



## ENVIRONMENTAL QUALITY COMMISSION MEETING AGENDA

Wednesday, August 28, 2013 at 6:30 p.m.  
Civic Center Administration Building  
City Council Conference Room  
701 Laurel Street

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### CALL TO ORDER

**ROLL CALL:** Allan Bedwell, Chris DeCardy (Chair), Kristin Kuntz-Duriseti, Scott Marshall, Mitchel Slomiak (Vice Chair), Christina Smolke

#### **A. PUBLIC COMMENT (Limited to 30 minutes)**

Under "Public Comment", the public may address the Commission on any subject not listed on the agenda. Each speaker may address the Commission once under Public Comment for a limit of three minutes. Please clearly state your name and address or political jurisdiction in which you live. The Commission cannot act on items not listed on the agenda and, therefore, the Commission cannot respond to non-agenda issues brought up under Public Comment other than to provide general information.

#### **B. REGULAR BUSINESS**

**B1.** Approve July 24, 2013 Minutes ([Attachment](#))

**B2.** Discuss and Consider Rescheduling November and December Environmental Quality Commission Meetings

**B3.** Discuss and Potentially Remove and Create New Environmental Quality Commission Subcommittees and Appoint Members to Subcommittees

**B4.** Discuss Community-Wide Greenhouse Gas Emission Targets, Funding, and Next Steps and Provide Direction to the Climate Action Plan Subcommittee ([Attachment](#))

#### **C. COMMISSION REPORTS AND ANNOUNCEMENTS**

**C1.** Staff Update on Environmental Policies to be Considered by City Council

**C2.** Commission Subcommittee Reports and Announcements

**C3.** Discuss Future Agenda Items

#### **D. ADJOURNMENT**

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## ENVIRONMENTAL QUALITY COMMISSION MEETING MINUTES

Wednesday, July 24, 2013 at 6:30 p.m.  
Civic Center Administration Building  
City Council Conference Room  
701 Laurel Street

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Chair DeCardy called the meeting to order at 6:34 p.m.

**ROLL CALL:** Allan Bedwell (arrives at 7:16 p.m.), Chris DeCardy, Kristin Kuntz-Duriseti, Deborah Martin, Mitchel Slomiak

**ABSENT:** Scott Marshall, Christina Smolke

### A. PUBLIC COMMENT

#### Public Comment

- Ernst Meissner commented on his disapproval of the recent tree removal on Santa Cruz Avenue. He indicated that the tree in front of Chase Bank was removed 3-4 weeks ago due to the City conducting new landscaping work throughout the downtown area. Mr. Meissner says that the tree played an important role in continuing the string of lights downtown and he proposes that the City plant a large new tree next to the existing kiosk in order to continue the lights.

### B. REGULAR BUSINESS

**B1.** Approve June 26, 2013 Minutes ([Attachment](#))

**ACTION:** Motion and second (Kuntz-Duriseti/Martin) to approve the June 26, 2013 minutes passes (4-0-3), (Absent: Marshall, Smolke, Abstain: Slomiak).

**B2.** Receive Informational Quarterly Update on City Recycling Rates

The Commission received the report and thanked staff for their work on the report.

**ACTION:** No formal action was taken on this item.

**B3.** Discuss Community-Wide Greenhouse Gas Emission Targets, Funding, and Next Steps and Provide Direction to the Climate Action Plan Subcommittee ([Attachment](#))

The Commission continued to discuss the development of the greenhouse gas reduction target work plan. On behalf of the Climate Action Plan Subcommittee,

Commissioner Slomiak prepared a memo for the commission's review that included key topics that will need to be addressed by the EQC, City staff, and other stakeholders involved in funding and implementing initiatives to attain the 27%-by-2020 target.

**ACTION:** No formal action was taken on this item

**C. COMMISSION REPORTS AND ANNOUNCEMENTS**

The following updates were received by the commission:

**C1.** Staff Update on Environmental Policies to be Considered by City Council

**C2.** Commission Subcommittee Reports and Announcements

**C3.** Discuss Future Agenda Items

**D. ADJOURNMENT**

The meeting was adjourned at 8:08 p.m.

Meeting minutes prepared by Vanessa Marcadejas, Environmental Programs Specialist



## PUBLIC WORKS DEPARTMENT

Council Meeting Date: June 4, 2013

Staff Report #: 13-089

Agenda Item #: F-1

**REGULAR BUSINESS:**                      **Adopt a Twenty Seven Percent Community Wide Greenhouse Gas Emissions Reduction Target**

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### RECOMMENDATION

Staff recommends that Council adopt a 27% community wide greenhouse gas emissions reduction target below 2005 baseline emissions by 2020.

### BACKGROUND

In 2009, the City Council adopted a Climate Action Plan (CAP). Following this, a Supplemental Assessment Report (Attachment A) was adopted in July 2011 that clarified, updated and weighed strategies over a five year period, provided a cost benefit analysis methodology to evaluate measures before implementation, and provided annual community greenhouse gas emissions (GHG) inventory updates.

One of the recommended next steps of GHG reduction strategies identified in the 2011 Assessment Report included considering adoption of a community greenhouse gas reduction target. Staff presented three reduction targets in the 2011 Assessment Report, which were 10%, 17%, and 27% below 2005 baseline emissions by 2020. Council requested that staff obtain community feedback on a reduction target before making a final decision.

Based on this direction, staff advertised and organized two evening workshops for the public in October 2011. Attendance at both workshops was low. The results of the workshops were brought to the Environmental Quality Commission (EQC) in November 2011. The EQC recommended that staff send an electronic survey to the Green Ribbons Citizen Committee (GRCC) members and the Chamber of Commerce to cast a wider net of feedback; twelve responses were received. The EQC also agendaized the reduction targets at their September, November, and December 2011 meetings. The recommendation from the EQC is to adopt a 27% reduction target. Their full recommendation and report is included as Attachment B.

Staff presented these results to Council in a study session report on March 13, 2012, and resulted in Council expressing interest in the 27% reduction target that would be in line with the State's AB 32 goal to reduce statewide emissions to 1990 levels by 2020 and 80% below 1990 levels by 2050, but wanted further information about funding.

On April 2, 2013, staff and the EQC provided an in-depth presentation on potential funding mechanisms at a Council study session, and resulted in the majority of Council being in support of adopting the 27% reduction target. The presentation provided at the study session is attached as Attachment C. Also, a list of Cities that have adopted a target is included as Attachment D.

## **ANALYSIS**

The adoption of a reduction target would provide a goal for the City to achieve. Staff along with the EQC would then continue to review ways to meet the target through various means. These include grants, public/private partnerships, other funding sources, and through the City's 5-year CIP process. Staff will provide updates to Council as further information is available that would work toward the target.

## **IMPACT ON CITY RESOURCES**

Adopting a target will require additional funding to complete CAP activities and some of the activities will be considered in the Capital Improvement Program annually. The proposed fiscal year 2013-14 budget has provided a nominal \$50,000 to begin work on this initiative. Once a target is adopted, staff and the EQC will seek further funding opportunities on an ongoing basis. Additional staff time will also be needed to implement GHG reduction measures once funding has been secured. Staff will provide an update to Council as further information is available.

## **POLICY ISSUES**

Setting a GHG reduction target is consistent with the CAP's five year strategies adopted by Council in July 2011 and is a goal, not a requirement. Therefore there would be no financial penalty if the City does not achieve the GHG reduction target.

## **ENVIRONMENTAL REVIEW**

No environmental review is necessary.

## **PUBLIC NOTICE**

Public Notification was achieved by posting the agenda, with this agenda item being listed, at least 72 hours prior to the meeting.

## **ATTACHMENTS**

- A. Climate Action Plan Assessment
- B. EQC Report to City Council on Adopting a Target
- C. Presentation provided at April 2, 2013 Council Study Session
- D. Other Cities Greenhouse Gas Reduction Targets

Report prepared by:  
Vanessa Marcadejas  
Environmental Programs Specialist

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July 2011

# Climate Action Plan Assessment Report



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## Table of Contents

Executive Summary.....	3
Impact of State and Regional Actions on Menlo Park’s GHG Emission .....	5
Community Greenhouse Gas Inventory Results between 2005 and 2009 .....	7
GHG Emissions Forecast and Potential Reduction Targets .....	10
Recommendations for Greenhouse Gas Reduction Strategies .....	12
Community Greenhouse Gas Reduction Strategies: .....	13
Municipal Greenhouse Gas Reduction Strategies .....	23
Cost-Benefit Methodology for GHG Emission Reduction Strategies .....	25
Recommended Next Steps of GHG Emission Reduction Strategies .....	32
 Appendix .....	 33
Status of Menlo Park’s 2009 Climate Action Plan’s GHG Reduction Strategies.....	34
Residential Energy Consumption and Related Greenhouse Gas Emissions .....	37
Commercial Energy Consumption and Related Greenhouse Gas Emissions .....	38
Transportation and Related Greenhouse Gas Emissions.....	39
Solid Waste Landfilled and Related Greenhouse Gas Emissions .....	40
Bayfront Park Landfill Emissions .....	41
Inventory of Municipal Operations Greenhouse Gas Emissions .....	42

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## Executive Summary

The purpose of Menlo Park's Climate Action Plan (CAP) is to provide strategies that reduce greenhouse gas (GHG) emissions and assist Menlo Park to meet or exceed the emissions reduction targets of AB 32 (California's Global Warming Solutions Act of 2006). AB 32 sets a goal for the state to reduce greenhouse gas emissions to 1990 levels by 2020, and 80% below 1990 levels by 2050.

The Climate Action Plan was approved by the City Council in May 2009 and the Council stated that the Climate Action Plan was intended to be a 'living document' to be updated periodically as current strategies are implemented and as new emission reduction strategies and technologies emerge that effectively reduce emissions. The City Council directed staff to complete 'Climate Action Plan Supplemental Research' in coordination with a consultant to complete additional research on the GHG reduction strategies. Staff and CSG Consultants completed a high level assessment of its 2009 Climate Action Plan that included the following tasks:

1. Complete a GHG Emissions Forecast for 2020
2. Complete Community Greenhouse Gas (GHG) Inventories from 2005 to 2009 to assist in setting a GHG reduction goal for 2020
3. Complete a high level review of new and existing community and municipal GHG emission reduction strategies over a five years
4. Develop a cost-benefit methodology that could provide a consistent metric to evaluate GHG emission reduction strategies

The work did not include applying the cost-benefit analysis to each updated GHG reduction strategy because the level of implementation could vary from strict to voluntary based on community engagement, available resources, and council priorities. The application of the cost-benefit analysis is intended to be utilized during the strategy evaluation timeline as specified in recommendations for greenhouse gas reduction strategies, and where applicable, be brought back to city council to consider for implementation.

It is also important to note that new requirements have recently been approved pursuant to SB 375 and the California Environmental Quality Act (CEQA) that have impacts on Menlo Park Climate Action Plan strategies and proposed development projects and long range plans, which are explained later in this report.

The following section provides the highlights of the analysis and recommendations.

### Highlights

- Several of the 2009 strategies were outdated or needed modifications, and additional GHG reduction strategies were needed to effectively reduce emissions. This report provides a table of updated community and municipal GHG reduction strategies, rationale for the recommendations, a relative priority ranking for implementation and a recommended evaluation timeline for implementation. For reference, the appendix includes the status of recommendations made in the original Climate Action Plan.
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- Of the 723,480 GHG tons from Menlo Park's 2009 Community GHG Emissions Inventory, only 0.004% (2,886 tons) are from municipal operations. Therefore, it is recommended that the limited staff and resources available for GHG emission reduction work focus on community strategies implementation since more than 99% of the emissions are from community sources.
- The recommended strategies in this report give priority to increase residential and commercial energy efficiency since 28% of Menlo Park's greenhouse emissions are from these sectors. Residential and commercial energy efficiency strategies are important because Menlo Park has significant policy control over residential and commercial energy consumption (e.g. requiring new green building standards, energy efficiency standards for residential and commercial new construction/major renovations, etc.). In contrast, Menlo Park has limited policy control over the transportation sector which accounts for 62% of total emissions. Additionally, energy conservation strategies provide the most expedient method to reduce GHG emissions and provides costs savings after implementation.
- It is recommended that a new mandatory commercial recycling ordinance be considered to reduce waste to landfill, since 68% of Menlo Park's commercial waste is currently disposed of at the Ox Mountain landfill<sup>1</sup>. This strategy is especially important because methane released from the decomposition of waste/organic waste is 20 times more potent than carbon dioxide in its global warming capacity.
- This report includes updated greenhouse gas inventories between 2005 and 2009, and information regarding a potential GHG reduction target for Menlo Park. Developing a specific target is an essential component of a Climate Action Plan<sup>2</sup>.
- The recommended cost-benefit analysis approach provides a consistent method to assist in the evaluation of potential GHG emission reduction strategies. After completion of a cost-benefit analysis, each of the emission reduction strategies (where applicable) would be presented to the City Council for consideration according to the evaluation timeline in the community and municipal strategy tables of this report.

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<sup>1</sup> City of Menlo Park Solid Waste Generation in Tons By Jurisdiction and Type, 2009 Data, Allied Waste

<sup>2</sup> Menlo Park's Environmental Quality Commission Climate Action Plan Subcommittee completed a comprehensive assessment of other jurisdictions emission reduction targets in April 2010.

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# **Impact of State and Regional Actions on Menlo Park's GHG Emission**

It is important to note that Menlo Park's projected emissions will be impacted by state and regional actions that were included in the AB 32 Scoping Plan. Of particular importance are the Renewable Portfolio Standard (RPS) and the Pavley I and II regulations. The other AB Scoping Plan measures are also relevant, such as the Low Carbon Fuel Standard; however, the details and the regulations have not yet been developed. Therefore, the Bay Area Air Quality Management District (BAAQMD) states that assessing GHG impacts at the local level from these measures is fairly speculative at present time and states that jurisdictions may be able to quantify the GHG emissions impacts in 2011. The following details the current status of these state and regional actions that will impact Menlo Park and other jurisdictions:

## **Renewable Portfolio Standard**

The State of California Renewable Portfolio Standard (RPS) requires electricity providers to increase the portion of electricity they deliver that comes from renewable energy sources to 20% by 2010 and by 33% by 2020. In 2007, 12% of PG&E's total power mix came from renewable power. For 2010, PG&E is reporting that 18% of their power mix is renewable energy, but this number has not been verified by the California Public Utilities Commission. As PG&E begins using more renewable power, the reduction savings will automatically be reflected in Menlo Park's annual Greenhouse Gas Inventory updates as the inventory uses carbon intensity (or carbon coefficients) directly reported from PG&E to calculate GHG emissions associated with building energy consumption in Menlo Park.

## **Pavley I and II**

Assembly Bill 1493 (Pavley), signed into law in 2002, requires automakers to reduce greenhouse gas emissions from new passenger cars and light trucks beginning in 2011. The Air Resources Board (ARB) will implement the law in two phases of increasingly stringent standards. The ARB has developed a post-processing tool that incorporates the emissions impacts of Pavley I and II and states the tool will be released for jurisdictions in 2011.

