costs that may be difficult for members of disadvantaged and vulnerable communities to prioritize and many members of these communities live in rental or multi-family properties that come with physical and legal limitations to installing solar and battery storage. To create an equitable transition to renewable energy, the actions below develop a framework that focuses on partnerships and financing mechanisms to provide local solar to disadvantaged and vulnerable communities and explore future opportunities for community solar.

Actions, Pillar, and Co-benefits			
	E.2.2a:	Conduct a feasibility study to assess cost and applicable locations for installation of battery back-up systems or generators at municipal owned facilities, including the City Hall/Police Station, and the Pittsburg Marina.	 
	E.2.2b:	Establish and streamline standards and permit requirements for electrification-related installations and battery storage systems, to allow for easier implementation of these technologies in Pittsburg.	 
	E.2.2c:	Consider adopting a PV (Solar) Ordinance requiring newly constructed and majorly renovated multi-family and commercial buildings to install PV systems that meet minimum requirements of Tier 2 Voluntary Standards under CalGreen. Engage with local building industry stakeholders to understand concerns and develop exemptions to the ordinance where the installation of PV systems may not be economically feasible.	 
	E.2.2d:	Expand the partnership with GRID Alternatives through increased funding/promotion and promote the benefits of renewable energy through multi-lingual educational programs in order to support an equitable transition to renewable energy.	 
Updated	E.2.2e:	Work with PG&E, MCE, and/or other partners to support and incentivize local on-site energy generation and storage resources. This could include:	 

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Actions, Pillar, and Co-benefits	▪ Connecting home and business owners, particularly those in disadvantaged and vulnerable communities, to incentives for renewable energy and storage including Net Metering Programs through PG&E for bill credits, the Disadvantaged Communities-single-family Solar Homes program, Self-Generation Incentive Program, and Equity Resilience rebates that provide an upfront rebate for battery storage, as well as the federal investment tax credit. ▪ Promoting installation of storage technology in concert with renewable energy infrastructure through multilingual education programs, outreach, and information provided via City platforms. ▪ Evaluating the feasibility of installing on- and off-site co-located community solar and storage facilities and, if demonstrated effective, installing at least 3 by 2030 to provide cost-saving and resilience benefits to disadvantaged and vulnerable communities. E-2.2f: Provide educational materials and workshops to large commercial developers and large business property owners of the benefits of microgrids and energy resiliency. Provide resources to identify opportunities for solar installations and/or battery storage on site. E-2.2g: Partner with affordable housing providers to conduct a feasibility analysis of battery storage and solar projects at the affordable housing in Pittsburg that are eligible for Equity Resilience Incentives under the Self-Generation Incentive Program.	 	 
Cost	**City Cost:** Moderate **Community Cost:** Moderate to High		
Equity Guardrails	Equitable Allocation of Costs and Benefits, Promote Housing Affordability & Anti-Displacement, Continues Investment and Engagement, Provides Local and Accessible High-road Job Development		
KPI	Renewable energy and storage capacity installed (Megawatts)		

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Transportation

T-1 Reduce Passenger Car Vehicle Miles Traveled Goals and Actions

T-1.1 Implement Pittsburg Moves, increasing active transportation mode share from 1.5% in 2020 to 3% by 2030 and 9% by 2045.

T-1.2 Implement public and shared transit programs to increase public transit mode share from 10.1% in 2020 to 12% by 2030 and 17% by 2045.

T-1.1 – Implement Pittsburg Moves, increasing active transportation mode share from 1.5% in 2020 to 3% by 2030 and 9% by 2045.

In addition to reducing vehicle miles traveled (VMT), and in turn GHG emissions, increasing active transportation provides a robust set of health, mobility, and livability benefits. Increasing opportunities for active transportation—as in any self-propelled, human-powered form of transportation such as walking or biking—increases residents' opportunity for physical exercise and recreational activities providing important physical and mental health benefits. Active transportation also improves mobility, providing community members who cannot drive (e.g., children, seniors) affordable options to travel independently. At the same time, it helps bridge the first- and last-mile gap providing extended mobility options for community members. Lastly, a thriving active transportation network will provide Pittsburg a safe and connected network to interact with neighbors, fostering a sense of community and promoting healthy lifestyles for all residents. The actions below commit Pittsburg to planning and implementing active transportation infrastructure improvements and establish a framework of partnerships, engagement, and education to best serve the community members who have the most to gain from active transportation improvements.

Actions, Pillar, and Co-benefits				
	T.1.1a:	Based on the goals and policies outlined in Pittsburg Moves, coordinate with Contra Costa Transportation Authority to establish a target timeline and funding strategy that address each of the projects in Appendix A. The timeline should outline a path that confirms an equal focus on improvement projects that will benefit residents living in disadvantaged and vulnerable communities.		
	T.1.1b:	Complete the feasibility analysis outlined in the Pittsburg Moves Project List to begin implementing the supporting projects.		
New	T.1.1c:	Establish bicycle lockers and bicycle parking minimums for new developments by land use types.		
New	T.1.1d:	Work with existing commercial and institutional property owners to identify additional opportunities to install safe bicycle lockers and parking spaces to encourage residents and visitors to make short trips via active transportation.		
	T.1.1e:	Partner with schools, employers, transit agencies, Bike East Bay, the League of American Bicyclists, Metropolitan Transportation Commission, and/or community		

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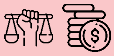
Actions, Pillar, and Co-benefits				
		groups to teach bicycle and pedestrian safety in schools and workplaces and to educate residents and businesses about the safe route availability and the health and environmental benefits of walking, bicycling, and using public transit.		
	T.1.1f:	Develop a Specific Capital Improvement Plan for active transportation and mobility projects for disadvantaged and vulnerable communities. Partner with community-based organizations with connections to disadvantaged and vulnerable communities to engage the community in the development and implementation of the plan.		
Updated	T.1.1g:	Partner with community groups to obtain funding through the California Air Resources Board Carsharing and Clean Mobility Options Incentive Program for a pilot bike-share program for disadvantaged and vulnerable communities and to connect disadvantaged and vulnerable communities with the E-Bike Purchase Incentive Program through CalBike and the California Air Resources Board (CARB), 511 Contra Costa, Contra Costa Transportation Authority, and the Bay Area Air Quality Management District.		
	T-1.1h:	Promote active transportation through car-free events by identifying areas of the City to periodically close streets to cars, potentially coupled with the Farmer's Market or other large and regular community events.		
	T-1.1i:	Work with a partner such as Lyft, Lime, Bike East Bay, 511 Contra Costa, or Encina Bicycle Center, to establish a book-a-bike program within the Civic Center.		
	T-1.1j:	Devote staff time to tracking and applying for grant funding to complete projects that would improve active transportation or mobility in the community.		
	T-1.1k:	Implement all policy recommendations included in the Pittsburg Moves to improve pedestrian and bicycle networks and increase		

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Actions, Pillar, and Co-benefits	transit ridership based on the established timeframes. T-1.1l: Install approximately 45 miles of bikeways by 2040, including approximately 26 additional miles of shared-use paths; 7 miles of new buffered bike lanes; 8 miles of new bike boulevards; and 17 miles of new separated bikeways.		
Cost	**City Cost:** High	**Community Cost:** No cost	
Equity Guardrails	Access to Health and Safety Benefits, Equitable Allocation of Costs and Benefits, Promote Housing Affordability & Anti-Displacement, Continues Investment and Engagement, Provides Local and Accessible High-road Job Development		
KPI	Bicycle and pedestrian mode share (%)		

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T-1.2 – Implement public and shared transit programs to increase public transit mode share from 10.1% in 2020 to 12% by 2030 and 17% by 2045.

Increasing public transit mode share provides benefits beyond reducing GHG emissions from vehicles. Public transit and shared transportation can shift communities towards a healthier future by reducing local air pollutants and boosting quality of life. For Pittsburg, this means a safer and more affordable means of transportation, increased mobility, alleviating traffic congestion, improving air quality, enhancing accessibility for marginalized communities, and promoting economic growth by reducing transportation costs for individuals and businesses alike. Public transportation has substantially lower crash rates and lower crash severity[38] than automotive travel and improves public health by reducing air pollution. It also provides cost saving opportunities due to savings from less fuel, maintenance, insurance, and registration costs. Public transportation also fosters public health improvements because most public transit users regularly walk or bike to access points.[39] This trend can result in improved health and reduced medical expenses when coupled with the local air quality improvements that reduced mobile combustion of fossil fuels provides.

Actions, Pillar, and Co-benefits			
	T.2.2a:	Establish guidelines and recommended standards for new development of public space to be transit accessible and multi-functional by co-locating public facilities.	
	T.2.2b:	Consistent with the intention of Senate Bill 10, allow developers to build housing without off-street parking if they're close to frequent transit service.	
	T.2.2c:	Partner with Tri-Delta Transit to conduct a study to determine transit priority corridors and prioritize infrastructure improvements in existing neighborhoods that enable people to better access and use public transit.	
	T.2.2d:	Conduct engagement efforts for the general public and targeted to disadvantaged and vulnerable communities to understand the community's concerns around or barriers to using public and/or shared transit.	
	T.2.2e:	Through the adoption of an Overlay or Specific Plan, encourage employers to develop a Transportation Demand Management (TDM) Plan. Design a baseline TDM Plan for large employers (i.e., businesses with more than 25 employees) to adopt or model their TDM's after. TDM plans should include money-based	

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38. https://www.transportation.gov/mission/health/Expand-Public-Transportation-Systems-and-Offer-Incentives
39. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3407915/

Actions, Pillar, and Co-benefits	incentives for employees to bike, walk, carpool, or take the bus to work. T-1.2f: Conduct engagement efforts for the general public, with a targeted approach to disadvantaged and vulnerable communities to understand the potential concerns around the analysis of disincentive-based policies for driving single passenger vehicles. Through feedback from these engagement efforts, define equity metrics for the implementation of disincentive-based policies and depending on the outcome of the analysis, structure the policies to meet these metrics.		
Cost	**City Cost:** Moderate	**Community Cost:** Moderate	
Equity Guardrails	Access to Health and Safety Benefits, Equitable Allocation of Costs and Benefits, Promote Housing Affordability & Anti-Displacement, Continues Investment and Engagement		
KPI	Public transit and shared transport mode share (%)		

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Transportation

T-2 Increase Zero-Emission Vehicle and Equipment Use

T-2.1 Increase passenger zero-emission vehicle adoption from 2.3% in 2020 to 15% by 2030 and 100% by 2045.

T-2.2 Increase commercial zero-emission vehicle adoption from less than 1% in 2020 to 10% by 2030 and 100% by 2045.

T-2.1 – Increase passenger zero-emission vehicle adoption from 2.3% in 2020 to 15% by 2030 and 100% by 2045.

Widespread adoption of passenger zero-emission vehicles (ZEVs) provides a range of benefits including significantly reduced GHG emissions, improved public health, and cost savings. By avoiding the local combustion of fossil fuels, ZEVs reduce the level of smog, particulate matter, and other harmful pollutants that will, in turn, help reduce the incidence of respiratory illness.[40] Additionally, without fluids to replace and with fewer moving parts, ZEVs produce long-term costs savings through lower operating and maintenance costs than internal combustion engine vehicles. However, it is important that the transition to ZEVs is equitable and accessible to all Pittsburg residents. Purchasing a ZEV and installing a charger can be an upfront cost difficult for members of disadvantaged and vulnerable communities to prioritize. Similarly, residents of rental and multi-family properties may lack the property rights to install a charger. The actions below focus on an equitable transition to ZEVs through the installation of publicly-available chargers across the City, the implementation of financing mechanisms for ZEVs and at-home chargers, and extensive research and engagement to begin developing a ZEV network that overcomes local barriers to implementation.

Actions, Pillar, and Co-benefits			
	T.2.1a:	Establish a prioritized list of locations in Pittsburg for new electric vehicle charging stations with consideration for equitable distribution of chargers to renters, residents of multi-family homes, residents living on low- and fixed-incomes, and disadvantaged and vulnerable communities. Install at least 50 new publicly accessible level II chargers by 2030 and 100 by 2045, through public-private partnerships and on City-owned properties at these locations. Promote the availability of new public chargers on social media and on the City's website.		
	T.2.1b:	Continue to maintain a streamlined electric vehicle (EV) infrastructure permitting process and ordinance in accordance with AB 1236.		
	T.2.1c:	Allow for granting of zero emission vehicles (ZEVs) access to preferred parking spaces in new private parking lots, where it is logical, feasible and not cost-prohibitive.		
	T.2.1d:	Work with MCE and PG&E to incentivize residential electric vehicle charger installations and panel upgrades through on-bill financing. Promote the incentives through multi-lingual outreach material on the City's website and at community events.		

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40. https://www.sciencedirect.com/science/article/abs/pii/S0048969723003765?via%3Dihub

Actions, Pillar, and Co-benefits			
	T.2.1e: Coordinate with community-based organizations, local agencies, and non-profits to conduct zero-emission vehicle (ZEV) education events for residents and targeted events for members of disadvantaged and vulnerable communities that would engage the community to evaluate the barriers to ZEV adoption, promote information on the costs and benefits of owning ZEVs, and promote steps on how to receive incentives for ZEVs.		
	T-2.1f: Develop outreach and education materials and distribute to local businesses, rental and multi-family property owners, and developers on the financial (e.g., new funding streams), environmental, and health and safety benefits of ZEVs. Provide information on available funding opportunities and the City's streamlined permitting process.		
	T-2.1g: Conduct outreach, including interviews with residents and business owners to evaluate the feasibility of adopting an electric vehicle charging infrastructure reach code. Partner with community-based organizations with connections to disadvantaged and vulnerable communities to include targeted outreach and interviews to members of disadvantaged and vulnerable communities to understand equity impacts of the reach code and barriers to adoption.		
	T-2.1h: Explore opportunities to assist disadvantaged and vulnerable community members to purchase and operate ZEVs including: ▪ Opportunities with CARB, BAAQMD, or other agencies to start a purchase rebate program and provide higher trade-in value for combustion vehicles ▪ Opportunities with MCE and other agencies to discount charger and/or electricity rates for those with an electric vehicle.		
	T-2.1i: Collaborate with neighboring jurisdictions and the Contra Costa Transportation Authority to		

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Co-Benefits

 HIGH-ROAD JOB DEVELOPMENT

 COMMUNITY SAVINGS

 IMPROVED HEALTH AND SAFETY

 CONNECTED COMMUNITIES

 REDUCED RELIANCE ON FOSSIL FUELS

 ENERGY SECURITY

Actions, Pillar, and Co-benefits	develop a connected network for zero emission vehicle car share. T-2.1j: Support zero-emission vehicle car share companies in coming to the City. Coordinate with car share companies and community-groups to develop an affordable, zero-emission vehicle car share to serve affordable housing and/or multifamily developments with a priority to target disadvantaged and vulnerable communities.		
Cost	**City Cost:** High	**Community Cost:** Low	
Equity Guardrails	Access to Health and Safety Benefits, Equitable Allocation of Costs and Benefits, Promote Housing Affordability & Anti-Displacement, Continues Investment and Engagement, Provides Local and Accessible High-road Job Development		
KPI	Passenger ZEV adoption (%)		

Pillars

- EQUITY
- STRUCTURAL CHANGE
- FEASIBILITY
- EDUCATION
- FUNDING
- PARTNERSHIP

Co-Benefits

- HIGH-ROAD JOB DEVELOPMENT
- COMMUNITY SAVINGS
- IMPROVED HEALTH AND SAFETY
- CONNECTED COMMUNITIES
- REDUCED RELIANCE ON FOSSIL FUELS
- ENERGY SECURITY

T-2.2 – Increase commercial zero-emission vehicle adoption from less than 1% in 2020 to 10% by 2030 and 100% by 2045.