## **SB 375**

On September 23<sup>rd</sup> 2010, the California Air Resources Board (ARB) adopted new regional GHG reduction targets for California's metropolitan planning organizations as mandated by SB 375 (Stenberg, 2008). SB 375 mandates an integrated regional land use and transportation planning approach to reduce GHG emissions from cars and light trucks. Each of the metropolitan planning organizations (e.g. the Metropolitan Transportation Commission) are to develop a sustainable communities strategy that demonstrates how they will meet their regional target through integrated housing, land use and transportation planning. The land use policies encourage higher density near transit, increased mixed use development; Transportation policies include parking/pricing policies that encourage alternative modes of transportation other than single occupancy vehicles, etc. It is important to note that the regional targets are based on per capita emissions, rather than gross emissions, and they still allow for an increase in overall emissions due to population growth.

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The BAAQMD does not recommend including additional GHG reductions resulting from SB 375 because a technical and defensible analysis of the bill's projected impact on the state or the Bay Area is not available at this time. Annual traffic counts are already used to estimate emissions from transportation in Menlo Park, and reductions from SB 375 would be reflected during this data collection process.

The California Air Resource Board and the BAAQMD state that tools are not currently available to enable jurisdictions to accurately project the impacts of these state and regional actions; these agencies report that the projection tools may be available in 2011. Therefore, it is recommended that these projections be assessed and incorporated into Menlo Park's GHG emission projections in spring or summer 2012.

### **California Environmental Quality Act (CEQA)**

The BAAQMD recently updated new California Environmental Quality Act (CEQA) Guidelines to assist jurisdictions in analyzing air quality impacts of proposed projects and plans. The Guidelines establish thresholds of significance for GHG emissions and other air pollutant emissions. The thresholds are based on achieving AB 32 goals for 2020 and provide GHG thresholds of significance for projects and plans for jurisdictions. The Guidelines also establish GHG thresholds of significance for a jurisdiction's 'GHG Reduction Strategy'. The BAAQMD states that a GHG Reduction Strategy could be included in jurisdictions planning documents such as general plan or other planning documents.

# Community Greenhouse Gas Inventory Results between 2005 and 2009

Using ICLEI's updated Clean Air and Climate Protection Software (CACP), Menlo Park was able to complete greenhouse gas inventories between 2005 and 2009. Staff analyzed greenhouse gas (GHG) emissions that are generated from the building energy usage, solid waste sent to the landfill, vehicle miles traveled within the community, and methane produced from a closed landfill (Bedwell Bayfront Park). For reference, GHG emission can also be expressed as carbon dioxide equivalents (CO<sub>2</sub>e), and the appendix includes detailed information regarding each sector energy consumption and related greenhouse gas emissions.

Menlo Park's original 2005 greenhouse gas emissions were also re-evaluated for accuracy and consistency with new methodologies and practices. In 2005, it was reported that Menlo Park emitted approximately 491,054 metric tons of CO<sub>2</sub>e. Due to updated data and developments in methodologies, Menlo Park's 2005 CO<sub>2</sub>e has been corrected to reflect a CO<sub>2</sub>e of 747,205 metric tons for 2005. This approach uses the best available data along with the most updated methodologies to arrive at a more accurate reflection of greenhouse gas emissions per sector and community-wide. For 2005, the following corrections were made:

- Transportation:
    1. In 2005, Menlo Park's city road and freeway lengths were under reported which caused an underestimation of VMT and GHG emissions. Per 2005 Metropolitan Transportation Commission (MTC) data, it was reported that city roads and the highways associated with Menlo Park totaled 60 miles. However, according to Geographic Information System (GIS) data Menlo Park's city roads and highways actually total to 117 miles. Corrections have been made to account for the emissions that were not reported in 2005.
    2. Menlo Park's 2005 inventory reports VMT (vehicle miles traveled) for Caltrain at 272,333 VMT. Upon review from City Staff and an ICLEI (Local Governments for Sustainability) regional associate, this is an estimated amount of fuel thought to be consumed when Menlo Park residents use Caltrain. This specification was not noted in the 2005 inventory. Due to the lack of available data on arriving at a sound VMT estimation for Caltrain, this information has been omitted from Menlo Park's overall community-wide GHG inventory. Menlo Park was the only community that had included Caltrain emissions at the time, and to date no other community includes Caltrain greenhouse gas emission data.
  - Bayfront Park Landfill:
    1. In Menlo Park's 2005 emissions inventory, the Methane capture rate of the Gas Recovery System (GRS) was estimated using default values in Landgem 3.02 (software developed by the Environmental Protection Agency). This was considered the best available screening tool for estimating landfill gas emissions at the time. More recently, the City of Menlo Park was able to obtain landfill emissions calculations directly from Fortistar, the operator of the GRS system in place. Under the guidance and recommendations of ICLEI, it was advised that
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using data directly from Fortistar in conjunction with using CACP (Clean Air and Climate Protection) software to generate emissions calculations would display a more accurate representation of the emissions at the closed landfill. The difference between the former methodology and the new methodology is 9,000 tons of GHG emissions.

The figure below displays Menlo Park's 2009 communitywide greenhouse gas emissions inventory by source. The results show that the transportation sector is the leading contributor to CO<sub>2</sub>e, generating 62% of emissions, followed by the electricity use from the commercial and residential sector generating 28% of emissions in the community.

**Figure 1: 2009 Communitywide Greenhouse Gas Emissions by Source**  
**Total Emitted GHG Tonnes = 723,480**

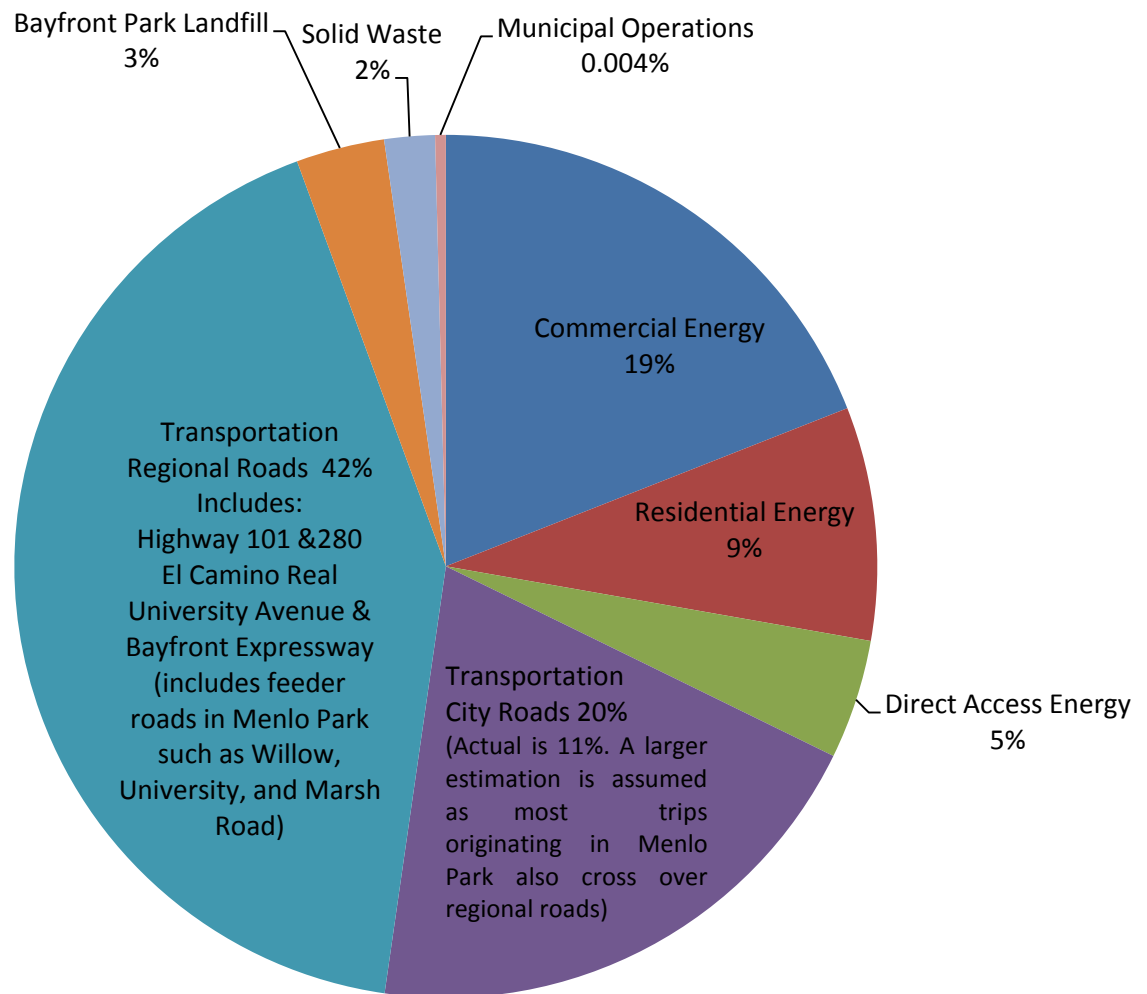


Figure Two represents Menlo Park's total communitywide greenhouse gas emissions from all sources between 2005 and 2009. The GHG emissions are expressed in metric tons (tonnes) of carbon dioxide equivalents (CO<sub>2</sub>e). The graph also includes the year to year percent change. All sources accounted for in this graph include CO<sub>2</sub>e emissions generated from electricity and natural gas consumption in buildings, solid waste sent to the landfills, and vehicle miles traveled. Emissions from Bayfront Park Landfill were also included. Although Bayfront Park Landfill ceased to accept waste in 1984, the waste-in-place still continues to generate greenhouse gas emissions.

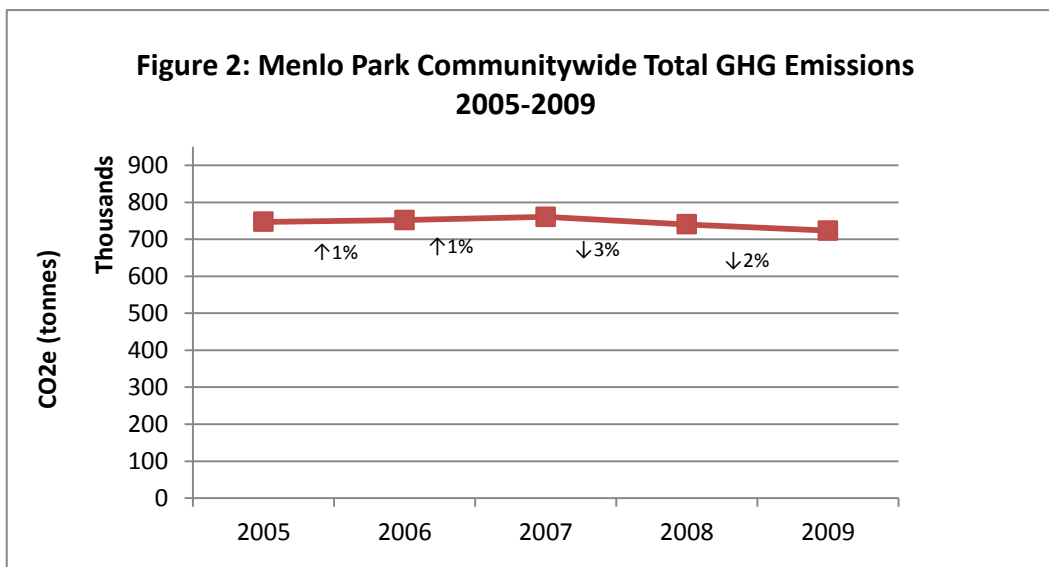
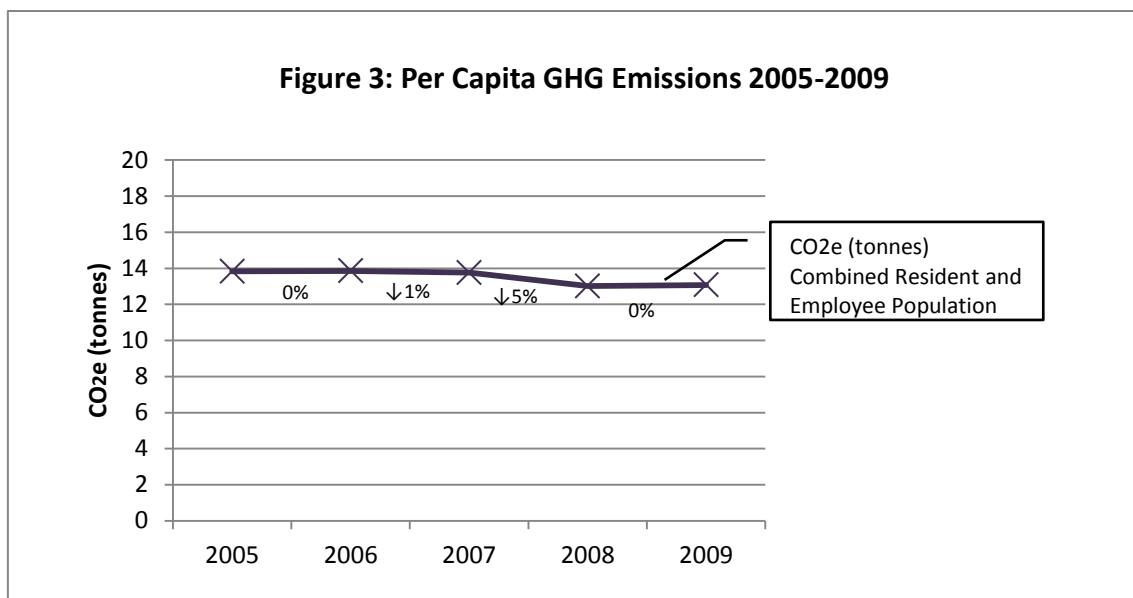
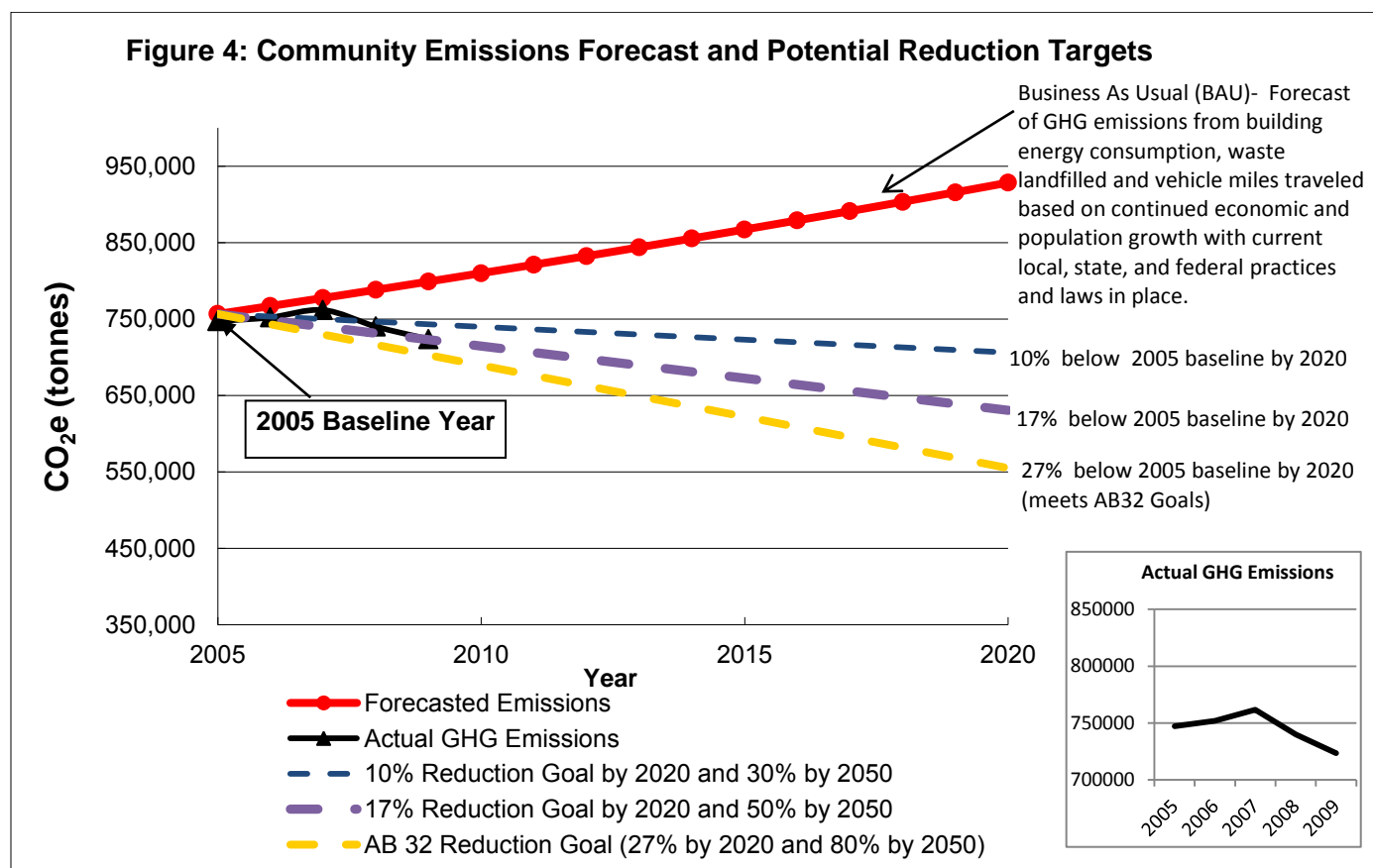


Figure Three displays per capita of CO<sub>2</sub>e tonnes generated from Menlo Park's residents and work force population, and include emissions from all measured sectors. The trends show a continued decrease in CO<sub>2</sub>e emissions. These continued decreases may be explained by the economic downturn shown that started in 2008.



## GHG Emissions Forecast and Potential Reduction Targets

The intent of the GHG emissions forecast is to quantify the projected GHG emissions through the year 2020 to determine the estimated amount of GHG emission reductions that are necessary within the context of increased growth. The figure below was developed using annual residential and commercial growth projection data from the Association of Bay Area Governments (ABAG) that was released in 2010. The use of these projections has been recommended by the Bay Area Air Quality Management District (BAAQMD) for jurisdictions that are completing GHG emission projections. If the community of Menlo Park continues with the current pattern of energy consumption, waste generation and vehicle miles traveled, known as "business-as-usual" (red line), greenhouse gas emissions are estimated to increase from 723,480 metric tons (2009 total) to 928,347 tons by 2020.



The various potential reduction targets identified in Figure Four is intended to begin discussion a GHG reduction target for Menlo Park that would be consistent with the reduction targets of AB 32. Developing a specific target is an essential component of a Climate Action Plan<sup>3</sup>. The yellow line in Figure Four indicates the total emission reductions required to meet the AB 32 emissions reduction target, which could be 27% below 2005 levels by 2020. Thus a 2.5% to 3% or 13,449 tonnes annual reduction is needed to achieve AB 32 goals.

<sup>3</sup> Menlo Park's Environmental Quality Commission Climate Action Plan Subcommittee completed a comprehensive assessment of other jurisdictions emission reduction targets in April 2010.

Based on the current greenhouse gas trend line (black line), it appears that Menlo Park is decreasing its GHG emissions. However, there are other factors that may have contributed to the decline. These include:

- The economic downturn since 2008 has reduced energy consumption (downsizing or closures).
- Since the Bedwell Bayfront Park landfill is closed, there are no further opportunities to create more methane than what is already stored in the landfill. Thus, a steady decline in GHG emissions will result in this area over time.

It is highly likely that when economic stability returns, community GHG emissions will increase close to the “business as usual” scenario.

Below is a list of emission reduction targets established by other jurisdictions. The BAAQMD recently stated that jurisdictions, in developing a GHG Reduction Strategy should establish a GHG reduction target that meets or exceed AB 32 goals for consistency with CEQA guidelines and thresholds. Therefore, establishing GHG emissions reduction target for Menlo Park is line with regional efforts. These GHG reduction targets could be included in the General Plan update process that is currently planned for 2013-2014. It is also important to not that federal and state policies will have an impact Menlo Park’s GHG emissions as discussed earlier in this report. It is reasonable to estimate that 10% of Menlo Park’s GHG reduction will result from these efforts. Thus, establishing a 27% target would actually mean reducing GHG emissions by 17% with local strategies.

Common Emission Reduction Targets	
Kyoto Protocol for the United States of America	7% below 1990 levels by 2012 Non-binding as the US is not signatory
US Conference of Mayor's Climate Protection Agreement	7% below 1990 levels by 2012
California Executive Order S-3-05	Reduce to 2000 levels by 2010 Reduce to 1990 levels by 2020 80% Below 1990 levels by 2050
California AB 31	Reduce to 2000 levels by 2020
A Sample of California Local Government Targets	
City of Arcata	20% below 2000 levels by 2010
City of Benicia	Reduce to 2005 levels by 2010 10% below 2000 levels by 2020
City of Berkeley	33% below 2000 levels by 2020
City of Chula Vista	20 % below 1990 levels by 2010
City of Hayward	12% below 2005 levels by 2020 82% below 2005 levels by 2050
City of Los Angeles	35% below 1990 levels by 2030
Marin County	15% below 1990 levels by 2020
City of Novato	15% below 2005 levels by 2020
City of Oakland	36% below 2005 levels by 2020
Sacramento County	15% below 2005 levels by 2020 80% below 1990 levels by 2050
City of San Diego	15% below 1990 levels by 2012
City of San Francisco	20% below 1990 levels by 2012
City of San Jose	50% below 2007 levels by 2022
City of San Luis Obispo	15% below 2005 levels by 2020

## Recommendations for Greenhouse Gas Reduction Strategies

The tables on the following pages outline the recommended community and municipal strategies for near-term and mid-term considerations. Many of these strategies were previously recommended by the Menlo Park's Green Ribbons Citizen Committee (GRCC) and ICLEI (Local Governments for Sustainability), and were included in the 2009 Climate Action Plan. This analysis further defines and expands the scope of each strategy, and ranks strategies according to the following criteria:










- Provides significant GHG reduction potential (i.e. strategy focuses on the largest GHG sectors in Menlo Park's GHG Inventory)
- Ease of implementation (i.e. strategy can be implemented with limited staff and other resources)
- Considered a "best practice for GHG reduction strategies" and successfully implemented in other jurisdictions
- Considered reasonable and cost-effective to the community and city operations
- Has significant environmental co-benefits for the Menlo Park community such as improved air quality, improved public health, reduced traffic congestion, reduced energy and water consumption, preserves natural resources and extends landfill life








The criteria have been directly inserted into the tables. A native valley oak leaf is used to indicate if the strategy fully meets the criteria. Some criteria will have no leaf or a half leaf. A half leaf indicates that the strategy meets some of the criteria intent. A "no leaf" means that it is difficult to meet the criteria.

The recommended cost-benefit analysis approach that is included later in this report can be applied to each strategy, and provide a consistent metric to evaluate GHG emission reductions. The next steps include presenting cost-benefit analysis of the selected individual FY 11-12 GHG reduction strategies for approval by the City Council before implementation.







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**Community Greenhouse Gas Reduction Strategies:** This is a recommended timeline only; each GHG reduction strategy would **require** a comprehensive cost-benefit analysis where applicable and consideration by Council prior to implementation.

Community GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective to the community	Significant environmental co-benefits
<b>Energy Efficiency</b>							
Consider adopting Sustainable Development/ Green Building standards that exceed California's 2010 Green Building Code (CalGreen) for Residential and Commercial	<p>28% of Menlo Park's emissions are from the residential and commercial sectors. Green buildings not only reduce GHG emissions by minimizing energy/water usage, but also reduce natural resource consumption and provide healthier indoor environments in comparison to non-green buildings. Building energy efficiency standards are important because Menlo Park has significant policy control over residential and commercial energy consumption, and this strategy has been implemented in many other cities in the bay area to reduce greenhouse gas emissions.</p> <p>The level of implementation can vary from strict to voluntary based on available resources, community feedback and city council priorities. In addition, the applicability can range to only new structures or include major renovations of buildings.</p>	2012-13					
Consider actively marketing and providing additional incentives for residents to participate in the new Regional Energy Upgrade California Program	The new regional program Energy Upgrade California for Menlo Park and other San Mateo County jurisdictions provides outreach, education, and up to \$4,000 rebates for homeowners to complete energy efficiency upgrades. The program provides rebates based on the percentage of increased home energy efficiency; this typically provides 50% of the funding for the actual upgrade. The program is funded through state, regional and federal grants. Menlo Park could increase participation by offering additional rebates and actively marketing the program.	2011-12					





Community GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective to the community	Significant environmental co-benefits
Expand Menlo Park Municipal Water District Conservation Programs	Expand water conservation programs. Consider new water conservation incentive programs that include researching a pilot program for graywater (water reuse) for onsite landscape irrigation or lawn replacement programs. The original graywater plumbing requirements in the California Plumbing Code were quite restrictive and have been updated to allow some graywater solutions for water conservation and irrigation. <sup>4</sup>	Current and Ongoing					
Consider developing an Energy Efficiency/ Renewable Energy Program for Residential sector	<p>This would involve an incentive program for residents to complete home energy assessments and cost effective upgrades. This would be similar to the Green@Home program, but would include more comprehensive heating and cooling system tests and explore renewable energy options with the homeowners.</p> <p>One particular strategy could involve providing a rebate for half the cost of the energy analysis, and if upgrades are completed a rebate for the full cost of the assessment would be provided.</p> <p>The program can promote current state and utility financial incentives and add new incentives to maximize energy efficiency. This policy can be a valuable collaboration to the new Energy Upgrade California program. Consider participation in regional programs and or grants/incentives.</p>	2013-14					

<sup>4</sup> [www.hcsd.ca.gov/codes/shl/Preface\\_ET\\_Graywater.pdf](http://www.hcsd.ca.gov/codes/shl/Preface_ET_Graywater.pdf).

Community GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective to the community	Significant environmental co-benefits
Develop a commercial energy efficiency program to encourage businesses to participate in a free energy efficiency audit when business license is issued or renewed	Menlo Park's commercial sector produces 24% of GHG emissions through electricity and natural gas consumption. This program can be in coordination with PG&E and the Green Business Program. The audit can identify energy efficiency/water conservation opportunities at their facilities and promote rebates, incentives and financing programs. Business can receive a report with prioritized actions they can take to reduce energy/water costs. Businesses would be encouraged but not required to perform efficiency retrofits. Consider requiring free energy audits in future, e.g., 2017-18. Some jurisdictions such as the City of Chula Vista have implemented this program as mandatory <sup>5</sup> .	2015-16					
Consider local energy efficiency and renewable energy financing program	The city would provide a low-interest energy financing program to fund energy efficiency and clean energy upgrades. Currently, the program is on hold due to the Federal Housing Finance Agency (FHFA), Fannie Mae, and Freddie Mac challenging the seniority position of the local jurisdictions placing liens on properties, and that property owner participation in this program may violate mortgage contracts.	On Hold					
Consider development of an ordinance for energy and water efficiency standards for transfer of title transactions	Consider requiring a minimum standard of energy and water efficiency measures when a home or business has a transfer of title (e.g. sale of property). Consider starting with a voluntary education and promotion phase in 2015 and move to a mandatory phase starting in 2016 or later.	2015-16					
















<sup>5</sup> City of Chula Vista adopted a similar ordinance in 2009 with the Free Resource & Energy Business Evaluation (FREBE) [www.chulavista.org](http://www.chulavista.org)



























Community GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective to the community	Significant environmental co-benefits
<b>Transportation</b>							
Consider amending the City's General Plan to include new sustainability policies, goals and programs	<p>Consider adding new sustainability policies, goals and programs during the City's General Plan revision process, either as a new separate element in the General Plan or added into the current General Plan elements. Identify, modify or eliminate policies that conflict with sustainability policies and goals, in the interest of maintaining internal consistency. General Plan amendment work is included in the Capital Improvement Projects for 2013-2014. The draft El Camino Real Downtown Specific Plan supports and advances the principles of sustainability, and incorporates sustainability strategies reflected in the 2009 Leadership in Energy and Design (LEED) for Neighborhood Development.</p> <p><b>Land Use:</b> Consider including new sustainable land use policies<sup>6</sup> during the planned General Plan review and revision process currently scheduled for 2013-2014<sup>7</sup>. Consider policies that allow higher density residential and mixed use on sites currently zoned for industrial uses, as well as on sites primarily zoned and developed for commercial, where some residential may be accommodated. Consider policies that provide an effective use of mixed used and transit oriented development that would reduce the need for parking.</p> <p><b>Transportation:</b> Consider new sustainable transportation policies that provide preferential parking for no or low emission vehicles on city streets, city garages and lots. Consider expanding parking policies as technology advances to increase accommodation of no or low emission vehicles. Expand policies that encourage bicycling, walking and other modes of transportation than single occupancy vehicles.</p>	2013-14					

<sup>6</sup> The City currently plans to develop and adopt updated City CEQA Guidelines in FY 2012-13

<sup>7</sup> SB 375 mandates an integrated development/land use and transportation planning approach to achieve GHG reduction targets














Community GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective to the community	Significant environmental co-benefits
Consider social marketing programs/campaigns to promote alternative transportation (walking, biking, public transit, etc.)	<p>Social marketing programs aim to uncover barriers that prevent individuals from engaging in sustainable behaviors and establishes a new social norm for the community to engage in. It provides a set of tools that social science research has demonstrated to be effective in fostering behavior change. A typical social marketing design includes surveying community or neighborhood attitudes to identify target audiences and their barriers. A program is then developed around this research that minimizes barriers through incentives, targeted message development, or direct neighborhood engagement activities.</p> <p>The public health sector has been a successful implementer of social marketing programs, such as anti-smoking campaigns. Social marketing is a relatively new tool for local governments to use in effectively engaging the community in sustainable behavior. However, there are past examples of effective environmental social marketing programs that include anti-littering and recycling campaigns during the 1980s until now.</p>	2013-14					
Consider implementation for City Car Sharing Program	Many cities (San Francisco, Berkeley, and Portland) have implemented a car sharing program and Zipcar.com may be a viable alternative for Menlo Park since local jurisdictions have these programs underway.	2015-16					
Implement Bike Improvements	Bicycle trips can generally replace vehicle trips up to five miles. Thus, increasing bicycle trips in Menlo Park could reduce up to 9,000 tons of GHG emissions by 2020.	Current and Ongoing					