In addition to improving air quality and reducing GHG emissions, increasing commercial ZEV adoption brings cost-savings, improved energy security, and increased competitiveness for businesses. Commercial ZEVs, such as electric delivery trucks, can help to reduce operating costs by minimizing fuel and maintenance expenses, while also providing cost-savings through improved energy efficiency. For this transition to be successful, it is important to confirm Pittsburg businesses of all sizes have access to the resources and support they need to make the transition. Furthermore, increasing commercial ZEV adoption can also lead to improved public health outcomes by reducing local air pollution in the City. Diesel-powered commercial vehicles are a significant source of particulate matter and other harmful pollutants, which can have negative health impacts, especially for vulnerable populations such as children, the elderly, and those with respiratory conditions. By transitioning to ZEVs, businesses can contribute to cleaner air and a healthier community and play an active role in establishing the most sustainable future. Additionally, increasing commercial ZEV adoption can also enhance energy security by reducing reliance on imported fossil fuels, which can be subject to price volatility and supply disruptions.

Actions, Pillar, and Co-benefits			
	T.2.2a: Consider establishing a licensing fee for commercial delivery vehicles operating on fossil fuels (such as Amazon and FedEx) to provide funding for new active transportation and EV charging/ZEV fueling infrastructure and discounting the fee for the proportion of electric vehicles the delivery company uses. Evaluation of the fee would include: ▪ Engaging directly with delivery service providers operating in the City ▪ Determining if phasing is needed ▪ Identifying gaps		
	T.2.2b: Encourage commercial vehicle fleet operators to accelerate electrification by providing them educational material on the benefits of ZEVs (e.g., fuel cost savings through networked charging and current availability of ZEVs ahead of State mandates), educating them on the City's streamlined permitting process, and compiling and distributing information on potential funding opportunities. Include Pittsburg Unified School District's zero-emission buses as a case study to demonstrate the feasibility and benefits of transitioning commercial fleets to ZEVs.		

Pillars

- EQUITY
- STRUCTURAL CHANGE
- FEASIBILITY
- EDUCATION
- FUNDING
- PARTNERSHIP

Co-Benefits

- HIGH-ROAD JOB DEVELOPMENT
- COMMUNITY SAVINGS
- IMPROVED HEALTH AND SAFETY
- CONNECTED COMMUNITIES
- REDUCED RELIANCE ON FOSSIL FUELS
- ENERGY SECURITY

Cost	**City Cost:** Low **Community Cost:** Low
Equity Guardrails	Access to Health and Safety Benefits, Provides Local and Accessible High-road Job Development
KPI	Commercial ZEV adoption (%)

Pillars

- EQUITY
- STRUCTURAL CHANGE
- FEASIBILITY
- EDUCATION
- FUNDING
- PARTNERSHIP

Co-Benefits

- HIGH-ROAD JOB DEVELOPMENT
- COMMUNITY SAVINGS
- IMPROVED HEALTH AND SAFETY
- CONNECTED COMMUNITIES
- REDUCED RELIANCE ON FOSSIL FUELS
- ENERGY SECURITY

T-2.3 – Transition 5% of all (i.e., commercial and residential) off-road equipment to zero-emission alternatives by 2030 and 100% by 2045.

Like the adoption of ZEVs, decarbonizing off-road equipment offers significant GHG emission reductions and air quality improvements. Off-road equipment, such as landscaping equipment and construction equipment, emit both GHG emissions and local smog-forming emissions. In California, total smog-forming emissions from small off-road engines exceed emissions from light-duty passenger vehicles. Likewise, operating a commercial leaf blower for one hour emits smog-forming pollution comparable to driving a new light-duty passenger car about 1,100 mile or over 15 hours of driving.[41] These characteristics mean zero-emission alternatives for off-road equipment can help create a cleaner and healthier Pittsburg. However, decarbonizing off-road equipment requires upfront costs that can be difficult for residential and business members of disadvantaged and vulnerable communities to navigate. An equitable transition to zero-emission alternatives requires a multi-faceted approach that addresses both the technical and financial barriers to adoption.

Actions, Pillar, and Co-benefits		
	T-2.3a:	Develop small off-road equipment (SORE) guidelines in alignment with CARB's goals encouraging that at time of replacement, zero emission landscape equipment be used starting in 2024 and portable generators be zero-emissions by 2028.
	T-2.3b:	Partner with BAAQMD to identify funding opportunities to encourage residents to replace gas-powered landscaping equipment and off-road engines with zero emission equipment with a focus on funding opportunities for members of disadvantaged and vulnerable communities and small and minority-owned businesses.
	T-2.3c:	Conduct an investigation of major commercial off-road equipment fleets in Pittsburg and identify fleets with highest decarbonization potential and fleets in disadvantaged and vulnerable communities that will need targeted support to transition.
	T-2.3d:	Develop an Off-road Equipment Replacement Outreach Campaign that provides information to contractors, residents, and fleet operators in Pittsburg, with a target towards those identified with high decarbonization potential

Pillars

EQUITY
STRUCTURAL CHANGE
FEASIBILITY
EDUCATION
FUNDING
PARTNERSHIP

Co-Benefits

HIGH-ROAD JOB DEVELOPMENT
COMMUNITY SAVINGS
IMPROVED HEALTH AND SAFETY
CONNECTED COMMUNITIES
REDUCED RELIANCE ON FOSSIL FUELS
ENERGY SECURITY

41. https://ww2.arb.ca.gov/resources/fact-sheets/sore-small-engine-fact-sheet

Actions, Pillar, and Co-benefits	and small businesses owned by traditionally disadvantaged and vulnerable community members. Information should include equivalent alternatives to fossil-fueled off-road equipment, public health, and safety benefits of alternative equipment technology, and funding opportunities available (i.e., Clean Off-Road Equipment Voucher Incentive Program [CORE]). T-2.3e: Partner with BAAQMD to develop a rebate and incentive program for upgrading off-road equipment and switching to electric or biofuels. Develop the program with a focus on procedural equity and prioritize funding distribution to disadvantaged and vulnerable communities.		
Cost	**City Cost:** Moderate	**Community Cost:** Low	
Equity Guardrails	Access to Health and Safety Benefits, Equitable Allocation of Costs and Benefits, Promote Housing Affordability & Anti-Displacement, Continues Investment and Engagement		
KPI	Zero-emission off-road equipment adoption (%)		

Pillars

- EQUITY
- STRUCTURAL CHANGE
- FEASIBILITY
- EDUCATION
- FUNDING
- PARTNERSHIP

Co-Benefits

- HIGH-ROAD JOB DEVELOPMENT
- COMMUNITY SAVINGS
- IMPROVED HEALTH AND SAFETY
- CONNECTED COMMUNITIES
- REDUCED RELIANCE ON FOSSIL FUELS
- ENERGY SECURITY

Water

W-1 Increase Water Conservation and Local Water Supply

W-1.1 Reduce per capita water consumption 10% by 2030 and 30% by 2045, from 2016 levels.

W-1.2 Increase recycled water use in the City.

W-1.1 – Reduce per capita water consumption 10% by 2030 and 30% by 2045, from 2016 levels.

California has experienced its driest two decades in at least 1,200 years,[42] with models predicting the current "megadrought" to continue despite occasional heavy precipitation events, such as what the state experienced in winter 2023. This new reality underscores the pressing need for communities to take proactive steps to reduce water consumption, in order to build a resilient and sustainable future for all. By reducing community water consumption, we can help to preserve and protect this precious resource, ensuring that it remains available for the long-term. Moreover, reducing water consumption can also lead to significant cost savings for both residents and businesses alike, as lower utility bills can translate into real monetary savings. At the community level, reducing water consumption can enable fewer investments in water treatment and delivery infrastructure, resulting in a more efficient and cost-effective water system. In addition to the economic benefits, reducing water consumption can also have positive environmental impacts, such as reducing the energy required to pump and treat water, thus leading to energy savings.

Actions, Pillar, and Co-benefits			
Updated	W.1.1a:	Adopt a Water Conservation and Water Shortage Contingency Program Ordinance to establish a clear protocol of drought thresholds that trigger varying water use reduction strategies that focus primary on domestic water use, health and sanitation, and fire protection.	
	W.1.1b:	Continue to implement and enforce Model Water Efficient Landscape Ordinance to encourage use of efficient irrigation systems, greywater usage, onsite storm water capture, and limit the portion of landscapes that can be covered in turf.	
	W.1.1c:	Continue the "Delta Water Education Program" to promote and reinforce the importance of water resources, water conservation, and local management of watersheds and water quality, to children in the local community.	
	W.1.1d:	Continue to partner with Contra Costa Water District to promote water conservation messaging, including multi-lingual education materials such as publications, website pages, community events and booths, workshops and presentations, newsletters, newspaper ads, and bill inserts. Include targeted outreach to disadvantaged and vulnerable communities to reduce utility bill burdens.	

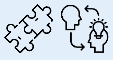
Pillars

- EQUITY
- STRUCTURAL CHANGE
- FEASIBILITY
- EDUCATION
- FUNDING
- PARTNERSHIP

Co-Benefits

- HIGH-ROAD JOB DEVELOPMENT
- COMMUNITY SAVINGS
- IMPROVED HEALTH AND SAFETY
- CONNECTED COMMUNITIES
- REDUCED RELIANCE ON FOSSIL FUELS
- ENERGY SECURITY

42. https://www.nytimes.com/2022/02/14/climate/western-drought-megadrought.html

Actions, Pillar, and Co-benefits				
	W-1.1e:	Continue to partner with Contra Costa Water District to provide water conserving fixtures/fittings and rebates for appliances to residents throughout Pittsburg, with a focus on disadvantaged and vulnerable communities to reduce utility bill burdens.		
New	W-1.1f:	Partner with Contra Costa Water District to create incentives as part of their Rainwater Harvesting Program to help residents install rain barrels.		
	W-1.1g:	Maintain a comprehensive, coordinated education campaign focused on property owners, landlords, property management companies, and occupants for reducing the use of water in homes and businesses. Establish a shared understanding of existing incentives for appliances, fittings and fixtures; lawns; and irrigation systems, and how to access them, including Contra Costa Water District incentive programs and rebates.		
	W-1.1h:	Perform analysis to understand the feasibility and potential potable water savings of adopting a Dual Drainage Plumbing Ordinance to provide information to community members.		
	W-1.1i:	Promote the Living Green Gardens, the City's water-wise public demonstration garden, to encourage efficient landscape and watering practices and to provide a hands-on learning experience for members of the community. Additionally, develop more classes on new materials and continue active maintenance of the garden.		
	W-1.1j:	Implement water conservation strategies, such as increasing efficiency and use of recycled water, in City landscaping and grounds maintenance procedures.		
Updated	W-1.1k:	Continue to partner with Delta Diablo and Contra Costa Water District to provide education to provide community members with information around the collection, storage, and use of rainwater from commercial		

Pillars

 EQUITY

 FEASIBILITY

 FUNDING

 STRUCTURAL CHANGE

 EDUCATION

 PARTNERSHIP

Co-Benefits

 HIGH-ROAD JOB DEVELOPMENT

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Actions, Pillar, and Co-benefits		and residential roof surfaces for on-site landscape irrigation uses and establish a financial incentive program to assist property owners as part of the Rainwater Harvesting Program to help residents install rain barrels.		
	W-1.1l:	Consider the adoption of an ordinance in the Municipal Code that requires hospitality agencies (i.e., hotels and motels) to only provide daily services upon request and share such information with guests. Engage hospitality agencies and other stakeholders in the evaluation process.		
New	W-1.1m:	Continue to partner with Contra Costa Water District (CCWD) to promote the "Lawn to Garden Rebate" to encourage residents and business owners to transition their existing lawns to waterwise landscaping. Provide specific outreach to multi-family and commercial entities, including providing flyers in water bills and partnering with "My Pittsburg Chamber" to provide information to business entities in the community.		
New	W-1.1.n:	Apply for a rebate to transition non-essential municipal lawns to native, waterwise landscaping, and promote the Living Green Garden to continue offering a place for community members to visit and learn more about waterwise landscaping and available incentives and rebates, as well as information on local nurseries that provide native waterwise landscaping.		
Cost	**City Cost:** Moderate		**Community Cost:** No cost	
Equity Guardrails	Promote Housing Affordability & Anti-Displacement, Provides Local and Accessible High-road Job Development			
KPI	Per capita water use (gallons)			

Pillars

- EQUITY
- STRUCTURAL CHANGE
- FEASIBILITY
- EDUCATION
- FUNDING
- PARTNERSHIP

Co-Benefits

- HIGH-ROAD JOB DEVELOPMENT
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- CONNECTED COMMUNITIES
- REDUCED RELIANCE ON FOSSIL FUELS
- ENERGY SECURITY

W-1.2 – Increase recycled water use in the City.

Increasing recycled water use in the City can increase adaptative capacity in Pittsburg while providing environmental and economic benefits. First and foremost, recycling water can help increase the adaptive capacity of the community by establishing an additional water supply that can be utilized during times of extreme drought or water scarcity. This additional water supply can also expand the community's access to a regenerative water source, providing strong equity benefits to Pittsburg communities. Additionally, recycling water can reduce the environmental impact of upstream water processes when compared to those for "new" water — such as extraction or the energy used to pump and deliver water long distances. When used to replace existing drinking water supplies for non-potable uses (e.g., irrigation and industrial uses), recycled water can lower water utility bills.[43] Additionally, recycled water can be used for groundwater recharge. Groundwater recharge through recycled water not only helps replenish depleted aquifers, but it also plays a crucial role in enhancing water availability during drought periods and mitigating the effects of over-extraction. By injecting treated recycled water into underground aquifers, the natural storage capacity of groundwater is replenished, creating a sustainable and reliable source of water for future generations. These characteristics equate to a dependable and affordable water supply that provides local businesses an incentive to remain in the City.

Actions, Pillar, and Co-benefits				
	W-1.2a:	Work with Delta Diablo to perform a feasibility study on increasing local recycled water supply through expansion in purple piping infrastructure or inclusion of tertiary treated wastewater effluent to supplement existing potable water supply. The feasibility study would evaluate potential impacts to cost of service and investigate ways to maintain or decrease costs of service through the projects.		
	W-1.2b:	Complete a feasibility study to identify opportunities for increased access to recycled water and to accurately determine the quantity of recycled water available to the City. The feasibility study would analyze possible land use types (i.e., landscaping and fields) and specific projects that could switch from potable to recycled water.		
	W-1.2c	Pursue funding opportunities at the State and federal level, such as the Clean Water State Revolving Fund and the US Bureau of Reclamation's WaterSMART grants, to create more financial incentive for increased recycled water infrastructure.		
	New W.1-2d	Continue to partner with Contra Costa Water District to identify new incentives and rebates		

Pillars

 EQUITY
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43. https://www.sciencedirect.com/science/article/pii/S0921344921005577

Actions, Pillar, and Co-benefits	and promote existing programs on the City's water webpage for opportunities such as the "Landscape to Laundry Greywater Rebates" to install a greywater system and "Car Wash Coupons" for car wash facilities that use recycled water to incentive residents to "go grey."		
Cost	**City Cost:** Moderate	**Community Cost:** N/A	
Equity Guardrails	Promote Housing Affordability & Anti-Displacement, Provides Local and Accessible High-road Job Development		
KPI	Change in recycled water use (million gallons)		

Pillars

- EQUITY
- STRUCTURAL CHANGE
- FEASIBILITY
- EDUCATION
- FUNDING
- PARTNERSHIP

Co-Benefits

- HIGH-ROAD JOB DEVELOPMENT
- COMMUNITY SAVINGS
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- CONNECTED COMMUNITIES
- REDUCED RELIANCE ON FOSSIL FUELS
- ENERGY SECURITY

Water

W-2 Minimize Water Loss System-wide

W-2.1 Reduce real and apparent system water loss from a rate of 13% in 2020 to less than 10% by 2030 and less than 7% by 2045

W-2.1 – Reduce real and apparent system water loss from a rate of 13% in 2020 to less than 10% by 2030 and less than 7% by 2045

While reducing water consumption and increasing recycled water use helps increase resilience and affordability, a resilient and affordable water supply system is also one that minimizes real and apparent water losses. Although water loss from small household leaks might seem insignificant, leaks can seriously add up over the long-term. According to the US EPA, the average family can waste 180 gallons per week, or 9,400 gallons of water annually[44] from household leaks. These leaks are equivalent to the amount of water needed to wash more than 300 loads of laundry. These cumulative leaks not only waste water but also contribute to higher utility bills for consumers and put additional strain on water infrastructure systems. For this reason, reducing real and apparent system water loss from a rate of 13% in 2020 to less than 10% by 2030 and less than 7% by 2045 in the City can provide substantial water savings to the community and help alleviate utility bill burdens for members of disadvantaged and vulnerable communities.