Community GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective to the community	Significant environmental co-benefits
Consider implementation for City Bike Sharing Program	A Bike Sharing Program provides publicly shared bicycles that can increase the usage of bicycles in an urban environment. Redwood City is currently participating in a pilot regional a bike sharing program in the bay area.	2013-14					
Expand Community Shuttle Service	The 2009 Climate Action Plan estimates that shuttle service contributes to reducing 0.5 tons of greenhouse gas emissions per rider per year. Expanding services would increase greenhouse gas emissions reductions.	Ongoing					
Consider installing Electric Plug-in Hybrid Vehicle Recharging Stations	Consider installing recharging electric vehicles (EV) and plug in hybrid electric vehicles (PHEV) and construct recharging stations in public parking facilities. The City can also encourage or require larger local businesses and multi-unit housing projects to install charging stations. \$2.5 million in grants for new electric vehicle charging stations and infrastructure will become available from the Bay Area Air Quality Management District (BAAQMD). The 2009 Climate Action Plan estimated that installing 30 recharging stations would reduce an estimated 7,000 metric tons of greenhouse gas emissions.	2013-14					














Community GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective to the community	Significant environmental co-benefits
<b>Solid Waste</b>							
Consider adopting a Zero Waste Policy with 75% diversion by 2020 and 90% diversion by 2030.	Currently, the city is required by the State to divert 50% of community solid waste from the landfill. This policy would increase the diversion rate to 75% by 2020, and 90% by 2030. This strategy would also evaluate additional policies and ordinances needed to reduce waste to landfill to meet diversion goals. Menlo Park's current diversion rate is 43% <sup>8</sup> . This program has the potential to reduce 20,000 metric tons of greenhouse gas emissions.	2012-13					
Consider adopting a mandatory Commercial Recycling Ordinance	67% of Menlo Park commercial waste (compared to 27% Menlo Park's residential waste) is currently going to landfill <sup>9</sup> . The commercial recycling rate has remained flat in the last several years. A commercial recycling ordinance can increase recycling by an estimated 10-20%. The program would not impact the City's General Fund and could be funded from commercial garbage rates (with negligible impact on garbage rates). The new single stream recycling, effective 1/3/2011, makes commercial recycling participation and ordinance compliance easier. Also, consider inclusion of mandatory recycling for Menlo Park public events in this ordinance. This program has the potential to reduce 10,000 metric tons of greenhouse gas emissions by 2020.	2011-12					

<sup>8</sup> Solid Waste Diversion in Tons by Jurisdiction & Type/City of Menlo Park 2009 Data




<sup>9</sup> Recology Solid Waste and Recycling Report for City of Menlo Park for January, February, and March 2011.

Community GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective to the community	Significant environmental co-benefits
<b>Other</b>							
Establish Climate Action Plan monitoring and progress reporting program	Consider completing an annual review of the GHG reduction strategies in the Climate Action Plan and provide a progress report to the city council that includes the following actions: A. Adopt a GHG reduction target for 2020 B. Monitor the current GHG reduction strategies and provide a progress report to the City Council on an annual basis. C. Identify new GHG reduction strategies and ensure implementation of the strategies has been assigned to appropriate department. D. Plan to re-inventory every year to monitor progress toward the 2020 GHG reduction target.	Current and Ongoing					
Expand Green Business Certification Program/Include Green Business education to new business permit applicants	Expand the County's Green Business Certification Program to reduce energy, water and solid waste consumption.	2012-13					
Consider amending the City's General Plan to include a "GHG Reduction Strategy" as outlined in the new CEQA <sup>10</sup> Guidelines	The Bay Area Air Quality Management District (BAAQMD) recently approved new CEQA Guidelines that establish thresholds of significance for GHG emissions on a project level and plan level (e.g. General Plan). These thresholds are based on achieving AB 32 goals for 2020. New CEQA Guidelines state a 'GHG Reduction Strategy' could be adopted by a jurisdiction and should contain the specific plan elements as noted in Section 4.3 of the CEQA Guidelines.	2013-14					

<sup>10</sup> New CEQA Guidelines June 2010, [www.baaqmd.gov](http://www.baaqmd.gov)











Community GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective to the community	Significant environmental co-benefits
Develop social marketing campaign to educate residents on reducing their personal greenhouse gas emissions.	Social marketing programs aim to uncover barriers that inhibit individuals from engaging in sustainable behaviors and promote a new norm for the community to engage in. It also provides a set of tools that social science research has demonstrated to be effective in fostering behavior change. A typical social marketing design includes surveying community or neighborhood attitudes to identify target audiences and their barriers. A program is then developed around this research that minimizes barriers through incentives, targeted message development, or direct neighborhood engagement activities. Other cities have used this approach through green schools initiatives, or neighborhood carbon diet clubs or green teams.	2013-14					
Develop a promotion and education program to encourage local and or organic food production	Develop an education and/or social marketing program to promote locally grown and or organic food production and promote community gardens, school gardens and farmer's markets. This program can help reduce emissions from transporting, refrigerating and packaging food hauled from long distances (the average fresh food travels 1,500 miles <sup>11</sup> for use in California homes). Consider an 'Eat Local Campaign' similar to Portland, Oregon program that promotes eating foods grown within a specific mile radius.	2013-14					
Consider an educational program and/or local ordinance to limit vehicle idling	Exhaust from motor vehicles is a substantial contributor to air pollution and a source of greenhouse gas emissions. These pollutants are harmful to the environment and public health. An example standard would be to limit vehicle idling time to a maximum of three to five minutes.	2013-2014					

<sup>11</sup> Center for Sustainable Agriculture data accessed 12/10/10

Community GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective to the community	Significant environmental co-benefits
Research opportunities to improve methane capture at Marsh Road Landfill (Methane Emissions Mitigation)	Due to methane's high global warming capacity, this is a priority project. Research potential for new methods to efficiently capture methane even as methane emissions decline (methane is projected to decline to 16,779 tons in 2020).	2011-12					

















## Municipal Greenhouse Gas Reduction Strategies

Municipal GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective	Significant environmental co-benefits
Adopt an Environmental Preferable Purchasing Policy (EPP)	<p>Consider adopting an Environmental Preferable Purchasing Policy (EPP) that requires or encourages the purchase of sustainable products that minimize environmental impacts. Consider requiring a minimum of these 2 specific elements:</p> <ol style="list-style-type: none"> <li>1. All paper products have minimum 30% post consumer content</li> <li>2. New city fleet purchased should be no or low emission vehicles, with some potential exceptions.</li> </ol> <p>Menlo Park's city fleet generates 28.4% of municipal emissions.</p>	2011-12					
Implement a Civic Green Building Policy for new municipal construction and major renovations	<p>Menlo Park's city office buildings (electricity and natural gas consumption) account for 33% of Menlo Park's municipal emissions. Consider implementing a green building policy that encourages or requires new green building standards such as Leadership in Energy and Environmental Design (LEED<sup>12</sup>) or the California Green Building Code (CalGreen) Tier 1 to encourage or require new energy efficiency requirements that exceed Title 24, Part 6 by 15% for new municipal construction and major renovations. Green building reduces energy, water and resource consumption. Many cities are adopting Civic Green Building Policies to reduce operating costs and be a green building leader for the public and private sector.</p>	2012-13					

<sup>12</sup> [www.usgbc.org](http://www.usgbc.org) Leadership in Energy and Environmental Design (LEED)



Municipal GHG Reduction Strategy	Rationale	Evaluation Timeline Before Implementation	Significant GHG Reduction potential	Ease of Implementation	Successfully Implemented in other jurisdictions	Reasonable and cost-effective	Significant environmental co-benefits
Utilize Energy Service Companies (ESCO), Energy Performance Contracting, and/or solar power purchase agreements to reduce GHG emissions, and long term energy cost savings	An energy performance contract is a method in which the contractor provides and finances energy improvements, and is repaid from the energy related cost savings the project generates. There are no upfront capital cost, and the city will experience overall savings as energy costs continue to increase.	2011-2012					
Maximize recycling and composting and all city facilities to a 75% measured diversion rate.	Expand current diversion and consider requiring minimum diversion level at city facilities (e.g. 75%). Ensure appropriate organic collection containers are at city facilities to increase diversion.	Current and Ongoing					
Continue to replace existing city streetlights with LEDs	Streetlights generate 12% of the municipal emissions in Menlo Park. The City is already replacing 22% of the existing streetlights in Winter 2010 with partial funding from the Energy Efficiency and Conservation Block Grant (EECBG) administered by the California Energy Commission (CEC) ; Replacing all streetlights is estimated to save 500,000 kWh of electricity and an estimated \$50,000 per year. Continue seeking grant funding to replace additional City lights from (CEC) or other entity. Funding is currently planned for Capital Improvement Project for FY 2010-2011.	2011-14					

It is also important to note that even before the Climate Action Plan was adopted by City Council, many policies and programs have been and continue to be implemented because they are considered cost effective, ensure reliable resource supplies, and/or are mandated by the state. Below is a list of current and past city projects, policies, and programs that contribute GHG reductions:

- Draft Specific Downtown Plan includes land use and transportation policy measures that will reduce GHG emissions over the long term
  - Expanded recycling program that includes organics recycling for residential customers
  - Menlo Gateway Project includes mitigation measures that focus heavily on reducing energy, solid waste consumption, and vehicle miles traveled.
  - Urban Forest Program that includes the Heritage Tree Ordinance, El Camino Street Tree Planting, and Street Reforestation Plan
  - Installing energy efficient Heating, Ventilation, and Air Conditioning equipment in the City Council Chambers
  - Installing energy efficient broilers in the City Administration Building and Burgess Pool
  - Safe Routes to School Program for Oak Knoll, Laurel Elementary, Encinal, and Hillview schools
  - Local Shuttle Service
  - Bike to Work Day and Drive Less Challenge promotion
  - Purchase of fuel efficient vehicles
  - LED Streetlight and Traffic Signal Conversion
  - Implementation of Water Efficient Landscape Ordinance
  - Community incentive programs to complete water efficient upgrades
  - Encouraging Transportation Demand Management strategies for new development that include installing showering facilities and bicycle parking
  - Sidewalk and Bicycle Master Plans are implemented through the Capital Improvement Plan process
  - Signal light coordination that reduces idling and relieves traffic congestion
  - Safe Moves School Assembly Program encourages safe bicycling behavior to youth
  - Employee Bike/Walking Allowance Program and Commuter Check Program
  - Community Services staff promotion of using less waste and encouraging alternative transportation to patrons
  - LEED Silver achievement for Arrillaga Family Gymnasium
  - Energy Efficient and Water Efficient Fixtures installed in Arrillaga Recreation Center and planned for Gymnastics Center
  - Energy saving light upgrades at the Corporation Yard, Council Chambers, and Main Library
  - Installing more bicycle parking in downtown and at the Caltrain Station
  - Downtown Irrigation Replacement that would conserve water more efficiently
  - Downtown Landscaping improvements include drought tolerant plant species
-

# Cost-Benefit Methodology for GHG Emission Reduction Strategies

Menlo Park's approved 2009 Climate Action Plan used various methods to determine the cost-effectiveness of recommended strategies. At the time of approval, the City Council requested a consistent methodology to evaluate the cost-benefit of each GHG reduction strategy. The methodology below can assist in evaluating the cost-benefit of each strategy before implementation.

It is important to note that conducting a cost benefit analysis for each strategy will be completed according to the **evaluation timeline** in the community and municipal strategy tables included in this report. The City Council has stated that the Climate Action Plan is a living document to be updated periodically. Part of the rationale for this stems from the fact that many climate change strategies are relatively new, and state and federal regulations are also changing that can either create barriers or assist in making the strategies more or less feasible. For example, the state can mandate that all commercial businesses are required to recycle. This strategy could then be potentially removed from Menlo Park's list of community GHG reduction strategies, or Menlo Park could adopt an ordinance that would enhance the state law by including materials, like food scraps, that may not be covered under state law.

In addition, there are numerous variables and conditions within a community that can vary the level of implementation of each strategy. For example, the sustainable building strategy can vary in implementation from voluntary to very strict, depending on current staff resources and community support. Thus, reviewing each strategy completely and independently before implementation can save time and resources rather than attempting to evaluate all strategies at one given time with the potential of some becoming outdated or modified.

## Cost-Benefit Analysis Methodology

Currently, there is no established cost effectiveness analysis or uniform set of benchmarks/estimation factors that jurisdictions follow to evaluate GHG reduction strategies. Jurisdictions currently use various data sources for calculating the costs and benefits of GHG reduction strategies. For example, the City of San Carlos's Climate Action Plan used first year costs only as the method to compare and evaluate the costs for a particular strategy.

The Rocky Mountain Institute's "Cost Benefit Methodology" report has established a well defined methodology for completing cost benefit analysis of greenhouse gas reduction strategies. Agencies that have used this methodology include the City of Palo Alto and the California Air Resources Board. Components of this methodology are included in the following steps for evaluating Menlo Park's GHG strategies. In addition, the methodology below provides a separate Cost Benefit analysis for City operation and community impacts:

1. **Develop Draft Policy, Program or Project.** Include the essential details and specific components for the implementation of the strategy. Tasks include but are not limited to:
    - Analyzing the impacts of current or potential federal and state mandates related to the strategy
    - Developing two to three policy or program options that define standards and applicability
-

- Identifying funding sources for the program or project (city funds, grants, or other source)
  - Developing a Community Engagement Plan that identifies stakeholders that can provide feedback regarding the positive and negative impacts of a policy or program.
2. **Calculate GHG Reduction Benefit.** GHG reductions are measured in terms of CO<sub>2</sub> equivalents (CO<sub>2</sub>e) and are quantified in short tons (2,000 lb). Most of Menlo Park's GHG emission inventory and potential reductions involve CO<sub>2</sub> emissions, resulting from fossil fuel energy use. The remainder involves other GHG emissions, such as methane, which is 20 times more potent to climate change than CO<sub>2</sub> (methane emissions can be converted CO<sub>2</sub> equivalents).

To calculate the CO<sub>2</sub>e emissions reductions from direct fossil fuel energy use depends on the type of fuel and the quantity used:

$$\text{GHG Reduction Benefit (tons year)} = \text{Fossil Fuel Saved (MMBtu year)} \times \text{Fuel Carbon Intensity (tons year)}$$

The carbon intensity that will be used to evaluate Menlo Park strategies will be the same carbon intensities used to calculate Menlo Park's annual GHG Inventory using the Clean Air and Climate Protection software developed by Local Governments for Sustainability (ICLEI). See table below for current carbon intensities used in the 2009 Community Greenhouse Gas Inventory.

2009 Menlo Park Carbon Intensities	
Fuel	Carbon Intensity (CO <sub>2</sub> e)
Natural Gas (per MMBTU)	0.085
Electricity (per MMBTU)	0.088
Landfill Waste (per ton)	0.471
Gasoline (per MMBTU)	0.023

3. **Determine Net Costs.** Use the following formula to determine net costs:

$$\text{Net Cost} = \text{Cost of GHG Reduction Action} - \text{non GHG benefits}$$

\*Convert each future cost and benefit term to present value

\*\*A negative result is possible

The cost of a GHG reduction strategy includes the initial capital, annual fuel, annual operating and/or maintenance costs of a particular strategy, and monitoring effectiveness. Most reduction measures will include initial capital cost, such as installing charging stations for electric vehicles or cost to train staff and/or conduct a public outreach campaign for a new ordinance. Annual cost

might include administration of program or project, enforcement, providing incentives, or maintaining systems.

Obtaining a value for non-GHG benefits can be a more challenging process. For most CO<sub>2</sub> reduction strategies, the main benefit that can be calculated with certainty is the annual fossil fuel savings from increased efficiency or renewable power (e.g. reduced kWh or gasoline).

Many other types of non-GHG benefits are also important to consider, and include:

- Transportation: Reduced traffic, improved safety, air quality benefits
- Public Health: improved air or water quality, reduced risk to chronic disease or illness (asthma, obesity, diabetes)
- Waste: Saved landfill costs, energy saved from producing less “one-time” use materials
- Green Building: Improved indoor air quality, occupant comfort, increased work productivity resulting from better design of lighting and ventilation
- Education: Conserves finite resources

These benefits are difficult if not impossible to monetize and quantify. Economists generally use surveys to establish what an individual is willing to pay for improved air quality. However, obtaining this data can be time consuming and costly. Another measure that could be considered by the City Council is placing a standardized weighted community value on “non-purchasable” benefits. For example, if the strategy would significantly improve public health, an additional five percent could be added to the strategy’s total greenhouse gas reduction. Once the initial and future costs and non-GHG benefits have been determined they can be combined into a single cost-benefit metric (\$/ton).

4. **Calculate City Cost/Benefit of GHG Reduction Strategy.** This would only include costs directly related to city operations or infrastructure. The basic methodology for cost/benefit (C/B) analysis of a strategy should compare the GHG reduction benefit (calculated in step two) to the *city* net cost (calculated in step three ), and is measured according to dollar per ton of CO<sub>2</sub>e reduced.

*For one time strategies, the following formula would apply:*

$$\text{Cost Benefit (C/B)} = \frac{\text{Sum of Net Present Value NPV of GHG Reduction Cost (\$)}}{\text{Emissions Reduction Benefit (Tons)}}$$

The NPV of the net cost value “C” that occurs “t” years over the lifetime of the strategy depends on the discount rate. Menlo Park’s Finance Department has recommended a conservative 4.8% discount rate, which is higher than discount rates typically applied to other city cost benefit analysis. Agencies such as Palo Alto and the Air Resources board typically use a timeframe of 20 years of implementation for most strategies, and a discount rate of 4.8 to 5 percent. It is recommended that Menlo Park use timeframes that are specific to the life of the strategy with the caveat that the time frame does not exceed 20 years.

$$NPV\ C = \frac{C}{(1 + 0.04)^t}$$

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*For strategies that produce a stream of annual reductions, the following formula would apply:*

$$\text{Annualized Cost Benefit (\$ ton)} = \frac{\text{Sum of Net Present Value Cost (\$)} \times \text{Capital Recovery Factor (CRF)}}{\text{Annual Emissions Reduction Benefit (Tons)}}$$

The capital recovery factor (CRF) is defined as the product of the capital expenditure cost and the capital recovery amortized over a specified period of time at an annual discount rate of 4.8%. The CRF can be interpreted as the amount of equal payments received over the strategy's lifetime so that the present value of all the equal payments is equal to a payment at the present. For example, strategies that use a 20-year capital life with a 4.8% discount rate, the CRF is 0.07889 or approximately \$0.07 annually for each dollar of capital expenditure.

## **5. Calculate Total Community Cost Benefit:**

The Climate Action Plan strategies not only impact the costs and savings to the city, but also can impact costs and savings for the community. For example, a sustainable green building ordinance would involve costs to the city (e.g. ordinance implementation, staffing for ongoing enforcement) and cost impacts to the community. The building applicant may realize a cost premium of 0.5% to 2% for upfront costs in comparison to costs for a non-green building. This upfront investment of 0.5% to 2% can produce beneficial life cycle savings of 20% of total construction costs for the permit applicant. Additional non-monetized benefits include significantly improved indoor air quality (reducing health issues such as asthma, etc.) for the building occupant from implementation of this strategy. Moreover, the Menlo Park community benefits from the reduced GHG emissions and reduced energy, water and other natural resources consumption.

The following formula will apply to calculate total community cost benefit:

$$\text{Total Cost Benefit} = \frac{\text{Annualized cost of GHG Strategy}}{\text{Annualized value of GHG benefits} + (\text{Annual GHG Reduction} \times \text{GHG Emission Value})}$$

\*The GHG Emission Value is \$16/ton CO<sub>2</sub>e, which is a standard value recommended by the Rocky Mountain Institute and is used in Palo Alto Climate Protection Plan.

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The resulting format would look similar to the California Air Resources Board cost benefit analysis of AB 32 strategies for the State. The Air Resources Board completed a cost benefit analysis for a statewide tire pressure program, tire tread standard, low friction engine oils, and solar reflective automotive paint and window glazing. The cost benefit results are summarized in the table below.

GHG Reduction Measure	Potential 2020 Reductions MMTCO <sub>2</sub> E	Annualized Cost (\$Millions)	Savings (\$Millions)	Net Annualized Cost (\$Millions) [Cost-Savings]
Tire Pressure Program *See cost benefit calculation below	0.82	95	337	-242
Tire Tread Standard	0.3	0.6	123	-123
Low Friction Engine Oils	2.8	520	1,149	-629
Solar Reflective Automotive Paints and Window Glazing	0.89	360	365	-5

The air resources board used the following assumptions to calculate the cost benefit of implementing a tire pressure program:

Tire Pressure Calculation	Cost (\$Millions)
Capital cost for years 2010, 2015, 2020 (\$4M/year)	\$12.00
Capital cost for years 2010, 2015, 2020, using 5 year Capital Recovery Factor (0.231) (Equipment needed for smog check stations)	\$2.77
Maintenance cost for 2011-2014 and 2016-2019 periods (sum of \$1.2M/year for these periods) (1.2 x 8)	\$9.60
Capital cost 2011-2014, 2016-2019, using 2 year CRF (0.537)	\$5.16
Total capital cost for 2020 (sum of annualized costs: \$2.77M+\$5.16M)	\$7.93
2020 operating cost (labor costs for tire pressure check)	\$87.40
Annualized cost for 2020 (2020 operating cost + Total Capital Cost for 2020)	\$95.33
Estimated savings from fuel reduction and the 2020 projected fuel costs (92 million gallons of gas x \$3.673/gallon)	\$337
Net annualized cost (cost-savings) (Annualized cost – GHG savings)	-\$242

The City of Palo Alto also used this cost benefit methodology to evaluate implementation of a Green Building Ordinance. The results of the cost benefit analysis are below.

### Palo Alto Cost Benefit Analysis for Green Building Measures

		Measure 1a: Implement city ordinance for LEED-certified green building (commercial, mixed use, and multi-family)	Measure 1b: Implement city ordinance for GreenPoint Rated requirements (low-density, residential buildings)
<b>GHG emissions reductions (tonnes CO<sub>2</sub>e/year)</b>		2,263	851
<b>CITY COST/BENEFIT ANALYSIS</b>	Cost (\$/year)	\$35,555	\$66,031
	Benefit (\$/year)	\$0	\$0
	Net Cost or (Benefit) (\$/year)	\$35,555	\$66,031
	\$/tonne CO <sub>2</sub> e reduced	\$16	\$78
<b>TOTAL COST/BENEFIT ANALYSIS</b>	Cost \$/Year	\$414,812	\$208,574
	Benefit (\$/year)	\$1,843,290	\$693,201
	Net Cost or (Benefit) (\$/year)	(\$1,428,477)	(\$484,627)
	\$/tonne CO <sub>2</sub> e reduced	(\$631)	(\$569)
	Stakeholders Included	Developers, Building Owners, Building Occupants, and City	Developers, Building Owners, Building Occupants, and City

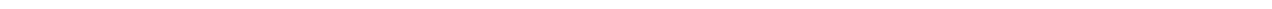


## **Recommended Next Steps of GHG Emission Reduction Strategies**

This Climate Action Plan Assessment project was intended to complete a high level analysis of the 2009 Climate Action Plan's GHG reduction strategies and identify new strategies for consideration over the next five years. The next recommended steps include:

- Adopting a GHG emission reduction target in FY 11-12, and evaluate possible funding sources for consistent climate action plan work
  - Calculating the community GHG inventory for 2010 in FY 11-12
  - Actively market and provide additional incentives to increase participation in the regional Energy Upgrade California Program.
  - Include evaluations of five year strategies in the annual Capital Improvement Plan and/or city budget process.
  - Complete a Cost Benefit Analysis for the following Community Reduction Strategies in FY 11-12:
    1. Consider a Mandatory Commercial Recycling Ordinance
    2. Consider participating in BAWSCA's Lawn Replacement Incentive Program
    3. Consider increasing efficiency factors for methane capture at Bedwell Bayfront Park. This project is already included in the Capital Improvement Plan.
  - Depending on current budget resources, complete the following for Municipal GHG reductions in FY 11-12:
    1. Developing an Environmental Purchasing Policy
    2. Continuing to install LED Streetlights
    3. Install water efficient water fixtures
    4. Install photovoltaic system on Onetta Harris Center
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# Appendix



## ***Status of Menlo Park's 2009 Climate Action Plan's GHG Reduction Strategies***

The following tables summarize the community and municipal GHG reduction strategies from Menlo Park's 2009 Climate Action Plan completed by ICLEI and approved by City Council in May 2009.

### **Community GHG Reduction Strategies -2009 Climate Action Plan**

<b>Community GHG Reduction Strategies</b>	<b>Status</b>
Residential Energy Audit Program (Green@Home)	Implemented; recommend alternative new program for 2011-2012
Energy Efficiency/Renewable Energy Financing Program	Not Implemented Modified for FY2011-2012 to the California Energy Upgrade Program
Electric Plug-in Hybrid Vehicle Recharging Station	Not Implemented Proposed for FY2012-2013
Expand Community Shuttle Service	Underway 2 Residential 2 Business Additional study underway to enhance service and ridership Many new developments already pay shuttle fee
Implement Bike Improvements	Underway Bicycle Master Plan <ul style="list-style-type: none"> <li>See related work for alternative transportation that includes completion of the "Safe Routes to Schools" for Laurel Elementary and Encinal (plan completed) and Hillview; City has a grant and construction planned for 2012</li> <li>CIP Projects to fund Safe Routes to Schools for Oak Knoll School</li> </ul>
Enhance Recycling Collection Service	Implemented
Incentives for Building Practices that reduce energy consumption beyond current code	Not completed Recommend sustainable development ordinance FY2011-2012
Early Implementation of CA Building Code	Not completed Recommend sustainable development ordinance FY2011-2012
City Car Sharing Program	Not Implemented Recommended 2015-2016
Limit Vehicle Idling	Not Implemented

Community GHG Reduction Strategies	Status
Transportation Demand Strategies	Underway Implemented with city/CCAG
Transportation Demand Strategies for New Developments	Partially implemented CIP projects include Transportation Demand Management Study Ordinance Study for 2015-2016
Zero Waste Plan and Target	Not Implemented Recommend Policy adoption 2012-2013
Require Recycling for Commercial Facilities	Not Implemented Proposed 2011-2012
Construction and Demolition Recycling Ordinance Amendments	Not Implemented Proposed 2011-2012
Menlo Park Municipal Water District Conservation Programs	Underway
Landscape Ordinance	Implemented

#### **Municipal GHG Reduction Strategies-2009 Climate Action Plan**

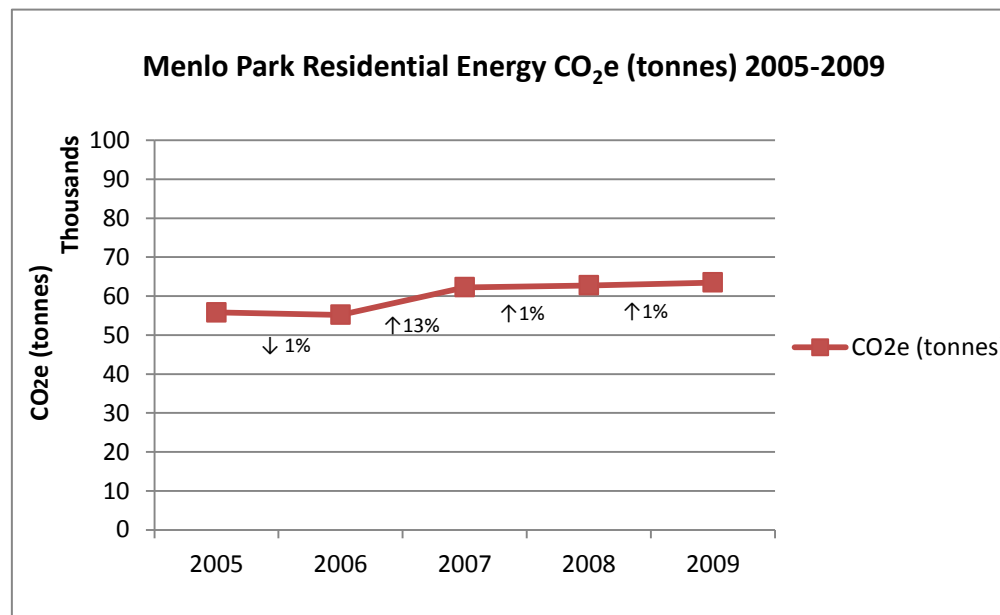
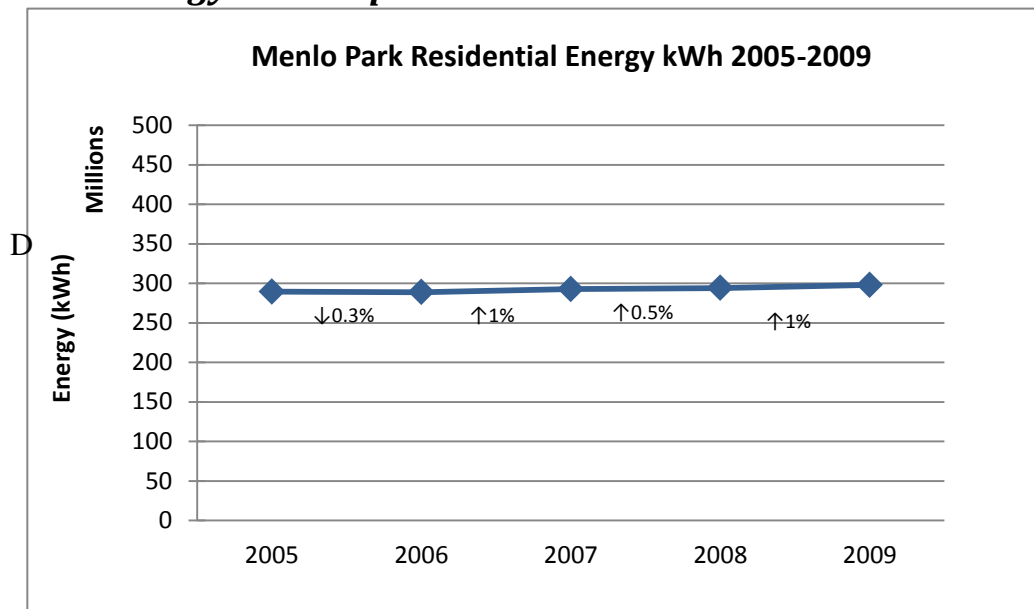
Municipal GHG Reduction Strategies	Status
Roofing for City Buildings-Reflective and Energy Star	Partially implemented Proposed
Solar PV Panels for Corporation Yard	Not implemented
Replace existing streetlights with LEDs	Underway with 22% LED relighting Planned expansion/funding for 2011 In CIP for 2011-2012
Sharon Heights Water Supply Pump Station	Planned
Solar Water heating for Belle Haven Pool	<i>In CIP 2011-2012</i>
Enhance Transit Pass/Carpooling Programs	Implemented
Marsh Road Landfill Methane Emissions Mitigation Bedwell Bayfront Park	Included in CIP for 2011-2012 Bedwell Bayfront Park Gas Collection
Enhance Recycling Collection Service at city facilities	Implemented
Install Water Efficient Fixtures in Municipal Facilities	In CIP for 2011-12
PGE Climate Smart	Deleted
Climate and Energy Coordinator	Not Implemented
Plant Trees	Implemented/Additional El Camino Tree Planting for 2012-2013 and 2013-2014 Street Reforestation Project