Actions, Pillar, and Co-benefits			
	W.2.1a:	Maintain and continually improve the advanced metering and public facing software that allows water customers to check real-time water consumption data and explore water conservation recommendations based on their actual water consumption history.	 
	W.2.1b:	Continue to enforce standards set by water waste prevention ordinances stipulated in the Municipal Code.	 
	W.2.1c:	Continue to partner with CCWD to promote their water efficiency rebates for residential and commercial customers. Develop flyers and other promotional material on the rebates to distribute at community events and perform targeted outreach to members of disadvantaged and vulnerable communities to help reduce utility bill burdens.	 
	W.2.1d:	Create a "How to Find and Fix a Leak at Home Guide" for distribution at public counters and events, promote "National Fix A Leak Week" in March of every year, and continue to incorporate water waste messaging into communications strategy.	 

Pillars

 EQUITY
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 ENERGY SECURITY

44. https://www.epa.gov/watersense/statistics-and-facts

Actions, Pillar, and Co-benefits	W.2.1e: Continue to partner with CCWD to provide Water Wise House Calls to residential customers and work with CCWD to expand the program to commercial customers to complete leak detections, provide tips to avoid high water bills, increase indoor and outdoor water efficiency, and provide information on how to monitor personal water use. Perform targeted outreach to promote the program to members of disadvantaged and vulnerable communities to help reduce utility bill burdens.		
Cost	**City Cost:** Moderate	**Community Cost:** No cost	
Equity Guardrails	Equitable Allocation of Costs and Benefits, Promote Housing Affordability & Anti-Displacement, Continues Investment and Engagement, Provides Local and Accessible High-road Job Development		
KPI	Real and apparent system water loss (%)		

Pillars

- EQUITY
- STRUCTURAL CHANGE
- FEASIBILITY
- EDUCATION
- FUNDING
- PARTNERSHIP

Co-Benefits

- HIGH-ROAD JOB DEVELOPMENT
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- ENERGY SECURITY

Solid Waste

SW-1 Organic Waste Diversion

SW-1.1 Continue to take action to meet SB 1383 organics and recycling requirements, reducing organic waste disposal 75% from 2014 levels by 2025.

SW-1.1 – Continue to take action to meet SB 1383 organics and recycling requirements, reducing organic waste disposal 75% from 2014 levels by 2025 statewide.

Sustainable solid waste management is a critical component to a healthy and inclusive Pittsburg. While waste may not be the most glamorous sector, it holds important connections to GHG emissions and community health, and when reimagined serves as a tangible touchpoint to every Pittsburg resident and business. Landfilled organic waste emits 20% of the state's total methane emissions[45]—a powerful GHG pollutant 28 times more potent than carbon dioxide. Meeting SB 1383 requirements and reducing emissions of short-lived climate pollutants (SLCP) like methane will not only have the most immediate impact on mitigating climate change, but also improve the health and safety of the community by reducing air pollutants, building access and security to healthy food through local food recovery programs, and fostering a connected Pittsburg by encouraging residents to participate in composting workshops and peer-to-peer learning events. Additionally, the implementation of these measures can lead to job creation and economic growth by stimulating the development of innovative technologies and the expansion of green industries.

Actions, Pillar, and Co-benefits		
	SW.1.1a: Adopt municipal procurement policies to comply with SB 1383 requirements for jurisdictions to purchase recovered organic waste products.	
New	SW.1.1b: Work with Mt. Diablo Resource Recovery to establish and implement a detailed outreach and engagement plan for restaurants, grocery stores, and other commercial entities that generate organic waste to provide education and available resources for increased organic diversion.	
	SW.1.1c: Support the County with information and collaborative planning to provide sufficient edible food reuse infrastructure to accept the capacity needed to recover 20% of edible food disposed or identify proposed new or expanded food recovery capacity.	
Updated	SW.1.1d: Continue working with the Bay Area Recycling Outreach Coalition and Mt. Diablo Resource Recovery and Pittsburg Unified School District to establish and provide exciting education and outreach programs for school children and adults around food waste prevention, nutrition education, and the importance of edible food recovery. The education program may include:	

45. https://calrecycle.ca.gov/organics/slcp/

Actions, Pillar, and Co-benefits			
	▪ Composting principals, including information on what composting means and why it is important. ▪ Materials that can be composted, which typically include food scraps, yard waste, paper, and other organic matter. ▪ Methods for composting, such as aerobic, anaerobic, and vermicomposting. ▪ Composting equipment required for each potential composting methodology. ▪ Suggestions to troubleshoot or resolve any problems that arise, including information on potential odors and pests. ▪ How to efficiently apply and incorporate compost into soil.		
New	SW.1.1e: Investigate the opportunity to participate in a regional compost trading program to help meet organic waste procurement goals.		
Updated	SW.1.1f: Create relationships with local food recovery organizations, such as FoodShift, the Food Bank of Contra Costa and Solano, religious organization, and edible food generators to support the establishment of an edible food recovery program to minimize food waste in the City.		
	SW.1.1g: Foster County partnerships to host home composting workshops in the City of Pittsburg and to provide reduced priced composting bins.		
	SW.1.1h: Provide free compost bins and kitchen-top food waste containers to members of disadvantaged and vulnerable communities and elderly households to increase participation in Mt. Diablo Resource Recovery's residential organics curbside program.		
	SW.1.1i: Monitor bill increases from participation in the residential organics curbside program and consider City incentive programs for members of disadvantaged and vulnerable communities to increase participation and reduce utility bill burdens.		

Pillars

- EQUITY
- STRUCTURAL CHANGE
- FEASIBILITY
- EDUCATION
- FUNDING
- PARTNERSHIP

Co-Benefits

- HIGH-ROAD JOB DEVELOPMENT
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- ENERGY SECURITY

Actions, Pillar, and Co-benefits New	SW.1.1j: Establish a Pittsburg Food System Alliance organization to build a network of leaders in Pittsburg to foster a local food system that eliminates food waste, alleviates the food desert, and brings affordable, organic produce to all. Partner with the City's Chamber of Commerce connect with business owners and serve as a conduit for the City.		
Cost	**City Cost:** Moderate	**Community Cost:** No cost	
Equity Guardrails	Access to Health and Safety Benefits, Equitable Allocation of Costs and Benefits, Promote Housing Affordability & Anti-Displacement, Continues Investment and Engagement, Provides Local and Accessible High-road Job Development		
KPI	Change in landfilled organic waste (%)		

Pillars

- EQUITY
- STRUCTURAL CHANGE
- FEASIBILITY
- EDUCATION
- FUNDING
- PARTNERSHIP

Co-Benefits

- HIGH-ROAD JOB DEVELOPMENT
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- REDUCED RELIANCE ON FOSSIL FUELS
- ENERGY SECURITY

Solid Waste

SW-2 Reduce Community Waste Generation

SW-2.1 Continue to take action to meet SB 1383 requirements, reducing community-wide waste generation 55% by 2025 and 90% by 2040 statewide, from 2014 levels.

SW-2.1 – Reduce community-wide waste generation 55% by 2025 and 90% by 2040 statewide, from 2014 levels.

Reducing waste conserves the energy and water that goes into the manufacturing and transportation of the products while mitigating the potential air, soil, and water contamination its disposal would cause. Additionally, minimizing waste also contributes to the overall sustainability and long-term well-being of our planet by preserving natural resources and reducing GHG emissions. Achieving communitywide waste reduction, and eventually a state-envisioned zero waste future,[46] starts at the local level and requires improving existing recycling programs and creating new pathways for waste reduction and reuse. Leveraging critical partnerships with groups like Mt. Diablo Resource Recovery and implementing waste diversion plans and targeted education/outreach will prove instrumental to supporting the community's efforts in waste generation reduction. Other actions include waste characterization studies to inform waste management planning, potential "problem material" bans, and additional partnerships to promote repair and reuse, all of which will help reduce, directly or indirectly, the environmental and health impacts of landfilled material.

Actions, Pillar, and Co-benefits			
	SW.2.1a: In partnership with Mt. Diablo Resource Recovery, create a Waste Diversion Plan to reduce waste and increase reuse in the City. Upon finalization, provide the plan to Pittsburg Unified School District, Los Medanos College, retirement communities, and other large institutions to use as a model for adopting their own policies to reduce waste and increase reuse.		
	SW.2.1b: Require large events, as defined in SB 1383, and encourage smaller events to employ or designate an event waste management team and have easy to understand waste, recycling, and organics bin signage to assist with source separation of waste generated at events.		
	SW.2.1c: Conduct periodic waste characterization studies of all City waste streams at the Recycling Center & Transfer Station to evaluate progress, hone approaches, customize outreach/policy, and inform targeted campaigns and policy. Fill in waste generation gaps by collecting data from take-back locations (e.g., grocery stores, auto shops, carpets, mattresses, battery collection).		

Pillars

 EQUITY

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 COMMUNITY SAVINGS

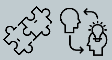
 IMPROVED HEALTH AND SAFETY

 CONNECTED COMMUNITIES

 REDUCED RELIANCE ON FOSSIL FUELS

 ENERGY SECURITY

46. https://calrecycle.ca.gov/zerowaste/

Actions, Pillar, and Co-benefits			
	SW.2.1d: Partner with Mt. Diablo Resource Recovery to conduct targeted, multi-lingual, culturally appropriate, and geographically diverse waste prevention educational and technical assistance campaigns based on outcomes of waste characterization studies (e.g., food waste prevention, edible food recovery strategies, proper storage, how to fix clothes/electronics, how to donate, reusable alternatives, effects of over consumption, sustainable consumption habits, buying second hand, buying durable, sharing, and repurposing).		
	SW.2.1e: Impose a fee on single use bags and foodware to fund the waste reduction programs and studies.		
Updated	SW.2.1f: Partner with local businesses, nonprofits, and community groups or organizations to establish pop-up repair cafes for commonly broken and easily repaired items. Additionally, partner with the library to promote reuse by increasing accessibility to shared tools through a tool lending program. In addition to providing available resources, also work with experts in various fields to provide quick reference guidance documents or record short videos that residents can refer to when borrowing specific equipment to learn the most effective ways of using the tools available. Tools provided through the library could include: ▪ Power tools ▪ Hand tools ▪ Electrical tools ▪ Gardening tools ▪ Auto repair tools ▪ Bike repair tools ▪ Sewing and clothing repair tools		
	SW.2.1g: Based on waste characterization studies explore banning top "problem materials" (i.e., items without means of recycling or recycling		

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Actions, Pillar, and Co-benefits	markets, such as sale of polystyrene, produce bags, plastic packaging, straws, plastics #4-7, mixed materials or a specific size/type/etc.). Engage small and minority-owned businesses through targeted outreach to identify equity impacts of such a ban. New SW.2.1h: Partner with Delta Diablo to promote use of the existing Household Hazardous Waste facility. Additional promotion and education to the community could include sending out an annual mailer, providing regular updates on Pittsburg's social media pages, and through flyers and brochures available at community events.		
Cost	**City Cost:** Low	**Community Cost:** Moderate	
Equity Guardrails	Promote Housing Affordability & Anti-Displacement, Continues Investment and Engagement, Provides Local and Accessible High-road Job Development		
KPI	Change in community-wide waste generation (%)		

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Carbon Sequestration

CS-1 Carbon Sequestration Goals and Actions

CS.1.1 Increase carbon sequestration by planting 150 new trees annually through 2045 to sequester carbon and create urban shade to reduce heat island effect.

CS.1.2 Increase carbon sequestration by applying 0.08 tons of compost per capita annually in the community by 2030, increasing up to 0.10 by 2045.

CS-1.1 – Increase carbon sequestration by planting 150 new trees annually through 2045 to sequester carbon and create urban shade to reduce heat island effect.

Increasing urban tree canopy coverage and protecting existing trees is essential for a healthier, more livable Pittsburg. Along with carbon sequestering benefits, a healthy urban tree canopy can support local cooling, stormwater absorption, and provide a wide variety of health benefits[47] for residents. By providing shade and cooling the air, adequate canopy coverage can reduce the urban heat island effect and mitigate the effects of climate change. For disadvantaged and vulnerable communities where there is below average tree equity, this can prove especially beneficial for both reducing energy costs due to cooling and minimizing disproportionate heat-health related problems. Further, by absorbing and filtering rainwater, trees can help to reduce stormwater runoff and improve water quality. This benefit can help to reduce the strain on the City's stormwater systems and prevent flooding. Studies have also shown that individuals have less mental distress, less anxiety and depression, greater wellbeing and healthier cortisol profiles[48] when living in urban areas with more greenspace. The wide-ranging benefits of a healthy urban tree canopy are clear, and the actions provide a framework for Pittsburg to economically and equitably implement tree planting and urban forestry management programs.

Actions, Pillar, and Co-benefits			
	CS.1.1a:	Conduct an urban forest inventory and canopy study to inventory the existing urban forest as a baseline and continue to identify areas in Pittsburg that have below average canopy coverage, such as census block group 60133141033 and 60133120001, to design and implement a tree planting program focusing on the least covered portions of the City. As part of the Urban Forest Inventory, establish a goal of having no significant difference in canopy coverage between census blocks by 2040.	
	CS.1.1b:	Continue protecting existing trees on private property through the Tree Preservation and Protection Ordinance and create a City incentive program (e.g., water bill rebate) for new tree plantings on private properties with a focus on members of disadvantaged and vulnerable communities and in areas where there is below average tree equity or canopy coverage.	
	CS.1.1c:	Amend the Municipal Code to include street tree requirements for all zoning districts, strengthen shade tree requirements for new developments, and include permeable surface requirements for new development.	

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47. https://www.frontiersin.org/articles/10.3389/fevo.2021.603757/full
48. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5663018/

Actions, Pillar, and Co-benefits			
	CS.1.1d: Continue to dedicate staff time or create a staff position for obtaining grant funding for tree planting and urban forest management. Identify and apply for applicable federal (e.g., USDA) and state (e.g., California ReLeaf, Affordable Housing and Sustainable Communities Program (AHSC), Urban and Community Forestry Program) available grants for Tree Planting projects.		
	CS.1.1e: Develop and adopt an Urban Forest Management Plan that identifies the City's potential capacity for new tree planting, identifies a timeframe for implementation, provides a management plan for existing trees, and establishes a tracking system to assess progress towards annual benchmarks. Collaborate with community-based organizations with connections to disadvantaged and vulnerable communities in the development of the plan.		
	CS.1.1f: As an expansion to the Adopt-a-Spot Program, establish an Adopt-a-Tree program that enables individuals, businesses, and community organizations to plant and care for trees in selected communities with below average canopy coverage and disadvantaged and vulnerable communities. Program should provide formalized information on appropriate trees eligible for planting in Pittsburg (i.e., native, drought tolerant, locations).		
	CS.1.1g: Establish a Tree Trust or Tree Endowment where the interest on the principal can be used for purchasing trees in selected communities with below average tree canopy coverage, paying for tree maintenance in disadvantaged and vulnerable communities, or supporting staff resources for the Urban Forest Management Program.		
New	CS-1.1h: Continue the City's annual Citywide celebration Arbor Day event that encourages and educates residents on the importance of planting native trees and provides resources and support for		

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Actions, Pillar, and Co-benefits	community-led tree planting initiatives. Grow this event to include distributing free or discounted tree seedlings, hosting educational workshops on proper planting techniques and tree maintenance, partnering with local organizations and businesses to sponsor and organize planting events, and establishing a volunteer network to help maintain newly planted trees.
Cost	**City Cost:** Moderate **Community Cost:** No cost
Equity Guardrails	Access to Health and Safety Benefits, Equitable Allocation of Costs and Benefits, Promote Housing Affordability & Anti-Displacement, Continues Investment and Engagement, Provides Local and Accessible High-road Job Development
KPI	Number of new trees planted annually

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CS-1.1 – Increase carbon sequestration by applying 0.08 tons of compost per capita annually in the community by 2030, increasing up to 0.10 by 2045.