Municipal GHG Reduction Strategies	Status
Environmental Preferable Purchasing Policy	Not Implemented Proposed 2011-2012
Green Fleet Policy	Not Implemented
Idling Policy	Not Implemented

### **Other Related Sustainability Projects Underway not in 2009 Climate Action Plan**

- Energy Audits of City Administration in CIP for 2012-13
- Citywide Sidewalk Master Plan: Development of Citywide Sidewalk Master Plan adopted in 2009
- Safe Routes to Schools for Laurel Elementary and Encinal (plan completed) and Hillview, city has a grant received and construction planned for 2012
- Onetta Harris Community Center Solar Power Conversion (for \$400k) in 2011-2012

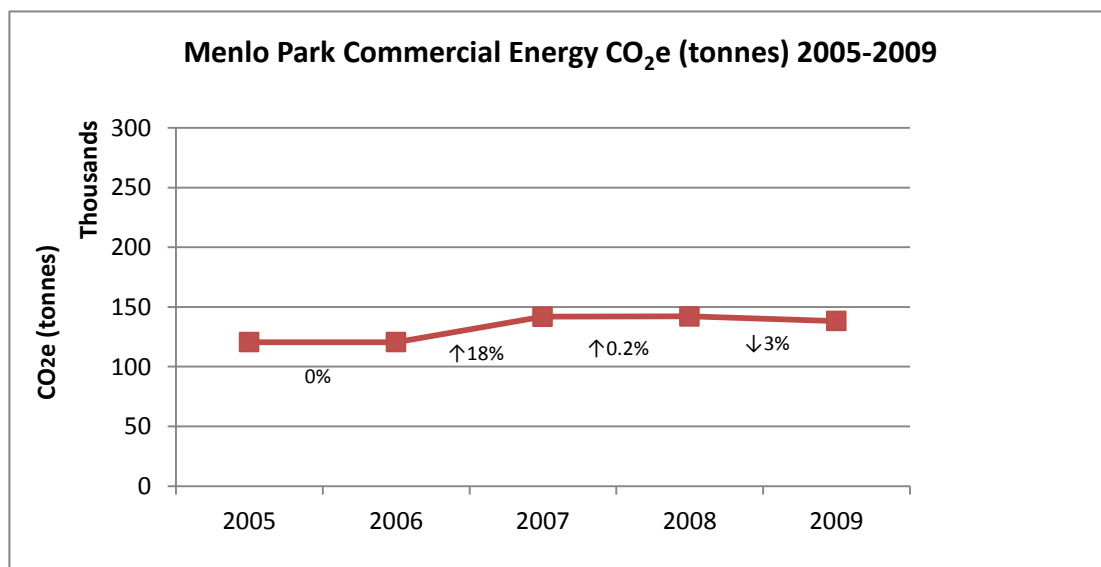
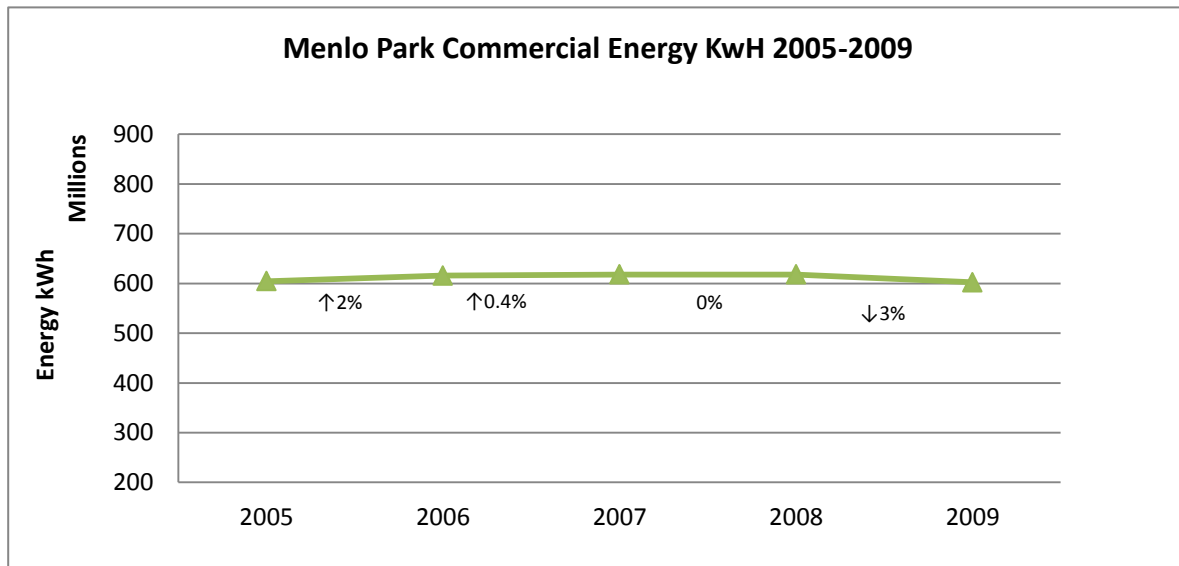
## Residential Energy Consumption and Related Greenhouse Gas Emissions



From 2006 to 2007, there is a 13% increase in kWh CO<sub>2</sub>e emissions attributed to two variables;

- 1) PG&E's changes its emissions factors every year according to their power mix of fossil fuel and renewable energy use. For example, electricity emissions factors from 2006 to 2007 went from 0.4560lbs CO<sub>2</sub>/kWh in 2006 to 0.6357lbs CO<sub>2</sub>/kWh in 2007.
- 2) The energy provided from PG&E comes from a mix of energy sources. PG&E generates some of its energy from hydroelectric means which accounted for 35% of PG&E's electricity source mix in 2007. Due to drought conditions, PG&E had to generate energy from other sources. This explains the increase in emissions factors.

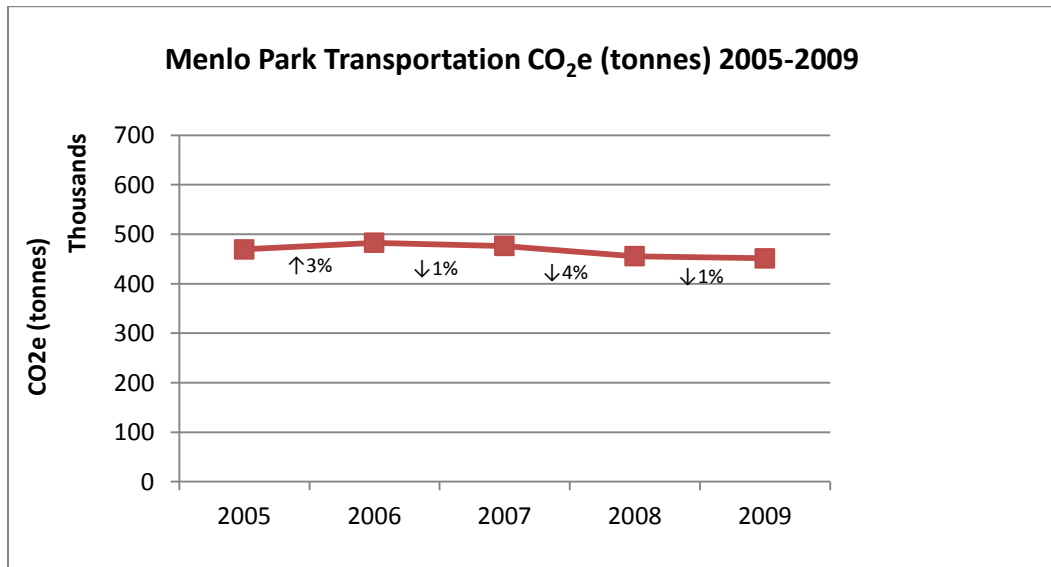
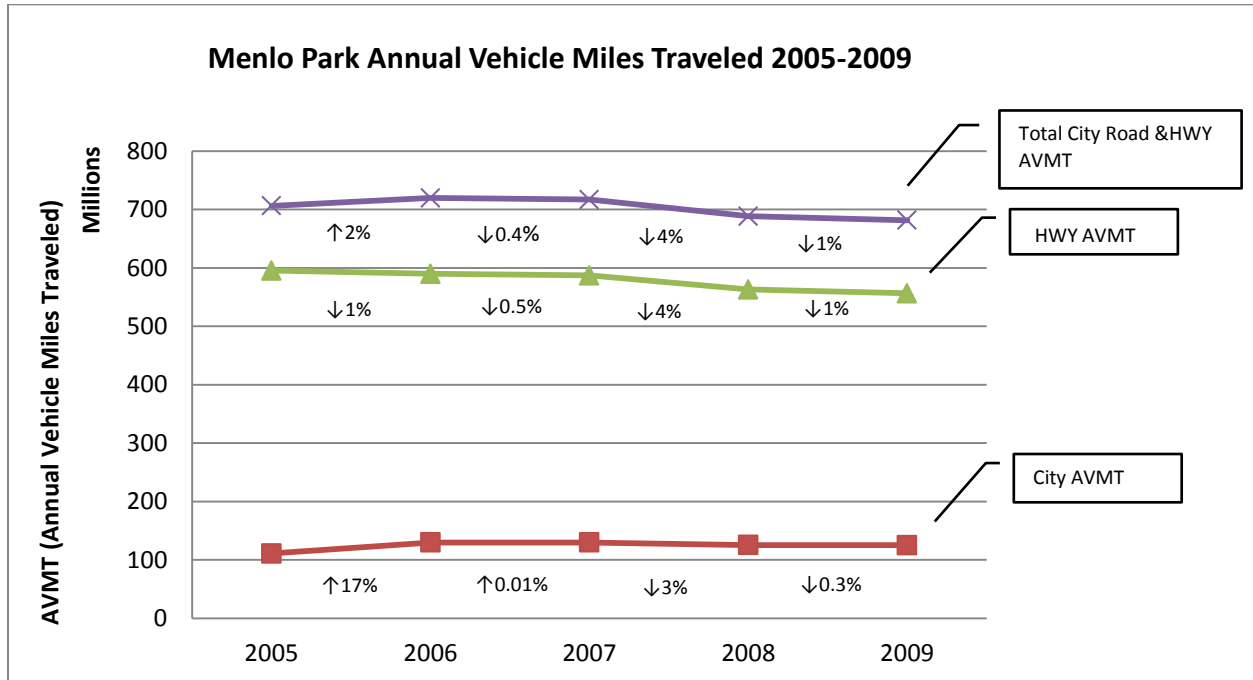
## ***Commercial Energy Consumption and Related Greenhouse Gas Emissions***



From 2006 to 2007, there is a 18% increase in kWh CO<sub>2</sub>e emissions attributed to two variables;

- 1) PG&E's changes its emissions factors every year according to their power mix of fossil fuels and renewable energy sources. For example, electricity emissions factors from 2006 to 2007 went from 0.4560lbs CO<sub>2</sub>/kWh in 2006 to 0.6357lbs CO<sub>2</sub>/kWh in 2007.
- 2) The energy provided from PG&E comes from a mix of energy sources. PG&E generates some of its energy from hydroelectric means which accounted for 35% of PG&E's electricity source mix in 2007. Due to drought conditions, PG&E had to generate energy from other sources. This explains why PG&E needed to adjust their emissions factors.

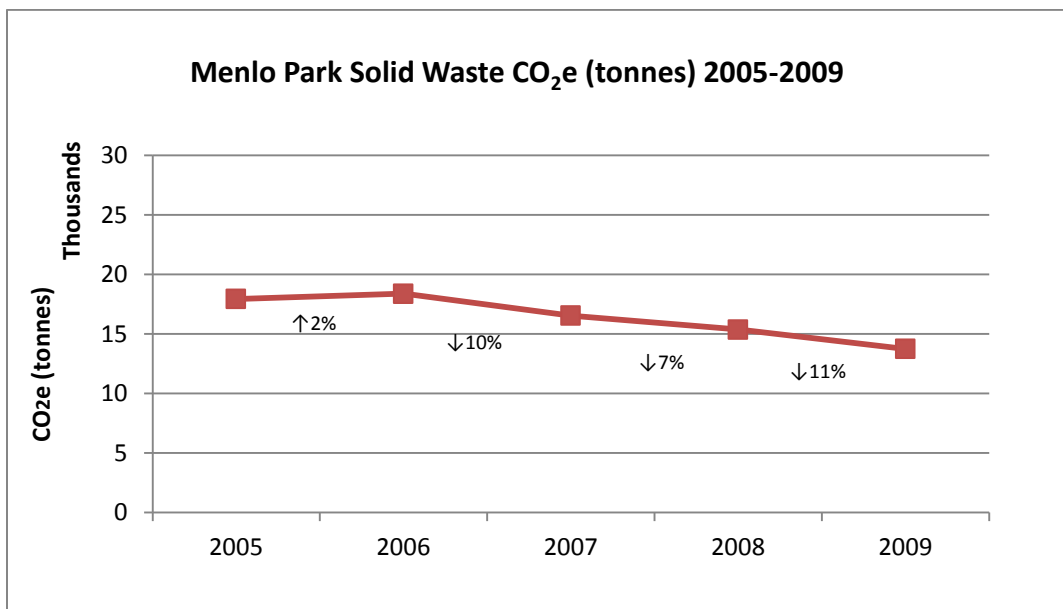
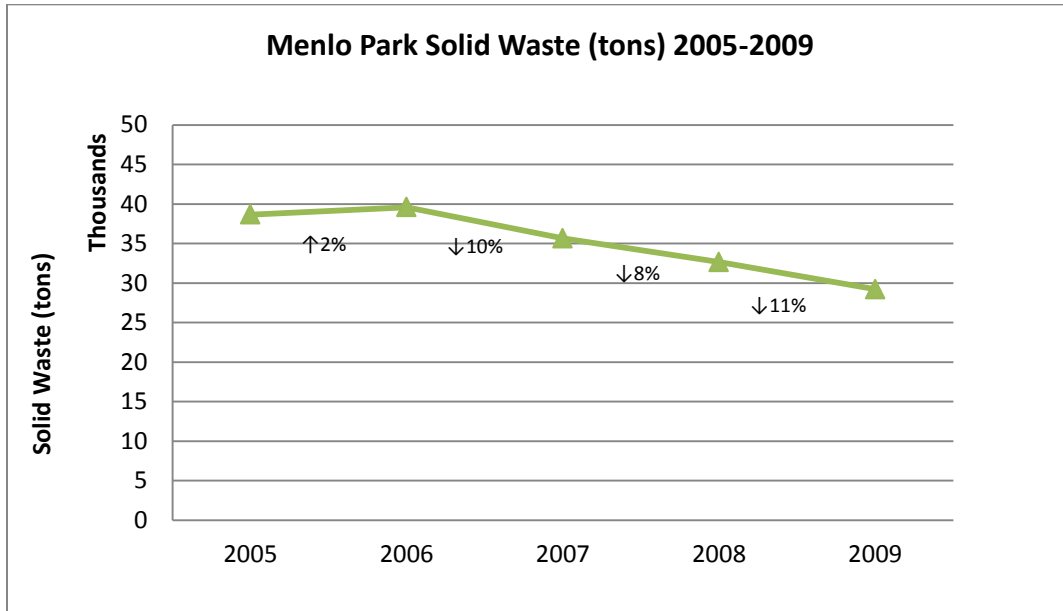
## Transportation and Related Greenhouse Gas Emissions



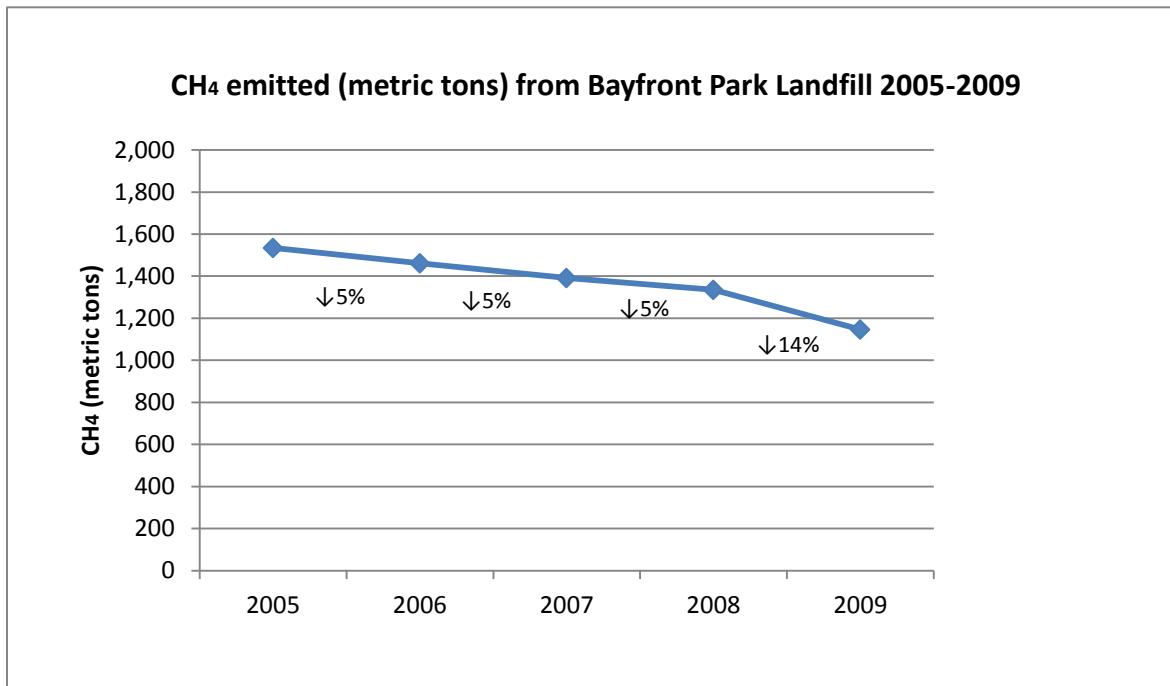
The graphs above represent the CO<sub>2</sub>e emissions from the transportation sector for the years 2005-2009. After 2006, the CO<sub>2</sub>e begins to decline at an average of 2% due to the economic recession and rising gas prices. Between 2007 and 2008 there is a 4% decrease in CO<sub>2</sub>e emissions which may be explained by California average gas prices peaking in 2008 at an average of \$3.56/gal. The rise in gasoline prices cause residents to utilize other means of transportation such as public transportation, biking, walking, or carpooling.



## ***Solid Waste Landfilled and Related Greenhouse Gas Emissions***



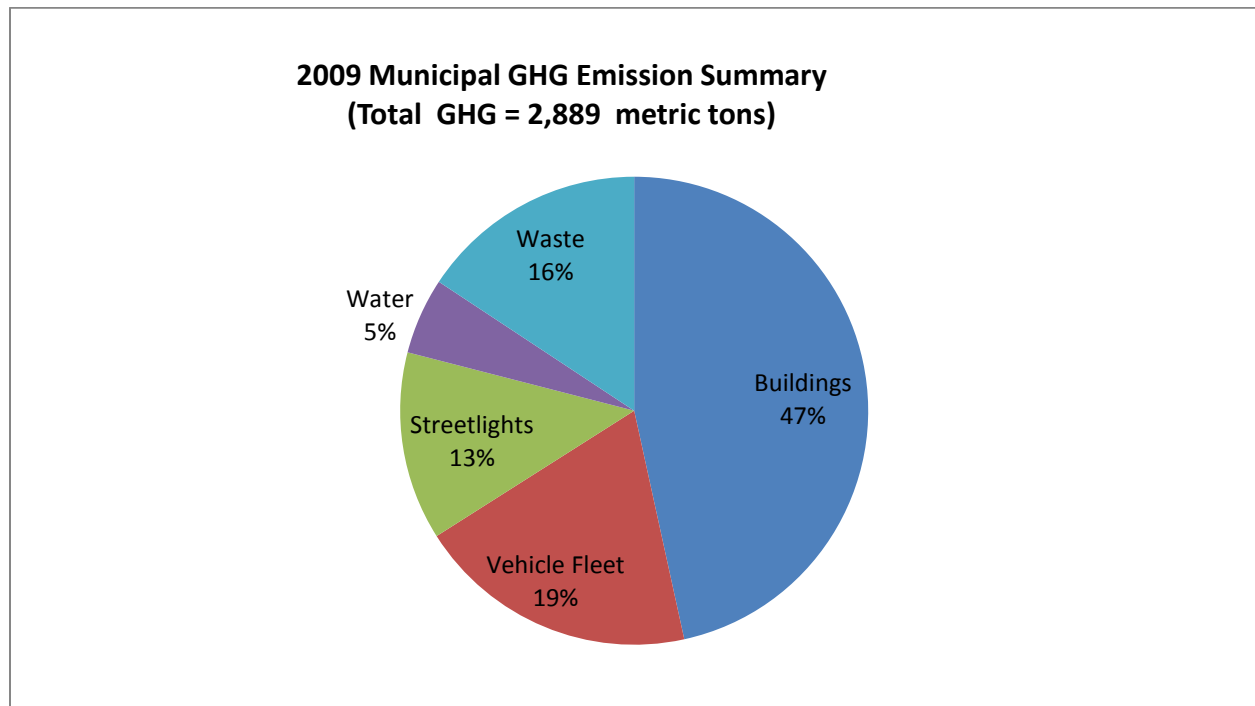
## ***Bayfront Park Landfill Emissions***



In Menlo Park's 2005 emissions inventory, the Methane capture rate of the Gas Recovery System (GRS) was estimated using default values in Landgem 3.02 (software developed by the Environmental Protection Agency). This was considered the best available screening tool for estimating landfill gas emissions at the time. More recently, the City of Menlo Park was able to obtain landfill emissions calculations directly from Fortistar, the operator of the GRS system in place, for 2008 and 2009. Under the guidance and recommendations of ICLEI, it was advised that using data directly from Fortistar in conjunction with using CACP (Clean Air and Climate Protection) software to generate emissions calculations would display a more accurate representation of the emissions at the closed landfill.

Since the best available data for use was 2008 and 2009, estimates were made for 2005, 2006 and 2007. Fortistar stated that the amount of landfilled gas captured is typically reduced 5% per year. Thus, 5% was added from the 2008 emission calculation to accurately reflect emissions from 2005-2007.

## ***Inventory of Municipal Operations Greenhouse Gas Emissions***



Emissions from the City are embedded within the community-wide totals. For example, emissions from government buildings are included in the “Commercial” sector and emissions from City fleet vehicles are included in the “Transportation” figure above. Government operations are therefore a subset of total community emissions. In the year 2009, the City of Menlo Park’s municipal operations generated 2,889 metric tons of CO<sub>2</sub>e, which constitutes 0.004% of the community’s total green house gas emissions. This is a 25% increase compared to 2005 total emissions (2,305 tonnes).

Electricity and natural gas use in the City’s buildings contributed to 47%, the vehicle fleet contributed 19% of this total, and the remainder of CO<sub>2</sub>e came from streetlights, waste, and the electricity for pumping water and storm water.

***Municipal Buildings*** - Electricity and natural gas use in the City’s buildings contributed to 47% of CO<sub>2</sub>e from municipal operations. This is a 14% increase compared to in 2005. This increase can be attributed to increases in PG&E’s greenhouse gas CO<sub>2</sub> emission rates for electricity in 2009. Another reason for the increase is the construction of new buildings from 2005-2009.

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**Vehicle Fleet** - In 2009, Menlo Park's municipal vehicle fleet is responsible for the second largest share of overall municipal emissions at 19%. This is a 9.4% reduction compared to 2005. Menlo Park's vehicle fleet consists of analyzing the fuel consumed by City vehicles and equipment, such as police vehicles and the tractors used for landscaping

**Streetlights** - The energy consumed by the City's street lights accounted for 13% of municipal operations greenhouse gas emissions in 2009. This analysis included the energy consumed by streetlights, traffic signals, park lighting, decorative lights, and parking lot lights. There was a 1.1% increase in these emissions compared to 2005. This increase can be attributed to the addition of more streetlights, including signal cameras that were added in 2008.

**Water/Sewage** - The emissions resulting from the energy used to pump potable water remained the same at 5% in 2005 and 2009. This analysis excludes pumping and treatment of wastewater that is carried out by the West Bay Sanitary District (WBSD), East Palo Alto Sanitary District (EPASD), and the South Bayside System Authority (SBSA).

**Waste** - In 2009, the relative contribution of landfilled waste from municipal operations to greenhouse gas emissions is 16%. There is a 4.8% decrease compared to 2005. This decrease can be attributed to the reduction of solid waste sent to the landfill from year to year.

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Data Sources for GHG Inventories:

- Electricity and natural gas data provided by PG&E.
  - Direct Access data provided by the CEC (California Energy Commission).
  - Population and Solid Waste data provided by Rebecca Fotu, Environmental Programs Manager.
  - Gasoline data obtained from  
[http://www.eia.gov/oil\\_gas/petroleum/data\\_publications/wrgp/mogas\\_history.html](http://www.eia.gov/oil_gas/petroleum/data_publications/wrgp/mogas_history.html)
  - Menlo Park gasoline sales data provided by John McGirr, City of Menlo Park Finance.
  - Transportation data provided by the MTC (Metropolitan Transportation Commission)
  - Vehicle Mix data provided by the ARB (Air Resources Board).
  - Solid Waste Breakdown obtained from the CIWMB (California Integrated Waste Management Board website).
  - Methane data provided by Fortistar.
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**Report by Menlo Park Environmental Quality Commission to City Council  
on Establishing Targets for Reducing  
Community-wide Greenhouse Gas Emissions**

January 9, 2013

**SUMMARY OF RECOMMENDATION**

This Commission strongly recommends that Menlo Park assume a leadership role by setting a goal of a 27% reduction in community-wide greenhouse gas emissions from the 2005 baseline emissions by 2020. We further recommend that Staff develop an annual reporting mechanism to assess the impact of specific GHG reduction measures and progress toward attaining the overall GHG reduction target.

**BACKGROUND**

City Council first directly addressed climate change as a local issue toward the end of 2006 and subsequently the Menlo Park Green Ribbon Citizens' Committee was convened as an informal advisory body to Council and tasked with researching and reporting on the likely impacts of climate change in our community and region, and assessing how Menlo Park as a community can most effectively respond to climate change.

This turned out to be an unprecedented community engagement initiative, as more than 130 citizens actively participated in the GRCC over the first 9 months of its existence and more than 40 contributed to the Report and Recommendations that was presented to Council more than 5 years ago, in November 2007. Only one of you, Councilman Cline, had a seat at the dais for this presentation.

The GRCC Report included the following key elements:

- The warming of the climate is unequivocal with global temperature increases in the past 50 years mostly due to human causes.
- Peninsula and Menlo Park impacts by 2100 are likely to include regular inundation east of Highway 101 during the rainy season due to sea level rise and potential disruptions in clean water and electricity supplies due to loss of Sierra snowpack.
- Stabilizing the global temperature increase to 2 degrees Celsius to avert worst impacts of climate change would require an 80% drop in annual GHG emissions below 2000 levels by 2050.
- The longer we wait to act, both mitigation and adaptation will be more difficult and costly.
- The report recommends 130 municipal and community actions, several of which have been incorporated in the Menlo Park's Climate Action Plan and 5-year CIP.

## **INTERIM DEVELOPMENTS**

In the intervening 5+ years Menlo Park has only begun to grapple with this issue. Menlo Park is better positioned than many communities, yet we have not determined whether to play a role as a leading community in addressing the climate crisis, and Council has failed to adopt GHG reduction targets. In keeping with Mayor Ohtaki's astute branding statement that "The Future Begins in Menlo Park," this Commission strongly recommends that Menlo Park assume a leadership role by setting a goal of a 27% reduction in greenhouse gas emissions by 2020.

While we might kindly state that our community has taken this time to ensure a thoughtful approach to this question, the planet's climate has not been so kind. Scientists have recently observed the following:

- Global carbon emissions increased by 5.9% (500M tons of CO<sub>2</sub>) in 2010, the largest annual increase ever recorded.
- The world is heading for a 3.5°C warming based on current emissions and actions, nearly double the threshold scientists believe necessary to avert catastrophic levels of sea level rise and other significant impacts.
- Recent research in sea level rise that takes into account the probability of melting land ice in Greenland and Antarctica indicates the potential for sea level to rise 4-6 meters, which would submerge everything east of 101.