Beginning in 2022, Senate Bill (SB) 1383 requires cities to annually procure 0.08 tons of compost per capita. Meeting this annual procurement target provides Pittsburg an opportunity to reduce GHG emissions, leverage economic development, and foster environmental benefits. Applying compost to lands is an effective way to sequester carbon by storing it in the soil rather than releasing it to the atmosphere. Compost also provides additional environmental benefits including improving soil health, increasing water conservation, and providing erosion control—all of which can be important benefits for community parks, institutions, and other natural working lands. Moreover, applying compost at scale to meet the SB 1383 requirement will require new programs and investments in infrastructure. These investments provide Pittsburg an opportunity to support a green, self-sustaining economy that leverages high-road jobs development for the local workforce.

Actions, Pillar, and Co-benefits			
	CS.1.2a:	Conduct an informal audit of compost needs in the City to establish a baseline procurement and application level that meets City needs and increases over time.	
	CS.1.2b:	Complete a feasibility study to identify locations within the City to apply mulch to help meet the procurement requirements of SB 1383 and maximize the application of compost over time, working with the City's Parks Department to maximize compost usage at City parks.	
	CS.1.2c:	Collaborate with Los Medanos College and local schools to identify opportunities to apply compost to landscaping.	
	CS.1.2d:	Work with Alameda County and StopWaste to identify opportunities for a regional compost procurement program.	
	CS.1.2d:	Develop and adopt urban park guidelines that 1) provide flexible solutions for developing urban parks in infill areas where traditional neighborhood and community parks are not feasible; 2) establishes guidelines for achieving the greatest carbon sequestration potential of parks via design; 3) are equitable in ensuring such urban parks are accessible for members of disadvantaged and vulnerable communities while avoiding displacement; and	

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Actions, Pillar, and Co-benefits	4) align with requirements of the Clean California Local Grant Program for potential funding opportunities.		
Cost	**City Cost:** Moderate	**Community Cost:** N/A	
Equity Guardrails	Promote Housing Affordability & Anti-Displacement, Continues Investment and Engagement, Provides Local and Accessible High-road Job Development		
KPI	Compost applied annually (tons per capita)		

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Municipal

M-1 Commit to Climate Action Goals and Actions

M-1.1 Complete annual progress reports on Pittsburg's Sustainability Plan every three years.

M-1.1 – Complete annual progress reports on Pittsburg's Sustainability Plan every three years.

Municipal leadership is essential to effective climate policy implementation and serves as a sustainability model the community can follow. With changes in lifestyle and behaviors playing a significant role in mitigating climate change, Pittsburg will lead by example through the promotion of effective and accelerative actions, and the exhibition of their work through publicly available progress reports on the City's Sustainability Plan every three years. Assessing, tracking, and reporting key sustainability metrics over time will help targets be met, continuously address equity, and confirm that local actions are in line with state climate legislation. Additionally, fostering strong partnerships with local businesses and organizations will further enhance the city's climate efforts and create a more comprehensive and collaborative approach towards sustainability. Completing annual progress reports, increasing transparency, and spurring the progression of the Sustainability Plan will also further connect the community by providing a sense of accountability for goals that can only be reached through a collaborative effort.

Actions, Pillar, and Co-benefits			
	M.1.1a:	Designate staff to manage sustainability programs that implement the Sustainability Plan actions by managing technical studies, leading outreach efforts, updating the website, networking with partners and stakeholders, and pursuing grant opportunities.	
	M.1.1b:	Update the community wide GHG emissions inventory and progress on goals biannually in the monitoring tool and share the results with the community on the City's website to measure progress and maintain transparent accountability in making progress towards the Sustainability Plan goals.	
	M.1.1c:	Update the Environmental Services webpage at least annually to provide updates on policies implemented as part of the Sustainability Plan.	
	M.1.1d:	Devote staff time to tracking and applying for grant funding to complete regular Sustainability Plan updates.	
	M.1.1c:	Hold regular sustainability outreach events, such as workshops, presentations, focus groups targeted at specific community groups, public contests or challenges, and an annual event such as Earth Day. Inform the community on	

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Actions, Pillar, and Co-benefits	potential climate change impacts, as well as weatherization and other actions that community members can take to implement actions outlined throughout the Plan. M-1.1f: Track and audit where goals are geographically implemented to determine that communities who are most impacted by climate change, including traditionally disadvantaged and vulnerable communities who would benefit the most from adaptation and mitigation efforts.		
Cost	**City Cost:** Moderate	**Community Cost:** N/A	
Equity Guardrails	Continues Investment and Engagement		
KPI	Number of community outreach events hosted, and value of grants acquired ($), annual progress report published		

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Municipal

M-2 Reduce Municipal Reliance on Natural Resources Goals and Actions

M-2.1 Electrify 25% of existing City facilities by 2030 and 100% of existing City facilities by 2045, as well as all newly constructed City buildings, while also increasing renewable energy use.

M-2.2 Transition 50% of the City's vehicle and equipment fleet to renewable fuels and electric by 2030 and 100% by 2045.

M-2.3 Reduce the number of single occupancy, fossil fueled vehicle annual employee commute trips 20% by 2030 and 50% by 2045.

M-2.1 – Electrify 25% of existing City facilities by 2030 and 100% of existing City facilities by 2045, as well as all newly constructed City buildings, while also increasing renewable energy use.

As the sustainability leader for the community, the City of Pittsburg will implement programs, policies, and objectives within our own operations to demonstrate the feasibility, cost-effectiveness, and climate and health benefits of various sustainability initiatives. These initiatives includes electrifying 25% of existing City facilities by 2030 and 100% of existing City facilities by 2045, as well as requiring all newly constructed City buildings to be all-electric. Electrification of the built environment will be critical to reducing municipal GHG emissions from fossil fuel combustion and eliminate the health risks of natural gas use in poorly ventilated areas. Leading by example is crucial because when the community witnesses the City's commitment to sustainability through tangible actions, it inspires and motivates them to adopt similar practices, fostering a collective effort towards a greener future.

Actions, Pillar, and Co-benefits			
	M.2.1a:	Complete energy audits for all City facilities and implement feasible recommendations for fuel switching and efficiency upgrades. Develop a policy for the City which would require all new building upgrades to include life cycle costing over 30 years and tie this directly to energy consumption and building electrification. This would include the building's operational and maintenance costs and ensure that the City has the most cost-effective (and sustainable) buildings possible.	 
	M.2.1b:	Opt-up 100% of municipal accounts to MCE's Deep Green energy option by 2030.	 
	M.2.1c:	Establish a City-owned building equipment policy to replace natural gas fueled equipment at the end of its useful life with electric or other alternative equipment, when practical and technology is feasible. Likewise, make the same consideration for all newly constructed City facilities and buildings.	 
	M.2.1d:	Identify a municipal building to pilot an all-electric retrofit. Track the change in energy usage and utility bill costs before and after the retrofit to study net benefits.	 

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Actions, Pillar, and Co-benefits	M.2.1e: Partner with PG&E through the Sustainable Solutions Turnkey (SST) program to install renewable energy technology at municipal facilities (such as City Hall) and become a net-zero energy organization.		
	M-2.1f: Partner with PG&E to identify and install battery energy storage systems at appropriate City facilities, and leverage projects to further promote benefits of distributed energy storage, which are directly connected to a renewable resource.		
	M-2.1g: Complete analysis to identify the electrical capacity and utility infrastructure upgrades needed to electrify the recreational pool heating system. Pursue replacement funding through PG&E on-bill financing and California Energy Commission 1% Loans, or other funding sources.		

Cost	**City Cost:** Moderate **Community Cost:** N/A
Equity Guardrails	Access to Health and Safety Benefits, Provides Local and Accessible High-road Job Development
KPI	Facilities electrified (%), share of new municipal construction electrified (%), and capacity of renewable energy installed (Megawatt)

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M-2.2 – Transition 50% of the City's vehicle and equipment fleet to renewable fuels and electric by 2030 and 100% by 2045.

The City of Pittsburg will continue to position ourselves as a sustainability leader and role model for the community by leveraging fleet electrification. We will transition 50% of our vehicle and equipment fleet to renewable fuels and electric alternatives by 2030 and 100% by 2045. Reducing GHG emissions from the transportation sector can have arguably the largest impact on mitigating climate change, and with the prices of EV batteries[49] and renewable energy[50] near all time lows. Making the switch now has never been more favorable. With more federal and state funding becoming available through the Inflation Reduction Act and various clean vehicle programs, the transition will also be cost-competitive and provide cost savings (from reduced fossil fuel, maintenance, etc.) over the life cycle of the vehicles and equipment.

Actions, Pillar, and Co-benefits			
	M.2.2a:	Conduct a study to assess the technological and economic feasibility of replacing the City-owned fleets and off-road equipment and develop a time of replacement schedule for applicable vehicle and equipment types.	
	M.2.2b:	Upon completion of the study, adopt a ZEV-first purchasing policy for non-essential City fleet vehicles, using the transition to encourage residents to convert as well.	
	M.2.2c:	Upon completion of the study, develop and implement a plan to replace all City owned end-of-life off-road equipment with zero-emission equipment. The plan should include evaluation of current City-owned equipment, alternative low or zero-emission options, prioritize equipment to replace first (e.g., largest GHG emission reduction potential), and a timeline for replacements that align with goals and feasibility of replacement.	
	M.2.2d:	Secure funding from programs such as the California Air Resources Board's Clean Vehicle Rebate Project and the Truck and Bus Voucher Incentive Program to increase procurement of EV or ZEV cars, trucks, and other vehicles and installation of EV/ZEV charging/fueling infrastructure at municipal facilities. Additionally explore opportunities for Low Carbon Fuel Standard credit generation from	




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49. https://www.energy.gov/eere/vehicles/articles/fotw-1272-january-9-2023-electric-vehicle-battery-pack-costs-2022-are-nearly
50. https://www.washingtonpost.com/politics/2022/09/16/clean-energy-just-got-lot-more-cost-competitive-report-says/

Actions, Pillar, and Co-benefits	use of low carbon fuels/electricity for fleet vehicles. M-2.1e: Install new public and employee EV chargers at City-owned facilities. M-2.1f: Transition to all-electric landscaping equipment, including leaf blowers, for municipal operations. Use this to promote all-electric equipment in the community, providing information on the City website outlining available incentives for residents and businesses.	 	 
Cost	**City Cost:** High	**Community Cost:** N/A	
Equity Guardrails	Access to Health and Safety Benefits, Provides Local and Accessible High-road Job Development		
KPI	Percent of fleet and equipment decarbonized (%)		

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M-2.3 – Reduce the number of single occupancy, fossil fueled vehicle annual employee commute trips 20% by 2030 and 50% by 2045.

Reducing the number of single occupancy, fossil-fueled vehicle employee commute trips annually can significantly reduce the GHG emissions resulting from municipal employee travel. Alongside GHG emissions reductions, reducing the number of single occupancy, fossil-fueled vehicle commute trips can provide cost-savings for employees and the City. While not as high during peak inflation periods in 2022, average California motor gasoline prices[51] are still hovering close to the highest they've been in two decades. Reducing single occupancy, fossil-fueled vehicle employee commute trips can equate to reduced fuel demands and therefore reduced commute/travel expenses for employees and the City. By exploring alternative modes of transportation for employees and offering telecommute or flexible schedule options to reduce commute/travel time, the City can heavily influence the transition to more efficient and economical employee commuting.

Actions, Pillar, and Co-benefits

M.2.3a: Complete a survey to understand how staff currently travel and what would make them change their patterns to establish an accurate baseline in which to build future goals.

M.2.3b: Expand EV charging at public facilities: Install new public and employee EV chargers at City-owned facilities, and:

- Consider developing and implement a fee for use of City-owned chargers to encourage efficient use and turnover, especially for those without home charging capability
- Consider allocating EV charger fee revenue towards projects that support EV infrastructure, alternative fuel projects, and active transportation projects in neighborhoods that are historically underrepresented

M.2.3c: Provide bicycles and bicycle storage for employees to use during work hours for short business or personal trips. Additionally, establish bike lockers at City Hall that are usable to the public.

M.2.3d: Expand the subsidized transit commute program to reduce employee commute miles in single occupancy vehicles.

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51. https://www.eia.gov/dnav/pet/pet_pri_gnd_dcus_sca_a.htm

Actions, Pillar, and Co-benefits	M-2.3e: Partner with Tri-Delta Transit, BAAQMD, Bike East Bay, the League of American Bicyclists, and/or Metropolitan Transportation Commission to expand employee use of carbon-free and low carbon transportation by providing education programs on the benefits of commute options including public transportation, EV/ZEV options, and vanpools. M-2.3f: Permit 25% of employees located at the City of Pittsburg to telecommute or utilize flexible schedules through 2030 to reduce travel time, vehicle miles traveled (VMT), and GHG emissions.	 	 
Cost	**City Cost:** High	**Community Cost:** N/A	
Equity Guardrails	Access to Health and Safety Benefits, Promote Housing Affordability & Anti-Displacement		
KPI	Change in annual single occupancy, fossil fueled vehicle employee commute trips (%)		

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4. Implementation & Monitoring

Sustainability Plan: The First Step

The Sustainability Plan is the City's roadmap to work towards the established 2030 target which is consistent with the state's goal to reduce GHG emissions 40 percent below 1990 levels by 2030 While the Sustainability Plan goals and actions establish the City's first steps to work towards the 2030 target, more local work, goal development, and state actions will be needed to effectively reach the 2030 target and the longer-term carbon neutrality target in 2045. Additionally, the actions included in this Plan were developed to meet minimum state requirements, but the City reserves the right to exceed these requirements if determined beneficial for the community. Therefore, this plan should be viewed as a strategic framework that will be reevaluated on a triennial basis. This section details how the City will implement the actions, monitor progress, and prepare updates over time.

Team Pittsburg

Achieving long-term GHG emission reduction targets will require participation from everyone. The City can help provide new services and technologies by implementing actions from training the local workforce and providing electric vehicle charging infrastructure to designating bike lanes, but it is up to the broader community to embrace these new services and technologies and gain the benefits outlined in this plan. Making meaningful progress towards reducing our GHG emissions starts with City leadership, through policies, education, and investments that act as catalysts for change throughout the wider community. Community partners like MCE, Tri Delta Transit, and local utility providers also support these policies with incentives and programs. Businesses can then leverage these policies to provide new services and adopt more sustainable practices. Finally, residents and visitors that have been provided with the incentives and education can actively work together to reduce our environmental impacts, become more sustainable, and decrease GHG emissions. As policies and programs are developed and infrastructure is constructed, City staff will continue to engage the community, provide progress updates and create ongoing opportunities to solicit community feedback.

The City looks forward to working together with you to become more sustainable and reduce our long-term impact from GHG emissions through new/updated programs and opportunities that will help us meet our goals. *Thank you for being part of our team!*

Cost of Implementation

Anticipated cost estimates for each goal are provided as a range in Section 3, *GHG Reduction Strategy*. For each goal, the cost estimate focuses on both internal costs (municipal-focused) and external costs (community-focused) and provides insight into the variability of these costs. The primary variables that may affect cost effectiveness include upfront versus lifecycle costs and the cost of inaction, which are discussed further below in more detail.

Upfront versus Lifetime Costs

When evaluating how much specific initiatives cost, it is important to differentiate between the upfront costs, such as purchasing an electric vehicle, versus the lifecycle costs which include purchasing, operating, maintaining, and ultimately disposing of that vehicle. Purchasing an electric vehicle could cost more than the industry average vehicle. However, the lifecycle costs of owning an electric vehicle are comparable and sometimes lower than the lifecycle costs of owning an internal combustion engine vehicle. While electric vehicles are more expensive upfront, their operating and maintenance costs are lower since they do not have fluids to replace, have fewer moving parts like transmissions, and experience less brake wear. These lower operating and maintenance costs make the lifecycle costs of owning an electric vehicle comparable and many times lower than an internal combustion engine vehicle, even though the upfront costs were higher. This example demonstrates the importance of considering the lifecycle costs for each goal rather than just the upfront costs.

Additionally, it is anticipated that the cost of electric vehicles will continue to go down as manufacturers continue to implement innovative battery technologies and refine the process to build more affordable models.

It is important to keep in mind that doing nothing to prepare for and mitigate climate change will also carry a cost. The alternative to implementing these goals is not zero.

The Cost of Inaction

One immediate example demonstrating the cost of inaction is installing conduit and panel capacity for electric vehicle chargers for all new construction. While this action increases upfront can be an order of magnitude higher (~$3,000). Given the move towards electric vehicles, the cost of not installing EV infrastructure today could cost the community significantly more in the future. In a similar vein, adaptation goals will cost the City and the community today. Planting trees, installing microgrids, and setting up cooling centers all have upfront costs. However, it's important to weigh these costs against the costs of a future without these adaptive goals given what we know about impacts from a changing climate. Research published in the journal Nature, predict the global cost of not decreasing emissions to reach carbon neutrality by mid-century could range between $149.78 trillion to $791.98 trillion by the end of the century.[52] That same study found that if we

52. https://www.nature.com/articles/s41467-020-15453-z

Pittsburg Historical Museum

mitigate climate change and achieve carbon neutrality by mid-century the world could see a $127 to $616 trillion economic benefit after considering the cost of mitigation. The humanitarian impact is also significant. The Red Cross and Red Crescent Societies estimate that the number of people in need of humanitarian aid each year could double to 200 million annually by 2050 due to climate change, costing approximately $20 billion per year.[53] Furthermore, the World Resources Institute has found that investing in adaptation and resilience provides a benefit-cost ratio ranging from 2:1 to 10:1, meaning that for every dollar invested in resilience and adaptation can equate to $2 to $10 dollars' worth of benefits.

Prioritization of Funding

In general, three main principles guide how strategies and future sustainability initiatives should be prioritized, which include:

1. **Equity.** The costs of implementing policies should be equitably spread amongst the community, taking extra care to limit new costs being placed upon segments of the population that are least able to shoulder them (i.e., disadvantaged and vulnerable communities). Where certain segments of the community will benefit disproportionately from an action, the costs should be spread accordingly.

2. **Cost-Effectiveness.** Strategy implementation should prioritize cost-effective actions, which can generate cost savings that will offset the costs to those who are required to pay for its implementation. While some actions may require some initial capital outlay, whenever possible these actions should generate long-term cost savings that will repay and even generate a return on investment.

3. **Ability to Leverage Local Resources.** Leveraging will involve using outside sources of funding to augment local resources to fund implementation of the Sustainability Plan whenever possible. The City will seek grants, matching funds, in-kind contributions, and other resources from State, Federal, and philanthropic sources to help pay for actions and limit the cost to the City, residents, and businesses.

These components were identified and analyzed for each of the goal during the development phase to establish a plan that can be successfully implemented over time, with the smallest burden on the community.

What can we do Today?

One of the main goals of the Sustainability Plan is to bring awareness to sustainability in the community across all sectors and provide information about what we can each do today to make a difference and set our community on the path towards a more sustainable future with significant GHG emission reductions.

City Leadership

Due to the systemic nature of climate change, relying on voluntary, individual actions will not be enough to reduce GHG emissions in a significant way. However, that does not derail the progress of our individual actions, which could collectively result in real change. Local governments across the United States are stepping up as leaders of climate action and innovation. Reducing GHG emissions is going to require serious commitment, and communities like Pittsburg are perfectly situated to begin implementing new solutions to reduce GHG emissions in our local municipalities.

Making meaningful progress towards reducing Pittsburg's GHG emissions starts with the leadership of City government, through strong actions like providing permit incentives and developing equitable outreach programs that spur change in the community. There is a wealth of opportunities for the City of Pittsburg to take action to improve the community while also reducing its GHG emissions. It is important that these opportunities are taken advantage of, so

53. https://reliefweb.int/report/world/cost-doing-nothing-humanitarian-price-climate-change-and-how-it-can-be-avoided

real momentum can be built upon, and Pittsburg can establish a path towards the 2030 GHG emission reduction targets.

Actions that the Pittsburg City government can take today to lead the way on local sustainability action include:

- Providing incentives for residential and commercial electrification that have been reviewed and updated for procedural equity
- Developing outreach programs to educate residents about available incentives for energy efficiency retrofits, such as installing LED lightbulbs or upgrading old appliances
- Applying for grants to provide funding for sustainability programs and green infrastructure, such as building new bike lanes or improving the City's urban canopy

Community Role

As a resident or visitor of Pittsburg, we can also create direct change by making conscientious choices and actively engaging in sustainable initiatives. Figure 10 shows six example actions that individuals can take to be more sustainable and reduce their personal GHG emissions in the short-term. For additional actions that you can take today that will reduce your GHG emissions, see Section 3 (*GHG Emission Reduction Strategies*), where individual actions for residents and businesses are discussed that align with the City's emission reduction and adaptation strategies, respectively.

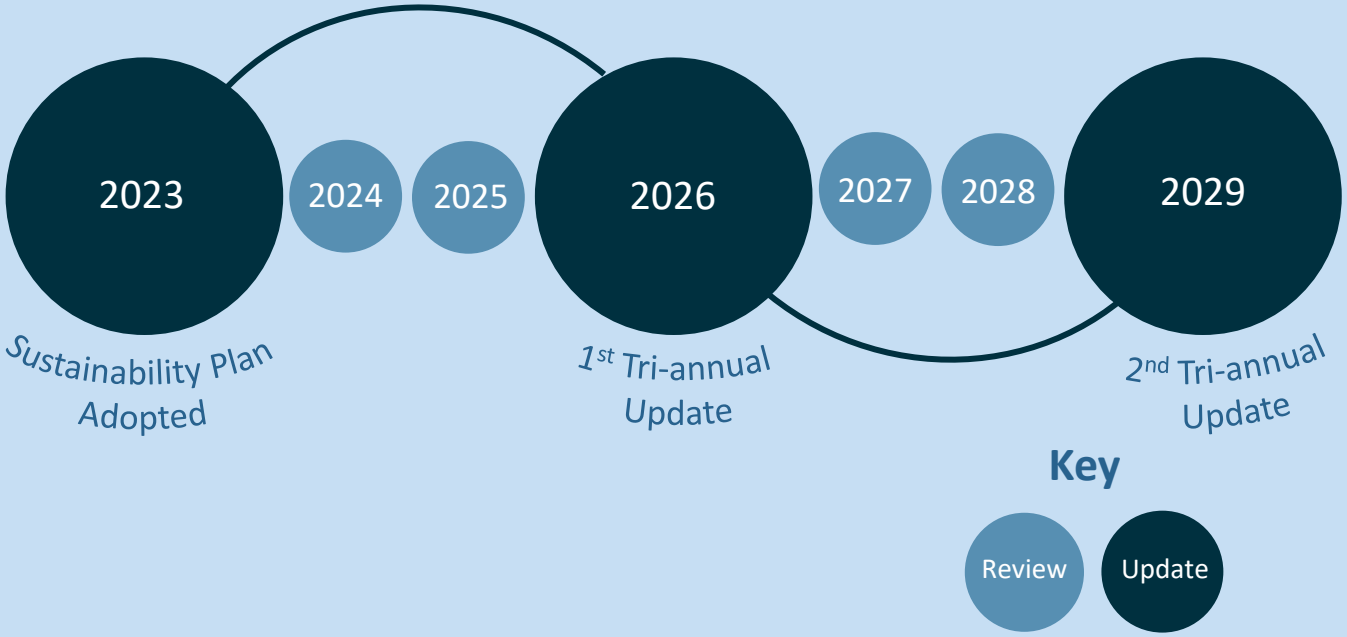
Monitoring Timeframe and Tools

As part of the Sustainability Plan, the City will complete an annual progress report using CAPDash as well as a triennial review and update of the plan. The timeline in Figure 11 shows the monitoring and triennial update schedule, with a phased approach to goal implementation. The annual progress reports will include calculating an annual community wide GHG emissions inventory in CAPDash, as well as updating the progress of the emission reduction measures in the tool.

The City will conduct internal annual implementation monitoring of the GHG emissions reduction goals and report on this progress to City Council every third year beginning in 2026. The process for monitoring and quantifying measure implementation status relies on key target metrics identified for each of the goals and actions, as summarized in Section 3.

Figure 10. What Can I do Today?

Figure 11. Monitoring Timeline



By committing to annual monitoring of implementation progress and adjusting where necessary, Pittsburg can rise to meet the local and global imperative of reducing GHG emissions. In the process of meeting that challenge, we will benefit from the supplemental health, economic, resilience, and other co-benefits of the GHG emissions reduction measures. This plan marks another major milestone in the City's commitment to a sustainable future. A full implementation summary is saved in Table 9.

Table 9. Implementation and Monitoring Table

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Strategy C-1 Cornerstone to Climate Action Planning				
Goal C-1.1 Provide high-road jobs to members of disadvantaged and vulnerable communities through a local High-road Workforce Development Program.				
C-1.1a	Establish a High-road Workforce Development Program that provides incentives to Pittsburg businesses and potential developers to establish apprenticeships programs for Pittsburg members of disadvantaged and vulnerable communities.	Community Development – Economic Development	1	
C.1.1b:	Apply for grant opportunities to offer incentives to employers and developers for implementing local workforce apprenticeship programs, through grants such as Transformative Climate Communities Implementation Grant and High Road Training Partnerships: Resilient Workforce Fund Program.	Community Development – Economic Development	1	
C.1.1c:	Perform an analysis on current workforce opportunities within the City that provide potential for high-road jobs through direct engagement with local businesses. Through this analysis establish the criteria for high-road jobs and identify opportunities for bringing in additional developers and businesses that will provide jobs that meet these criteria.	Community Development – Economic Development	1	
C.1.1d:	Partner with community-based organizations with connections to disadvantaged and vulnerable communities to perform direct engagement promoting opportunities within the High-road Workforce Development Program.	Community Development – Planning and Economic Development	1	
C.1.1e:	Create a City webpage to provide resources related to the High-road Workforce Development Program to allow for posting of available resources and to develop an internship/apprenticeship board for local employers and Los Medanos College to share employment opportunities.	Community Development – Economic Development	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal C-1.1 Provide high-road jobs to members of disadvantaged and vulnerable communities through a local High-road Workforce Development Program.				
C.1.1f:	Amend the City's bid procurement and evaluation process to include local workforce (i.e., including Pittsburg residents in the project workforce) as a criterion for evaluating capital improvement project bids.	Public Works – Engineering	1	
Strategy E-1 Electrify the Building Stock Goals and Actions				
Goal E-1.1 Electrify 100% of new construction in the City by 2026.				
E-1.1a	Conduct a cost effectiveness study to analyze the impact of adopting an electrification reach code for all new construction to inform future consideration of a reach code.	Community Development – Planning and Building, Environmental Services	1	
E-1.1b	Identify and partner with local community-based organizations with connections to disadvantaged and vulnerable communities to conduct targeted outreach to identify and analyze equity concerns with an electrification reach code for all new construction to inform future consideration of a reach code.	Community Development – Planning and Building, Environmental Services	1	
E-1.1c	Establish partnerships with the Building Decarbonization Coalition, Marin Clean Energy, Bay Area Regional Energy Network, the International Brotherhood of Electrical Workers, and others, to engage with local interested parties from the building industry, such as local developers, to evaluate the feasibility of adopting an electrification reach code for all new construction and inform future consideration of a reach code.	Community Development – Planning and Building, Environmental Services	1	
E-1.1d	Partner with organizations such as the Building Decarbonization Coalition, Marin Clean Energy, and Bay Area Regional Energy Network to compile a suite of case studies and cost-effective strategies (e.g., energy efficiency improvements) for electric buildings by prototype, help	Environmental Services, Community Development – Planning and	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal E-1.1 Electrify 100% of new construction in the City by 2026.				
	educate building owners and the construction industry on the cost savings, environmental benefits, and versatility associated with all-electric construction, and educate developers and other interested parties on new appliances and approaches to building electrification. Share the information on the City's website, at City events, and at the City's permit counters.	Building		
E-1.1e	Provide education around cooking with electric appliances partner with local chefs and/or restaurants to host cooking demonstrations at community events such as the Farmers' Market, Green Footprint Festival, or Pittsburg First Fridays.	Community Development – Economic Development, Environmental Services	1	
E-1.1f	Partner with the Bay Area Regional Energy Network and the International Brotherhood of Electrical Workers, or similar entities, to provide technical resources, including hosting workforce development trainings as part of the Highroad Workforce Development Program for installers, local contractors, and building owners/operators to discuss the benefits and technical requirements of electrification. Partner with community-based organizations to connect members of disadvantaged and vulnerable communities to these training programs.	Community Development – Economic Development, Environmental Services	1	
Goal E-1.2 Electrify existing residential buildings to reduce residential natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.				
E-1.2a	Develop a residential building electrification strategy with a detailed existing building analysis and electrification costs analysis to understand cost implications, identify potential equity concerns/impacts, and develop equitable strategies and recommended standards for electrifying existing residential buildings such as those that increase energy efficiency and tenant protections. Identify and partner with local community-based organizations with connections to disadvantaged and vulnerable communities to conduct	Community Development – Building, Environmental Services	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal E-1.2 Electrify existing residential buildings to reduce residential natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.				
	intentional, thoughtful, and specific community outreach during development of the electrification strategy to understand the community's concerns and needs around electrification.	Community Development – Planning and Building	2	
E-1.2b	During the electrification strategy development process, engage the community to evaluate the feasibility of adopting a time of replacement electrification ordinance in the future for HVAC and hot water heaters.	Community Development – Building, Environmental Services	1	
E-1.2c	Develop a permit tracking program for existing building electrification to track annual progress in achieving the electrification Objectives.	Community Development – Planning, Environmental Services	1	
E-1.2d	Partner with stakeholders such as Marin Clean Energy and Pacific Gas and Electric to understand the feasibility of, establish, and promote funding pathways to ease community costs for electrification upgrades and retrofits, through: • Federal and state grants/subsidies • Tariffed On-bill financing • Metered energy efficiency • Linking electrification to existing weatherization programs	Community Development – Economic Development, Environmental Services	1	
E-1.2e	Partner with Pacific Gas & Electric to provide free electrification assessments to rental and multi-family properties to provide recommendations on electric upgrades and funding opportunities.	Community Development – Planning and Building, Environmental Services		
E-1.2f	Establish a working group of rental and multi-family property owners, as well as tenants that live in these units to: 1. Identify common goals (e.g., saving money on utility bills, reducing carbon footprint, improving indoor air quality) 2. Collaborate on initiatives, which would provide a space for tenants and homeowners to implement initiatives that align with the shared goals (e.g., installing energy-efficient lighting or appliances, adding building insulation, and/or installing solar panels).	Environmental Services,	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal E-1.2 Electrify existing residential buildings to reduce residential natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.				
	3. Establish communication channels to discuss progress, address hurdles, and work together on implementation. 4. Share resources between tenants and homeowners.			
E-1.2g	Conduct targeted outreach to rental and multi-family property owners to distribute information about available retrofit incentives and long-term benefits, associated with electrification and weatherization.	Community Development – Planning and Building, Environmental Services	1	
E-1.2h	Review and update building codes to provide streamlined permitting for all electric retrofits. Provide Building Department staff training and information on the benefits of electrification for permit applicants.	Community Development – Building	1	
E-1.2i	Partner with Marin Clean Energy and PG&E to review incentives, rebates, and financing options for procedural equity and ensure that existing and updated incentive programs are being equitably distributed to the community to reduce energy bill burdens. Hurdles to equitable implementation could include credit checks, excessive procedural hurdles and lack of targeted outreach.	Environmental Services	1	
E-1.2j	Work with Marin Clean Energy to a conduct feasibility study to evaluate the current uptake and effectiveness of Proper Assessed Clean Energy (PACE) financing for installation of renewable energy systems in single-family and multi-family homes. If feasibility study indicates effectiveness, continue to offer PACE financing for single-family and multi-family homes to install renewable energy systems.	Community Development –Building		
E-1.2k	Partner with a financing/management company - to provide electrification services and financing to the community with prioritization of members of disadvantaged and vulnerable communities.	Community Development – Economic Development, Environmental Services	2	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal E-1.2 Electrify existing residential buildings to reduce residential natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.				
E-1.2l	Partner with Pittsburg Below Market Rate (BMR) housing stock owners to develop a strategy to begin electrifying publicly owned BMR housing. Identify a group of publicly owned BMR housing to conduct a full electrification pilot to help test and further develop the strategy. Promote the pilot as an example to the wider community on the feasibility and benefits of residential electrification.	Community Services-Building, Community Services – Housing Authority, Environmental Services	2 – 3	
Goal E-1.3. Electrify existing commercial buildings to reduce commercial natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.				
E-1.3a	Develop a strategy to support commercial building electrification, including initiatives and recommended standards for retrofitting commercial buildings, prioritizing appliance replacements, and avoiding expansion of natural gas infrastructure.	Community Development – Building, Environmental Services	1	
E-1.3b	Conduct engagement efforts for the commercial sector during development of the building electrification strategy to understand potential concerns and barriers to commercial electrification and educate commercial property owners on the potential cost savings and other benefits of electrification. Include targeted outreach to small businesses and minority-owned businesses to understand potential equity concerns with commercial electrification during the strategy development process.	Community Development – Building, Planning, and Economic Development, Environmental Services	1	
E-1.3c	Continue to work with Bay Area Regional Energy Networks, Marin Clean Energy, and StopWaste to improve, implement, and promote commercial electrification rebates and financing opportunities, as well as other offered incentives. Review the incentives for procedural equity and promote them to small and minority-owned businesses through targeted outreach.	Environmental Services, Community Development – Economic Development	1	
E-1.3d	Conduct focused interviews with commercial property owners to evaluate the feasibility of adopting a commercial building	Community Development –	2	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal E-1.3. Electrify existing commercial buildings to reduce commercial natural gas consumption 15% by 2030 and 100% by 2045, from 2016 levels.				
	electrification ordinance to ban the expansion of natural gas infrastructure and require appliance replacements to be all-electric where technologically feasible. Include interviews specifically with small and minority-owned businesses.	Economic Development and Building, Environmental Services		
E-1.3e	Track annual progress on commercial building electrification through the same permit tracking program developed for residential building electrification.	Community Development – Building	2	
E-1.3f	Conduct engagement efforts for the commercial sector to identify ways the City can support commercial battery storage installations.	Community Development – Building and Economic Development	2	
E-1.3g	Partner with the Chamber of Commerce to inform and facilitate electrification for commercial business owners.	Environmental Services, Community Development – Economic Development	2	
E-1.3h	Use municipal electrification efforts to promote the cost-saving benefits and feasibility of electrification to the commercial sector. Promote municipal building electrifications on the City's website and at City permit counters with information on costs, timescale, and utility bill savings for each project.	Community Development – Economic Development and Building, Environmental Services	2	
Strategy E-2 Decarbonize Electricity and Increase Use and Storage of Local Renewable Energy				
Goal E-2.1. Increase the number of accounts enrolled in Marin Clean Energy's programs to 95%, with a total of 40% of accounts enrolled in the Deep Green energy option by 2030.				
E-2.1a	Continue to work with Marin Clean Energy to conduct an annual analysis of opt-out rates in the City and expand the research to understand why residents and businesses opt out of Marin Clean Energy. Include targeted outreach to residents living on low and fixed incomes and disadvantaged and vulnerable communities to identify barriers to remaining with Marin Clean Energy.	Environmental Services	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal E-2.1. Increase the number of accounts enrolled in Marin Clean Energy's programs to 95%, with a total of 40% of accounts enrolled in the Deep Green energy option by 2030.				
E-2.1b	Partner with Marin Clean Energy to design educational campaigns, including tabling at community events, establishing informational resources on the City's website, regularly posting on social media, and developing energy bill inserts, to highlight the benefits of 100% renewable energy.	Environmental Services	1	
E-2.1c	In collaboration with Marin Clean Energy, implement a pilot program to provide Pittsburg's affordable housing units managed by the Pittsburg Housing Authority Marin Clean Energy's Deep Green service by 2025. Identify funding options with Marin Clean Energy such as subsidy of pilot study through the non-discounted customers or grant funding.	Community Services – Housing Authority	1	
E-2.1d	Support an equitable transition to renewables by partnering with Marin Clean Energy to create a funding or subsidy program for customers enrolled in the California Alternate Rates for Energy (CARE) or Family Electric Rate Assistance (FERA) programs to opt-up to Marin Clean Energy's Deep Green option. This may include subsidizing costs to customers who participate in CARE/FERA programs through non-discounted customer rate increase or obtainment of funding for disadvantaged and vulnerable communities. Include targeted outreach to educate residents on the availability of energy savings programs to help offset potential rate increases when opting-up.	Community Development – Economic Development	2	
Goal E-2.2. Increase generation and storage of local renewable energy.				
E-2.2a	Conduct a feasibility study to assess cost and applicable locations for installation of battery back-up systems or generators at municipal owned facilities, including the City Hall/Police Station, and the Pittsburg Marina.	Public Works – Operations & Maintenance	1	
E-2.2b	Establish and streamline standards and permit requirements for electrification-related installations and battery storage systems, to allow for easier implementation of these technologies in Pittsburg.	Community Development – Building	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal E-2.2. Increase generation and storage of local renewable energy.				
E-2.2c	Consider adopting a PV (Solar) Ordinance requiring newly constructed and majorly renovated multi-family and commercial buildings to install PV systems that meet minimum requirements of Tier 2 Voluntary Standards under CalGreen. Engage with local building industry stakeholders to understand concerns and develop exemptions to the ordinance where the installation of PV systems may not be economically feasible.	Community Development – Planning, Building, and Economic Development	1	
E-2.2d	Expand the partnership with GRID Alternatives through increased funding/promotion and promote the benefits of renewable energy through multi-lingual educational programs in order to support an equitable transition to renewable energy.	Environmental Services	2	
E-2.2e	Work with PG&E, Marin Clean Energy, and/or other community partners to support and incentivize local on-site energy generation and storage resources. This could include: • Connecting home and business owners, particularly those in disadvantaged and vulnerable communities, to incentives for renewable energy and storage including Net Metering Programs through PG&E for bill credits, the Disadvantaged Communities-single-family Solar Homes (DAC_SASH) program, Self-Generation Incentive Program (SGIP), and Equity Resilience rebates that provide an upfront rebate for battery storage, as well as the federal investment tax credit. • Promoting installation of storage technology in concert with renewable energy infrastructure through multilingual education programs, outreach, and information provided via City platforms. • Evaluating the feasibility of installing a co-located community solar and storage facility and, if demonstrated effective, installing one to provide cost-saving and resilience benefits to disadvantaged and vulnerable communities.	Community Development – Economic Development, Environmental Services	2	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal E-2.2. Increase generation and storage of local renewable energy.				
E-2.2f	Provide educational materials and workshops to large commercial developers and large business property owners of the benefits of microgrids and energy resiliency resources to identify opportunities for solar installations and/or battery storage on site.	Community Development – Economic Development, Environmental Services	2	
E-2.2g	Partner with affordable housing providers to conduct a feasibility analysis of battery storage and solar projects at the affordable housing in Pittsburg that are eligible for Equity Resilience Incentives under the Self-Generation Incentive Program.	Environmental Services, Community Services – Housing Authority	3	
Strategy T-1 Reduce Passenger Car Vehicle Miles Traveled				
Goal T-1.1 Implement Pittsburg Moves, increasing active transportation mode share from 1.5% in 2020 to 3% by 2030 and 9% by 2045.				
T-1.1a	Based on the Objectives and policies outlined in Pittsburg Moves, coordinate with Contra Costa Transportation Authority to establish a target timeline and funding strategy that address each of the projects in Appendix A. The timeline should outline a path that confirms an equal focus on improvement projects that will benefit residents living in disadvantaged and vulnerable communities.	Public Works – Engineering	1	
T-1.1b	Complete the feasibility analysis outlined in the Pittsburg Moves Project List to begin implementing the supporting projects.	Community Development – Planning	1	
T-1.1c	Establish bicycle lockers and bicycle parking minimums for new developments by land use types.	Community Development – Planning	1	
T-1.1d	Work with existing commercial and institutional property owners to identify additional opportunities to install safe bicycle lockers and parking spaces to encourage residents and visitors to make short trips via active transportation.	Community Development – Planning	1	
T-1.1e	Partner with schools, employers, transit agencies, Bike East Bay, the League of American Bicyclists, Metropolitan Transportation Commission, and/or community groups to teach bicycle and	Community Development – Planning, Environmental	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal T-1.1 Implement Pittsburg Moves, increasing active transportation mode share from 1.5% in 2020 to 3% by 2030 and 9% by 2045.				
	pedestrian safety in schools and workplaces and to educate residents and businesses about the safe route availability and the health and environmental benefits of walking, bicycling, and using public transit.	Services		
T-1.1f	Develop a Specific Capital Improvement Plan for active transportation and mobility projects for disadvantaged and vulnerable communities. Partner with community-based organizations with connections to disadvantaged and vulnerable communities to engage the community in the development and implementation of the plan.	Community Development – Planning, Public Works – Engineering	1	
T-1.1g	Partner with community groups to obtain funding through the California Air Resources Board Car Sharing and mobility Options program for a pilot bike-share program for disadvantaged and vulnerable communities and to connect disadvantaged and vulnerable communities with the E-Bike Purchase Incentive Program through CalBike and the California Air Resources Board (CARB), 511 Contra Costa, Contra Costa Transportation Authority, and the Bay Area Air Quality Management District.	Community Development – Planning, Public Works – Engineering	1	
T-1.1h	Promote active transportation through car-free events by identifying areas of the City to periodically close streets to cars, potentially coupled with the Farmer's Market or other large and regular community events.	Community Development – Economic Development, Environmental Services	1	
T-1.1i	Work with partners such as Lyft, Lime, Bike East Bay, 511 Contra Costa, or Encina Bicycle Center to establish a book-a-bike program within the Civic Center.	Community Development – Economic Development and Planning, Public Works – Engineering	1 – 2	
T-1.1j	Devote staff time to tracking and applying for grant funding to complete projects that would improve active transportation or mobility in the community.	Community Development – Economic Development and Planning, Public Works – Engineering	1 – 3	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal T-1.1 Implement Pittsburg Moves, increasing active transportation mode share from 1.5% in 2020 to 3% by 2030 and 9% by 2045.				
T-1.1k	Implement all policy recommendations included in the Pittsburg Moves to improve pedestrian and bicycle networks and increase transit ridership based on the established timeframes.	Community Development – Economic Development and Planning, Public Works – Engineering	1 – 3	
T-1.1l	Install approximately 45 miles of bikeways by 2040, including approximately 26 additional miles of shared-use paths; 7 miles of new buffered bike lanes; 8 miles of new bike boulevards; and 17 miles of new separated bikeways.	Public Works – Engineering	1 – 3	
Goal T-1.2 Implement public and shared transit programs to increase public transit mode share from 10.1% in 2020 to 12% by 2030 and 17% by 2045.				
T-1.2a	Establish guidelines and recommended standards for new development of public space to be transit accessible and multi-functional by co-locating public facilities.	Community Development – Economic Development, Public Works – Engineering	1	
T-1.2b	Consistent with the intention of Senate Bill 10, allow developers to build housing without off-street parking if they're close to frequent transit service	Community Development – Planning	1	
T-1.2c	Partner with Tri-Delta Transit to conduct a study to determine transit priority corridors and prioritize infrastructure improvements in existing neighborhoods that enable people to better access and use public transit.	Community Development – Planning, Public Works – Engineering	1	
T-1.2d	Partner with Tri-Delta Transit to conduct a study to determine transit priority corridors and prioritize infrastructure improvements in existing neighborhoods that enable people to better access and use public transit.	Community Development – Economic Development	1	
T-1.2e	Conduct engagement efforts for the general public and targeted to disadvantaged and vulnerable communities to understand the community's concerns around or barriers to using public and/or shared transit.	Community Development – Economic Development and Planning	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal T-1.2 Implement public and shared transit programs to increase public transit mode share from 10.1% in 2020 to 12% by 2030 and 17% by 2045.				
T-1.2f	Through the adoption of an Overlay or Specific Plan, encourage employers to develop a Transportation Demand Management (TDM) Plan. Design a baseline TDM Plan for large employers (i.e., businesses with more than 25 employees) to adopt or model their TDM's after. TDM plans should include money-based incentives for employees to bike, walk, carpool, or take the bus to work.	Community Development – Economic Development and Planning	2	
T-1.2g	Conduct engagement efforts for the general public, with a targeted approach to disadvantaged and vulnerable communities to understand the potential concerns around the analysis of disincentive-based policies for driving single passenger vehicles. Through feedback from these engagement efforts, define equity metrics for the implementation of disincentive-based policies and depending on the outcome of the analysis, structure the policies to meet these metrics.	Community Development – Economic Development and Planning	3	
Strategy T-2.1 Increase Zero-Emission Vehicle and Equipment Use Goals and Actions				
Goal T-2.1 Increase passenger zero-emission vehicle adoption from 2.3% in 2020 to 15% by 2030 and 100% by 2045.				
T-2.1a	Establish a prioritized list of locations in Pittsburg for new electric vehicle charging stations with consideration for equitable distribution of chargers to residents of multi-family homes, residents living on low- and fixed-incomes, and disadvantaged and vulnerable communities. Install at least 50 new publicly accessible level II chargers by 2030 and 100 by 2045, through public-private partnerships and on City-owned properties at these locations. Promote the availability of new public chargers on social media and on the City's website.	Community Development – Planning, Environmental Services	1	
T-2.1b	Continue to maintain a streamlined electric vehicle (EV) infrastructure permitting process and ordinance in accordance with AB 1236.	Community Development – Planning and Building	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal T-2.1 Increase passenger zero-emission vehicle adoption from 2.3% in 2020 to 15% by 2030 and 100% by 2045.				
T-**2.1**c	Allow for granting of zero emission vehicles (ZEVs) access to preferred parking spaces in new private parking lots, where it is logical, feasible and not cost-prohibitive.	Community Development – Planning, Public Works – Engineering	1	
T-2.1d	Work with Marin Clean Energy and PG&E to incentivize residential electric vehicle charger installations and panel upgrades through on-bill financing. Promote the incentives through multi-lingual outreach material on the City's website and at community events.	Community Development – Economic Development and Planning	1	
T-2.1e	Coordinate with community-based organizations, local agencies, and non-profits to conduct zero-emission vehicle (ZEV) education events for residents and targeted events for members of disadvantaged and vulnerable communities that would engage the community to evaluate the barriers to ZEV adoption, promote information on the costs and benefits of owning ZEVs, and promote steps on how to receive incentives for ZEVs.	Environmental Services	1	
T-2.1f	Develop outreach and education materials and distribute to local businesses, property owners, and developers on the financial (e.g., new funding streams), environmental, and health and safety benefits of ZEVs. Provide information on available funding opportunities and the City's streamlined permitting process.	Community Development – Economic Development, Environmental Services	1	
T-2.1g	Conduct outreach, including interviews with residents and business owners to evaluate the feasibility of adopting an electric vehicle charging infrastructure reach code. Partner with community-based organizations with connections to disadvantaged and vulnerable communities to include targeted outreach and interviews to members of disadvantaged and vulnerable communities to understand equity impacts of the reach code and barriers to adoption.	Community Development – Economic Development, Environmental Services	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal T-2.1 Increase Zero-Emission Vehicle and Equipment Use Goals and Actions				
T-2.1h	Explore opportunities to assist disadvantaged and vulnerable community members to purchase and operate ZEVs including: • Opportunities with CARB, BAAQMD, or other agencies to start a purchase rebate program and provide higher trade-in value for combustion vehicles • Opportunities with MCE and other agencies to discount charger and/or electricity rates for those with an electric vehicle.	Community Development – Economic Development, Environmental Services	2	
T-2.1i	Collaborate with neighboring jurisdictions and the Contra Costa Transportation Authority to develop a connected network on zero-emission vehicle car share.	Public Works – Engineering	2	
T-2.1j	Support zero-emission vehicle car share companies in coming to the City. Coordinate with car share companies and community-groups to develop an affordable, zero-emission vehicle car share to serve affordable housing and/or multifamily developments with a priority to target disadvantaged and vulnerable communities.	Community Development – Economic Development	3	
Goal T-2.2 Increase commercial zero-emission vehicle adoption from less than 1% in 2020 to 10% by 2030 and 100% by 2045.				
T-2.2a	Consider establishing a licensing fee for commercial delivery vehicles operating on fossil fuels (such as Amazon and FedEx) to provide funding for new active transportation and EV charging/ZEV fueling infrastructure and discounting the fee for the proportion of electric vehicles the delivery company uses. Evaluation of the fee would include: • Engaging directly with delivery service providers operating in the City to understand zero emission vehicle capacity • Determining if phasing is needed to allow for time to increase available zero-emission vehicles in fleet • Identifying gaps in the zero-emission vehicle fueling/charging infrastructure to maintain route efficiency	Community Development – Economic Development, Public Works – Engineering	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal T-2.2 Increase commercial zero-emission vehicle adoption from less than 1% in 2020 to 10% by 2030 and 100% by 2045.				
T-2.2b	Encourage commercial vehicle fleet operators to accelerate electrification by providing them educational material on the benefits of zero emission vehicles (e.g., fuel cost savings through networked charging and current availability of zero emission vehicles ahead of State mandates), educating them on the City's streamlined permitting process, and compiling and distributing information on potential funding opportunities. Include Pittsburg Unified School District's zero-emission buses as a case study to demonstrate the feasibility and benefits of transitioning commercial fleets to ZEVs.	Community Development – Economic Development, Environmental Services	1	
Goal T-2.3 Transition 5% of all (i.e., commercial and residential) off-road equipment to zero-emission alternatives by 2030 and 100% by 2045.				
T-2.3a	Develop small off-road equipment (SORE) guidelines in alignment with CARB's Objectives encouraging that at time of replacement, zero emission landscape equipment be used starting in 2025 and portable generators be zero-emissions by 2029.	Community Development – Planning and Economic Development	1	
T-2.3b	Partner with BAAQMD to identify funding opportunities to encourage residents to replace gas-powered landscaping equipment and off-road engines with zero emission equipment with a focus on funding opportunities for members of disadvantaged and vulnerable communities and small and minority-owned businesses.	Community Development – Planning and Economic Development	1	
T-2.3c	Conduct an investigation of major commercial off-road equipment fleets in Pittsburg and identify fleets with highest decarbonization potential and fleets in disadvantaged and vulnerable communities that will need targeted support to transition.	Community Development – Public Works – Engineering	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal T-2.2 Increase commercial zero-emission vehicle adoption from less than 1% in 2020 to 10% by 2030 and 100% by 2045.				
T-2.3d	Develop an Off-road Equipment Replacement Outreach Campaign that provides information to contractors, residents, and fleet operators in Pittsburg, with a target towards those identified with high decarbonization potential and small businesses owned by traditionally disadvantaged and vulnerable community members. Information should include equivalent alternatives to fossil-fueled off-road equipment, public health, and safety benefits of alternative equipment technology, and funding opportunities available (i.e., Clean Off-Road Equipment Voucher Incentive Program [CORE]).	Community Development – Planning and Economic Development, Environmental Services	1	
T-2.3e	Partner with BAAQMD to develop a rebate and incentive program for upgrading off-road equipment and switching to electric or biofuels. Develop the program with a focus on procedural equity and prioritize funding distribution to disadvantaged and vulnerable communities.	Community Development – Planning and Economic Development	2	
Strategy W-1 Increase Water Conservation and Local Water Supply				
Goal W-1.1 Reduce per capita water consumption 10% by 2030 and 30% by 2045, from 2016 levels.				
W-1.1a	Adopt a Water Conservation and Water Shortage Contingency Program Ordinance to establish a clear protocol of drought thresholds that trigger varying water use reduction strategies that focus primary on domestic water use, health and sanitation, and fire protection.	Environmental Services, Public Works – Water	1	
W-1.1b	Continue to implement and enforce Model Water Efficient Landscape Ordinance to encourage use of efficient irrigation systems, greywater usage, onsite storm water capture, and limit the portion of landscapes that can be covered in turf..	Public Works – Operations & Maintenance **(Future state – Public Works – Water)*	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal W-1.1 Reduce per capita water consumption 10% by 2030 and 30% by 2045, from 2016 levels.				
W-1.1c	Continue the “Delta Water Education Program" to promote and reinforce the importance of water resources, water conservation, and local management of watersheds and water quality, to children in the local community.	Environmental Services	1	
W-1.1d education	Continue to partner with Contra Costa Water District (CCWD) to promote water conservation messaging, including multi-lingual materials such as publications, website pages, community events and booths, workshops and presentations, newsletters, newspaper ads, and bill inserts. Include targeted outreach to disadvantaged and vulnerable communities to reduce utility bill burdens.	Environmental Services, Public Works - Water	1	
W-1.1e	Continue to partner with Contra Costa Water District to provide water conserving fixtures/fittings and rebates for appliances to residents throughout Pittsburg, with a focus on disadvantaged and vulnerable communities to reduce utility bill burdens.	Environmental Services	1	
W-1.1f	Partner with Contra Costa Water District to create incentives as part of their Rainwater Harvesting Program and Pool Cover Rebate Program to help residents install rain barrels and pool covers.	Environmental Services	1	
W-1.1g	Maintain a comprehensive, coordinated education campaign focused on property owners, landlords, property management companies, and occupants for reducing the use of water in homes and businesses. Establish a shared understanding of existing incentives for appliances, fittings and fixtures; lawns; and irrigation systems, and how to access them, including Contra Costa Water District incentive programs and rebates	Environmental Services, Public Works – Operations & Maintenance *(*Future state – Public Works – Water)*	1	
W-1.1h	Perform analysis to understand the feasibility and potential potable water savings of adopting a Dual Drainage Plumbing Ordinance to provide information to community members.	Community Development – Building	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal W-1.1 Reduce per capita water consumption 10% by 2030 and 30% by 2045, from 2016 levels.				
W-1.1i	Promote the Living Green Gardens, the City's water-wise public demonstration garden, to encourage efficient landscape and watering practices and to provide a hands-on learning experience for members of the community. Additionally, develop more classes on new materials and continue active maintenance of the garden.	Environmental Services	1	
W-1.1j	Implement water conservation strategies, such as increasing efficiency and use of recycled water, in City landscaping and grounds maintenance procedures.	Services, Public Works – Operations & Maintenance *(Future state – Public Works – Water)*	1	
W-1.1k	Continue to partner with Delta Diablo to provide education to provide community members with information around the collection, storage, and use of rainwater from commercial and residential roof surfaces for on-site landscape irrigation uses and establish a financial incentive program to assist property owners as part of the Rainwater Harvesting Program to help residents install rain barrels.	Environmental Services, Public Works – Engineering *(Future state – Public Works – Water)*	1	
W-1.1l	Consider the adoption of an ordinance in the Municipal Code that requires hospitality agencies (i.e., hotels and motels) to only provide daily services upon request and share such information with guests. Engage hospitality agencies and other stakeholders in the evaluation process.	Community Development – Planning and Building	1	
W-1.1m	Continue to partner with Contra Costa Water District to promote the "Lawn to Garden Rebate" to encourage residents and business owners to transition their existing lawns to waterwise landscaping. Provide specific outreach to multi-family and commercial entities, including providing flyers in water bills and partnering with "My Pittsburg Chamber" to provide information to business entities in the community.	Environmental Services, Parks	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal W-1.1 Reduce per capita water consumption 10% by 2030 and 30% by 2045, from 2016 levels.				
W-1.1n	Apply for a rebate to transition non-essential municipal lawns to native, waterwise landscaping, and promote the Living Green Garden to continue offering a place for community members to visit and learn more about waterwise landscaping and available incentives and rebates, as well as information on local nurseries that provide native waterwise landscaping.	Environmental Services, Parks	1	
Goal W-1.2 Increase recycled water use in the City.				
W-1.2a	Work with Delta Diablo to perform a feasibility study on increasing local recycled water supply through either expansion in purple piping infrastructure or inclusion of tertiary treated wastewater effluent to supplement existing potable water supply. The feasibility study would evaluate potential impacts to cost of service and investigate ways to maintain or decrease costs of service through the projects.	Public Works – Engineering, Operations & Maintenance, and Water	1	
W-1.2b	Complete a feasibility study to identify opportunities for increased access to recycled water and to accurately determine the quantity of recycled water available to the City. The feasibility study would analyze possible land use types (i.e., landscaping and fields) and specific projects that could switch from potable to recycled water. The feasibility study would also evaluate potential impacts to cost of service and investigate ways to maintain or decrease costs of service through the projects.	Public Works – Operations & Maintenance *(Future state – Public Works – Water)*		
W-1.2c	Pursue funding opportunities at the State and federal level, such as the Clean Water State Revolving Fund and the US Bureau of Reclamation's WaterSMART grants, to create more financial incentive for increased recycled water infrastructure.	Environmental Services, Public Works – Engineering *(Future state – Public Works – Water)*	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal W-1.2 Increase recycled water use in the City.				
W-1.2d	Continue to partner with Contra Costa Water District to identify new incentives and rebates and promote existing programs on the City's water webpage for opportunities such as the "Landscape to Laundry Greywater Rebates" to install a greywater system and "Car Wash Coupons" for car wash facilities that use recycled water to incentive residents to "go-grey."	Environmental Services, Public Works -– Water	1	
Strategy W-2 Minimize Water Loss System-wide				
Goal W-2.1 Reduce real and apparent system water loss from a rate of 13% in 2020 to less than 10% by 2030 and less than 7% by 2045.				
W-2.1a	Maintain and continually improve the advanced metering and public facing software that allows water customers to check real-time water consumption data and explore water conservation recommendations based on their actual water consumption history.	Public Works – Operations & Maintenance	1	
W-2.1b	Continue to enforce standards set by water waste prevention ordinances stipulated in the Municipal Code.	Public Works - Water	1	
W-2.1c	Continue to partner with CCWD to promote their water efficiency rebates for residential and commercial customers. Develop flyers and other promotional material on the rebates to distribute at community events and perform targeted outreach to members of disadvantaged and vulnerable communities to help reduce utility bill burdens.	Public Works – Operations & Maintenance, Environmental Services	1	
W-2.1d	Create a "How to Find and Fix a Leak at Home Guide" for distribution at public counters and events, promote "National Fix A Leak Week" in March of every year, and continue to incorporate water waste messaging into communications strategy.	Community Development – Building, Public Works – Water, Environmental Services	2	
W-2.1e	Continue to partner with CCWD to provide Water Wise House Calls to residential customers and work with CCWD to expand the program to commercial customers to complete leak detections, provide tips to avoid high water bills, increase indoor			

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal W-2.1 Reduce real and apparent system water loss from a rate of 13% in 2020 to less than 10% by 2030 and less than 7% by 2045.				
	and outdoor water efficiency, and provide information on how to monitor personal water use. Perform targeted outreach to promote the program to members of disadvantaged and vulnerable communities to help reduce utility bill burdens.			
Strategy SW-1 Organic Waste Diversion				
Goal SW-1.1 Continue to take action to meet SB 1383 organics and recycling requirements, reducing organic waste disposal 75% from 2014 levels by 2025 statewide.				
SW-1.1a	Adopt municipal procurement policies to comply with SB 1383 requirements for jurisdictions to purchase recovered organic waste products.	Public Works – Engineering and Water	1	
SW-1.1b	Work with Mt. Diablo Resource Recovery to establish and implement a detailed outreach and engagement plan for restaurants, grocery stores, and other commercial entities that generate organic waste to provide education and available resources for increased organic diversion.	Environmental Services	1	
SW-1.1c	Support the County with information and collaborative planning to provide sufficient edible food reuse infrastructure to accept the capacity needed to recover 20% of edible food disposed or identify proposed new or expanded food recovery capacity.	Environmental Services	1	
SW-1.1d	Continue working with the Bay Area Recycling Outreach Coalition and Mt. Diablo Resource Recovery and Pittsburg Unified School District to establish and provide exciting education and outreach programs for school children and adults around food waste prevention, nutrition education, and the importance of edible food recovery. The education program may include: • Composting principals, including information on what composting means and why it is important.	Environmental Services	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal SW-1.1 Continue to take action to meet SB 1383 organics and recycling requirements, reducing organic waste disposal 75% from 2014 levels by 2025 statewide.				
	• Materials that can be composted, which typically include food scraps, yard waste, paper, and other organic matter. • Methods for composting, such as aerobic, anaerobic, and vermicomposting. • Composting equipment required for each potential composting methodology. • Suggestions to troubleshoot or resolve any problems that arise, including information on potential odors and pests. • How to efficiently apply and incorporate compost into soil.			
SW-1.1e	Investigate the opportunity to participate in a regional compost trading program to help meet organic waste procurement goals.	Environmental Services	1	
SW-1.1f	Create relationships with local food recovery organizations, such as FoodShift, the Food Bank of Contra Costa and Solano, religious organization, and edible food generators to support the establishment of an edible food recovery program to minimize food waste in the City.	Environmental Services	1	
SW-1.1g	Foster County partnerships to host home composting workshops in the City of Pittsburg and to provide reduced priced composting bins.	Environmental Services	1	
SW-1.1h	Provide free compost bins and kitchen-top food waste containers to members of disadvantaged and vulnerable communities and elderly households to increase participation in Mt. Diablo Resource Recovery's residential organics curbside program.	Environmental Services	1	
SW-1.1i	Monitor bill increases from participation in the residential organics curbside program and consider City incentive programs for members of disadvantaged and vulnerable communities to increase participation and reduce utility bill burdens.	Environmental Services	1	
SW-1.1j	Establish a Pittsburg Food System Alliance organization to build a network of leaders in Pittsburg to foster a local food system	Environmental Services	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal SW-2.2 Continue to take action to meet SB 1383 organics and recycling requirements, reducing organic waste disposal 75% from 2014 levels by 2025 statewide.				
	that eliminates food waste, alleviates the food desert, and brings affordable, organic produce to all. Partner with the City's Chamber of Commerce connect with business owners and serve as a conduit for the City.			
Goal SW-2.2 Reduce community-wide waste generation 55% by 2025 and 90% by 2040 statewide, from 2014 levels.				
SW-2.2a	In partnership with Mt. Diablo Resource Recovery, create a Waste Diversion Plan to reduce waste and increase reuse in the City. Upon finalization, provide the plan to Pittsburg Unified School District, Los Medanos College, retirement communities, and other large institutions to use as a model for adopting their own policies to reduce waste and increase reuse.	Environmental Services	1	
SW-2.2b	Require large events, as defined in SB 1383, and encourage smaller events to employ or designate an event waste management team and have easy to understand waste, recycling, and organics bin signage to assist with source separation of waste generated at events.	Environmental Services, Community Development –	1	
SW-2.1c	Conduct periodic waste characterization studies of all City waste streams at the Recycling Center & Transfer Station to evaluate progress, hone approaches, customize outreach/policy, and inform targeted campaigns and policy. Fill in waste generation gaps by collecting data from take-back locations (e.g., grocery stores, auto shops, carpets, mattresses, battery collection).	Environmental Services	1	
SW-2.2d	Partner with Mt. Diablo Resource Recovery to conduct targeted, multi-lingual, culturally appropriate, and geographically diverse waste prevention educational and technical assistance campaigns based on outcomes of waste characterization studies (e.g., food waste prevention, edible food recovery strategies, proper storage, how to fix clothes/electronics, how to donate, reusable alternatives, effects of over consumption, sustainable	Environmental Services	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal SW-2.2 Continue to take action to meet SB 1383 organics and recycling requirements, reducing organic waste disposal 75% from 2014 levels by 2025 statewide.				
	consumption habits, buying second hand, buying durable, sharing, and repurposing).	Environmental Services	1	
SW-2.2e	Impose a fee on singe use bags and foodware to fund the waste reduction programs and studies.	Environmental Services	1	
SW-2.2f	Partner with local businesses, nonprofits, and community groups or organizations to establish pop-up repair cafes for commonly broken and easily repaired items. Additionally, partner with the library to promote reuse by increasing accessibility to shared tools through a tool lending program. In addition to providing available resources, also work with experts in various fields to provide quick reference guidance documents or record short videos that residents can refer to when borrowing specific equipment to learn the most effective ways of using the tools available. Tools provided through the library could include: power tools, hand tools, electrical tools, gardening tools, auto repair tools, bike repair tools, and sewing and clothing repair tools	Environmental Services	2	
SW-2.2g	Based on waste characterization studies explore banning top "problem materials" (i.e., items without means of recycling or recycling markets, such as sale of polystyrene, produce bags, plastic packaging, straws, plastics #4-7, mixed materials or a specific size/type/etc.). Engage small and minority-owned businesses through targeted outreach to identify equity impacts of such a ban.	Environmental Services, Community Development –	2	
SW-2.2h	Partner with Delta Diablo to promote use of the existing Household Hazardous Waste facility. Additional promotion and education to the community could include sending out an annual mailer, providing regular updates on Pittsburg's social media pages, and through flyers and brochures available at community events.	Environmental Services	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Strategy CS-1 Carbon Sequestration				
Goal CS-1.1 Continue to take action to meet SB 1383 organics and recycling requirements, reducing organic waste disposal 75% from 2014 levels by 2025 statewide.				
CS-1.1a	Conduct an urban forest inventory and canopy study to inventory the existing urban forest as a baseline and continue to identify areas in Pittsburg that have below average canopy coverage, such as census block group 60133141033 and 60133120001, to design and implement a tree planting program focusing on the least covered portions of the City. As part of the Urban Forest Inventory, establish a goal of having no significant difference in canopy coverage between census blocks by 2040.	Parks	1	
CS-1.1b	Continue protecting existing trees on private property through the Tree Preservation and Protection Ordinance and create a City incentive program (e.g., water bill rebate) for new tree plantings on private properties with a focus on members of disadvantaged and vulnerable communities and in areas where there is below average tree equity or canopy coverage.	Community Development – Planning, Public Works – Operations & Maintenance	1	
CS-1.1c	Amend the Municipal Code to include street tree requirements for all zoning districts, strengthen shade tree requirements for new developments, and include permeable surface requirements for new development.	Community Development – Planning, Public Works – Operations & Maintenance	1	
CS-1.1d	Continue to dedicate staff time or create a staff position for obtaining grant funding for tree planting and urban forest management. Identify and apply for applicable federal (e.g., USDA) and state (e.g., California ReLeaf, Affordable Housing and Sustainable Communities Program (AHSC), Urban and Community Forestry Program) available grants for Tree Planting projects.	Parks	1	
CS-1.1e	Develop and adopt an Urban Forest Management Plan that identifies the City's potential capacity for new tree planting, identifies a timeframe for implementation, provides a management plan for existing trees, and establishes a tracking	Parks	2	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal CS-1.1 Continue to take action to meet SB 1383 organics and recycling requirements, reducing organic waste disposal 75% from 2014 levels by 2025 statewide.				
	system to assess progress towards annual benchmarks. Collaborate with community-based organizations with connections to disadvantaged and vulnerable communities in the development of the plan.			
CS-1.1f	As an expansion to the Adopt-a-Spot Program, establish an Adopt-a-Tree program that enables individuals, businesses, and community organizations to plant and care for trees in selected communities with below average canopy coverage and disadvantaged and vulnerable communities. Program should provide formalized information on appropriate trees eligible for planting in Pittsburg (i.e., native, drought tolerant, locations).	Environmental Services, Parks	2	
CS-1.1g	Establish a Tree Trust or Tree Endowment where the interest on the principal can be used for purchasing trees in selected communities with below average tree canopy coverage, paying for tree maintenance in disadvantaged and vulnerable communities, or supporting staff resources for the Urban Forest Management Program.	Environmental Services, Parks	2	
CS-1-1h	Continue the City's annual Arbor Day celebration event that encourages and educates residents on the importance of planting native trees and provides resources and support for community-led tree planting initiatives. Grow this event to include distributing free or discounted tree seedlings, hosting educational workshops on proper planting techniques and tree maintenance, partnering with local organizations and businesses to sponsor and organize planting events, and establishing a volunteer network to help maintain newly planted trees.	Public Works – Operation & Maintenance	1	
Goal CS-1.2 Increase carbon sequestration by applying 0.08 tons of compost per capita annually in the community by 2030, increasing up to 0.10 by 2045.				
CS-1.2a	Conduct an informal audit of compost needs in the City to establish a baseline procurement and application level that meets City needs and increases over time.	Environmental Services	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Strategy CS-1 Carbon Sequestration				
Goal CS-1.2 Increase carbon sequestration by applying 0.08 tons of compost per capita annually in the community by 2030, increasing up to 0.10 by 2045.				
CS-1.2b	Complete a feasibility study to identify locations within the City to apply mulch to help meet the procurement requirements of SB 1383 and maximize the application of compost over time, working with the City's Parks Department to maximize compost usage at City parks.	Environmental Services, Parks	1	
CS-1.2c	Collaborate with Los Medanos College and local schools to identify opportunities to apply compost to landscaping.	Environmental Services	1	
CS-1.2d	Work with Alameda County and StopWaste to identify opportunities for a regional compost procurement program.	Environmental Services	2	
CS-2.2e	Develop and adopt urban park guidelines that 1) provide flexible solutions for developing urban parks in infill areas where traditional neighborhood and community parks are not feasible; 2) establishes guidelines for achieving the greatest carbon sequestration potential of parks via design; and 3) are equitable in ensuring such urban parks are accessible for members of disadvantaged and vulnerable communities while avoiding displacement; and 4) align with requirements of the Clean California Local Grant Program for potential funding opportunities.	Community Development – Planning, Parks	2	
Strategy M-1 Commit to Climate Action				
Goal M-1.1 Complete annual progress reports on Pittsburg's Sustainability Plan every three years.				
M-1.1a	Designate staff to manage sustainability programs that implement the SUS Plan actions by managing technical studies, leading outreach efforts, updating the website, networking with partners and stakeholders, and pursuing grant opportunities.	Environmental Services, Community Development – Planning, Building, and Code Enforcement	1	
M-1.1b	Update the community wide GHG emissions inventory and progress on measures biannually in the monitoring tool and share the results with the community on the City's website to	Environmental Services	1 – 3	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal M-1.1 Complete annual progress reports on Pittsburg's Sustainability Plan every three years.				
	measure progress and maintain transparent accountability in making progress towards the Sustainability Plan Objectives.			
M-1.1c	Update the Environmental Services webpage at least annually to provide updates on policies implemented as part of the Sustainability Plan.	Environmental Services	1 – 3	
M-1.1d	Devote staff time to tracking and applying for grant funding to complete regular Sustainability Plan updates.	Environmental Services	1 – 3	
M-1.1e	Hold regular sustainability outreach events, such as workshops, presentations, focus groups targeted at specific community groups, public contests or challenges, and an annual event such as Earth Day. Inform the community on potential climate change impacts, as well as weatherization and other actions that community members can take to implement actions outlined throughout the Sustainability Plan.	Environmental Services	1 – 3	
M-1.1f	Track and audit where measures are geographically implemented to determine that communities who are most impacted by climate change, including traditionally disadvantaged and vulnerable communities who would benefit the most from adaptation and mitigation efforts.	Environmental Services	1 – 3	
Strategy M-2 Reduce Municipal Reliance on Natural Resources Goals and Actions				
Goal M-2.1 Electrify 25% of existing City facilities by 2030 and 100% of existing City facilities by 2045, as well as all newly constructed City buildings, while also increasing renewable energy use.				
M-2.1a	Complete energy audits for all City facilities and implement feasible recommendations for fuel switching and efficiency upgrades. Develop a policy for the City which would require all new building upgrades to include life cycle costing over 30 years and tie this directly to energy consumption and building electrification. This would include the building's operational and maintenance costs and ensure that the City has the most cost-effective (and sustainable) buildings possible.	Public Works – Operations & Maintenance	1	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Strategy M-2 Reduce Municipal Reliance on Natural Resources Goals and Actions				
Goal M-2.1 Electrify 25% of existing City facilities by 2030 and 100% of existing City facilities by 2045, as well as all newly constructed City buildings, while also increasing renewable energy use.				
M-2.1b	Opt-up 100% of municipal accounts to MCE's Deep Green energy option by 2030.	Public Works – Operations & Maintenance	1	
M-2.1c	Establish a City-owned building equipment policy to replace natural gas fueled equipment at the end of its useful life with electric or other alternative equipment, when practical and technology is feasible. Likewise, make the same consideration for all newly constructed City facilities and buildings.	Public Works – Operations & Maintenance	1	
M-2.1d	Identify a municipal building to pilot an all-electric retrofit. Track the change in energy usage and utility bill costs before and after the retrofit to study net benefits.	Public Works – Operations & Maintenance	1	
M-2.1e	Partner with PG&E through the Sustainable Solutions Turnkey (SST) program to install renewable energy technology at municipal facilities (such as City Hall) and become a zero net energy organization.	Environmental Services, Public Works – Operations & Maintenance	2 - 3	
M-2.1f	Partner with PG&E to identify and install battery energy storage systems at appropriate City facilities, and leverage projects to further promote benefits of distributed energy storage, which are directly connected to a renewable resource.	Environmental Services	2 - 3	
M-2.1g	Complete an analysis to identify the electrical capacity and utility infrastructure upgrades needed to electrify the recreational pool heating system. Pursue replacement funding through PG&E on-bill financing and California Energy Commission 1% Loans, or other funding sources.	Public Works – Operations & Maintenance	2	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal M-2.2 Transition 50% of the City's vehicle and equipment fleet to renewable fuels and electric by 2030 and 100% by 2045.				
M-2.2a	Conduct a study to assess the technological and economic feasibility of replacing the City-owned fleets and off-road equipment and develop a time of replacement schedule for applicable vehicle and equipment types.	Environmental Services, Public Works – Engineering and Operations & Maintenance	1	
M-2.2b	Upon completion of the study, adopt a ZEV-first purchasing policy for non-essential City fleet vehicles, using the transition to encourage residents to convert as well.	Environmental Services	1	
M-2.2c	Upon completion of the study, develop and implement a plan to replace all City owned end-of-life off-road equipment with zero-emission equipment. The plan should include evaluation of current City-owned equipment, alternative low or zero-emission options, prioritize equipment to replace first (e.g., largest GHG emission reduction potential), and a timeline for replacements that align with Objectives and feasibility of replacement.	Public Works – Operations & Maintenance, Parks	1	
M-2.2d	Secure funding from programs such as the California Air Resources Board's Clean Vehicle Rebate Project and the Truck and Bus Voucher Incentive Program to increase procurement of EV or ZEV cars, trucks, and other vehicles and installation of EV/ZEV charging/fueling infrastructure at municipal facilities. Additionally explore opportunities for Low Carbon Fuel Standard credit generation from use of low carbon fuels/electricity for fleet vehicles.	Environmental Services	1	
M-2.2e	Install new public and employee EV chargers at City-owned facilities.	Public Works – Engineering and Operations & Maintenance	1	
M-2.2f	Transition to all-electric landscaping equipment, including leaf blowers, for municipal operations. Use this to promote all-electric equipment in the community, providing information on the City website outlining available incentives for residents and businesses.	Parks, Public Works – Operations & Maintenance	2	

Strategies, Goals, and Actions		Lead	Phase	Notes/Comments (Future Use)
Goal M-2.3 Reduce the number of single occupancy, fossil fueled vehicle annual employee commute trips 20% by 2030 and 50% by 2045.				
M-2.3a	Complete a survey to understand how staff currently travel and what would make them change their patterns to establish an accurate baseline in which to build future Objectives.	Environmental Services	1	
M-2.3b	Expand EV charging at public facilities: Install new public and employee EV chargers at City-owned facilities, and: • Consider developing and implement a fee for use of City-owned chargers to encourage efficient use and turnover, especially for those without home charging capability Consider allocating EV charger fee revenue towards projects that support EV infrastructure, alternative fuel projects, and active transportation projects in neighborhoods that are historically underrepresented • Provide bicycles and bicycle storage for employees to use during work hours for short business or personal trips. Additionally, establish bike lockers at City Hall that are usable to the public.	Public Works – Engineering, Environmental Services	1	
M-2.3c	Provide bicycles and bicycle storage for employees to use during work hours for short business or personal trips. Additionally, establish bike lockers at City Hall that are usable to the public.	Environmental Services	1	
M-2.3d	Expand the subsidized transit commute program to reduce employee commute miles in single occupancy vehicles.	Human Resources	1	
M-2.3e	Partner with Tri-Delta Transit, BAAQMD, Bike East Bay, the League of American Bicyclists, and/or Metropolitan Transportation Commission to expand employee use of carbon-free and low carbon transportation by providing education programs on the benefits of commute options including public transportation, EV/ZEV options, and vanpools.	Environmental Services	1 - 2	
M-2.3f	Permit 25% of employees located at the City of Pittsburg to telecommute or utilize flexible schedules through 2030 to reduce travel time, vehicle miles traveled (VMT), and GHG emissions.	Human Resources	2 - 3	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TRI DELTA TRANSIT