If the major GHG emitters, such as China, India, and the United States, had taken concerted action over these past 5 years and adopted a combination of incentives and restrictions to effectively ensure the required reductions, we would perhaps not place such a degree of importance on local action. In the teeth of a major worldwide recession, far too little was done by governments, acting in concert, yet superb technological advances did occur that provide a platform for the next stage of action. Given the absence of national leadership, we believe it is incumbent upon regional and local governments and communities to initiate concerted efforts.

## **OPPORTUNITIES FOR ACTION**

Indeed, we believe that such action will have significant long-term benefits for the Menlo Park community. Of course, we can continue to build Menlo Park within an old paradigm of energy inefficiency that fails to adopt established best practices and builds outdated technologies into long-lived capital investments. The status quo likely would result in significant long-term costs to operate and require future retrofits to comply with more stringent requirements associated with AB-32. Menlo Park can enhance its competitive business environment by taking a leadership path. If we fail to act, we may miss the boat on climate, policy requirements, and opportunities to save. By acting early, we act wisely and with the added benefit of making Menlo Park a more livable community.

As a center of innovation spanning Sand Hill Road to Facebook, Menlo Park is in a unique position to exert leadership in addressing climate change and leverage its efforts



and successes. We of the EQC call on City Council to adopt the 27% GHG reduction targets that will place Menlo Park among the existing leaders and enable our community to live up to our reputation as a center of innovation. If the future does indeed begin in Menlo Park, then let us begin to address our community's greenhouse gas emissions with the level of urgency and effectiveness that the world requires to stabilize the climate. In 2007, the GRCC Report pointed out:

"Because global warming emissions remain in the atmosphere for up to 100 years, the choices we make today will greatly influence the climate and quality of life our children and grandchildren inherit."

## **COMMISSION RESPONSE TO COUNCIL GUIDANCE**

During your March 13 Study Session on Greenhouse Gas Reduction Targets we noted that generally you were supportive of the recommended 27% reduction target by 2020, subject to two primary considerations:

- 1) Greater understanding of potential funding opportunities to remedy the anticipated resource shortfall of \$250,000-\$400,000 per year to achieve the reduction target, and
- 2) Better assessment of the potential impact of greenhouse gas reduction target on development within the Menlo Park community.

In response to Council's request that the EQC address these concerns in greater depth, Environmental Quality Commissioners have met numerous times with staff as individuals, as an Ad-hoc Subcommittee, and as a Commission to research and gain further perspective on these issues.

## **RECOMMENDATION**

After further deliberation, we conclude that it is possible to reconcile higher emissions reduction targets with both the fiscal and development criteria. We reiterate our January 4, 2012 recommendation and urge Council to thoughtfully establish strong goals for Menlo Park that align with larger statewide and international targets. In order to attain statewide and international GHG reduction targets by 2050, we recommend that Council adopt a near-term community-wide GHG reduction target of 27% by 2020 below the 2005 baseline. We further recommend that Staff develop an annual reporting mechanism to assess the impact of specific GHG reduction measures and progress toward attaining the overall GHG reduction target.

Based on research and discussions since the March 13 Study Session, we believe that sufficient funding sources are available to address the shortfall of \$250,000 - \$400,000 estimated by staff. We also believe that significant co-benefits will be available to developers who contribute toward reducing Menlo Park's greenhouse gas footprint, whether through voluntary action or through meeting more stringent potential future requirements for energy efficiency and related measures.

## POTENTIAL FUNDING SOURCES FOR GHG REDUCTION INITIATIVES

The Staff Report accompanying the March 13 Study Session discussed the following potential funding sources for GHG reduction initiatives:

*“If the 17% or 27% reduction target is recommended, it would require additional resources to implement. One option that was discussed in the community workshops was increasing the Utility User Tax because utilities are closely linked to generation of greenhouse gas emissions. There were also discussions to involve public and private partnerships to fund activities. The other option would be to continue to seek out grants, and annual request that climate action strategies be funded through the Capital Improvement Plan and budgetary processes, although this approach conflicts with ongoing effort to create a sustainable budget, or can shift other project priorities to a later date.*

Recent efforts have focused on exploring these options, and the following six financial resources appear to be feasible:

### **1) Public/Private Partnerships.**

Staff has worked with Commissioner DeCardy (who works in the field of philanthropy) to identify several foundations that fund GHG reduction strategies. From preliminary staff discussions it appears that Menlo Park could qualify for funding as a pilot location for a variety of communitywide initiatives and/or specific energy efficiency programs geared toward lower income neighborhoods. The EQC estimates that \$50,000-\$100,000 of annual funding could be made available through these types of sources.

### **2) Local Business and Community Resources**

Much as staff has successfully partnered with Menlo Park citizens to meet a portion of funding requirements for significant new recreational facilities, the EQC believes it is very feasible for comparable funding of GHG strategies and/or in-lieu resources to be obtained from the local business community and/or private individuals. Indeed, Menlo Park is home to a number of venture capital firms with a substantial clean technology investment focus, has recently approved three substantial land use proposals with notable sustainability features (Menlo Gateway, Menlo Business Park, Facebook), and includes several other major businesses with sustainability commitments and/or direct involvement in clean technology development (The Rosewood, SRI). Menlo Park companies such as Facebook and other sustainability leaders have expressed a willingness to collaborate with staff and the EQC on GHG reduction initiatives and will consider providing resources to supplement other City and community efforts. While it is difficult to speculate on the outcome of such preliminary brainstorming, the EQC believes it is reasonable to assume that \$50,000-\$100,000 of annual funding and/or resources could be made available.

### **3) Renewable Energy Credit Trading: Bedwell Bayfront Park Methane Recapture**

Commissioner Slomiak recently met with an executive from a firm that pairs companies requiring renewable energy credits (RECs) with available sources of RECs. This

executive has knowledge of the methane recapture operation at Bedwell Bayfront Park. He believes that, subject to contractual obligations, this could be a “\$1 million opportunity” for Menlo Park and is interested in further discussions with the City.

#### **4) Core Planning Initiatives for Menlo Park Reduce Spending Requirements**

Upcoming Capital Improvement Plan projects related to general plan and zoning review provide the City an opportunity to examine and incorporate GHG reduction strategies. As these projects are already funded, such initiatives can provide substantial funding co-benefits toward achieving the GHG reduction goals.

#### **5) Use of Captive Sustainability-Related Funds**

Staff is working to identify existing dedicated funds outside of the City’s general fund, as well as development impact fees, that could be utilized toward GHG reduction strategies. The City could also dedicate a portion of the savings from municipal energy efficiency measures toward this funding. Preliminary discussions indicate that \$50,000 of annual funding could be available.

#### **6) Utility Users’ Tax**

Per prior staff discussion, this mechanism is used by numerous municipalities to help fund GHG reduction strategies. Because Utility Users have the ability to conserve energy and reduce their tax bill, this measure would provide a targeted incentive for users to reduce greenhouse gas emissions at their discretion, and would be complementary with programs to encourage residential and commercial conservation. As 54% of Menlo Park’s communitywide GHG emissions are related to commercial and residential buildings, such use of funds appears sensible to us. Indeed, an increase of just 0.25% would result in approximately \$125,000 in annual funds and a 0.5% increase would result in approximately \$250,000 in annual funds which would be sufficient to address the estimated staffing shortfall.

Based on the above discussion the EQC believes it will be quite feasible to develop funding sources to address staff’s estimated annual spending gap of \$250,000-\$400,000.

### **IMPACT ON DEVELOPERS FROM GHG REDUCTION INITIATIVES**

The EQC’s Sustainable Building Ad Hoc Subcommittee is in the process of identifying recent best practices in communitywide GHG reduction strategies. The Subcommittee has learned of a voluntary development arrangement within Seattle, Washington aimed at sharing best practices among developers, for example. This initiative highlights substantial improvements in building operating costs for sustainable buildings over older construction and is resulting in premium pricing for such buildings.

Overall we anticipate that early adopters will experience higher up-front construction costs and that as GHG measures are more widely adopted the costs will normalize. At the same time, early adopters will offer the market developments with lower operating costs and may be able to offset such costs with higher leasing fees.

We recommend that Menlo Park staff and relevant commissions collaborate with developers in the conception and implementation of GHG reduction strategies. We may learn that developers are willing to move much more aggressively than one might otherwise assume. In fact, Clarum Homes, winner of the Environmental Quality Award this past year, demonstrates that sustainable development is profitable and desirable.

## **LEADERSHIP OPPORTUNITY FOR MENLO PARK**

Over the last several years climate scientists are observing impacts of global warming that are more severe than many earlier climate models have predicted. Among these are the melting of the Greenland ice sheet, ice-free days within the Arctic Circle, extensive drought conditions within the United States, a higher incidence of severe wildfires, glacial and snowpack melt, earlier onset of spring, and weather instability. Worldwide GHG emissions continue to grow, and the largest national emitters have thus far failed to collaborate toward concerted action.

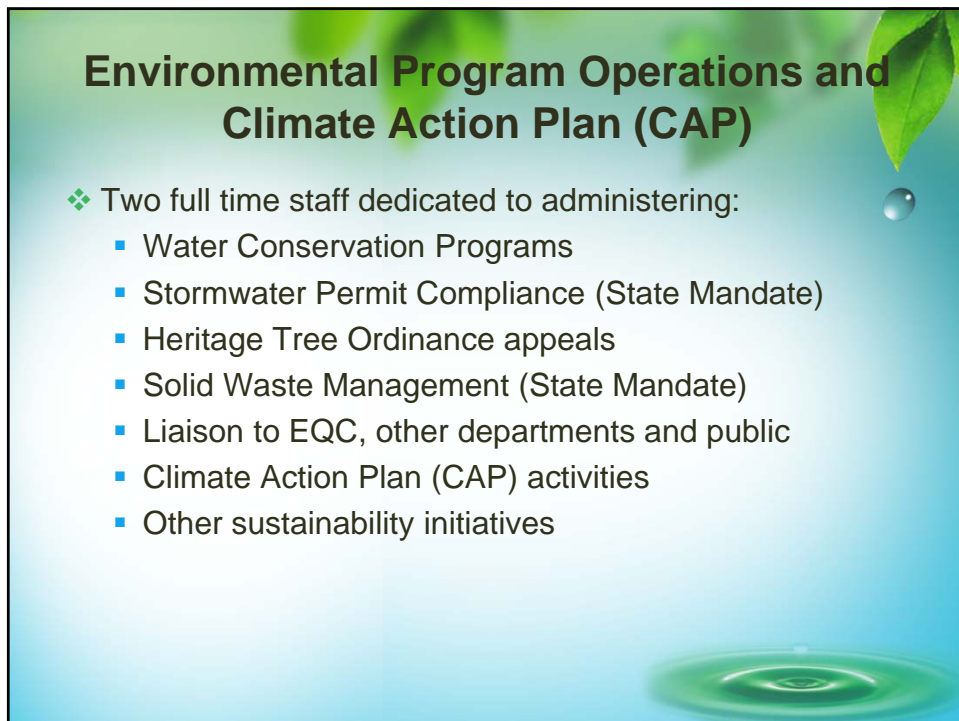
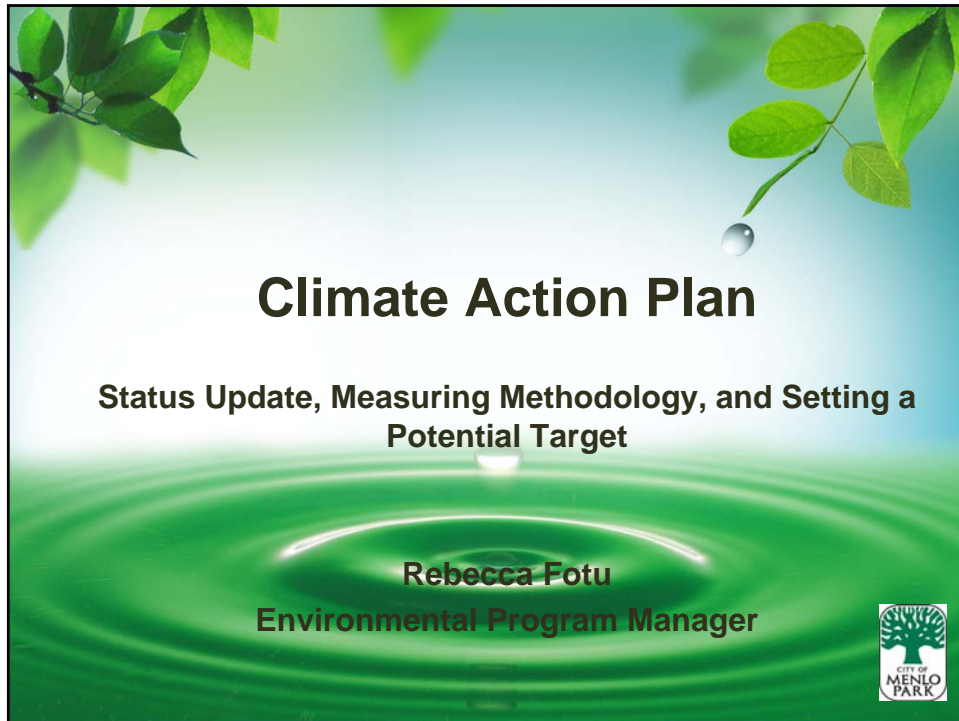
Yet, many individual countries, states, and municipalities are adopting GHG reduction measures, some of which are more aggressive than those contemplated by Council.

The EQC believes that we in Menlo Park have a unique opportunity to leverage our reputation to achieve a much greater impact than reducing the 400,000 metric tons of annual CO<sub>2</sub> emissions that are the community's direct responsibility. Menlo Park, as home to numerous venture capital firms and now to Facebook, has a reputation as a center of innovation. Should Menlo Park exert the will to become a climate action leader, this reputation can be leveraged to inspire many other communities toward comparable or even more aggressive action.

## **URGENCY TO ACT**

Thus far, based on our review of Menlo Park's annual GHG emissions, we have been falling short as a community by failing to reduce GHG emissions in the five years since Council first began addressing this issue. The best we can say is that our community has averted the business-as-usual scenario of continual increase. We have an opportunity to capitalize on the recent respite. Otherwise, the annual cost of achieving an 80% reduction by 2050 will continue to rise should Menlo Park continue to defer action and/or adopt an insufficient GHG reduction goal.

We look forward to Council action in line with our recommendation and are poised to continue our collaboration with staff to identify new GHG reduction best practices and identify sufficient funding that enables Menlo Park to take its place as a climate action leader.



## Background

- ❖ Global Warming Solutions Act AB 32 (2006)
- ❖ Climate Action Plan (CAP) Adopted (2009)
  - Green Ribbons Citizen Committee (GRCC)
  - Environmental Quality Commission (EQC)
  - Developed by ICLEI
- ❖ Supplemental Assessment Report Adopted in 2011
  - Five year strategies
  - Cost benefit analysis methodology before implementation
  - Provided update on implementation of past strategies



Mentor Park Green Ribbon Citizens' Committee

Climate Action Report & Recommendations  
November 14, 2007



Because global warming emissions remain in the atmosphere for up to 100 years, the choices we make today will greatly influence the climate and quality of life of our children and grandchildren (and beyond).

## 2013 CAP Update

- ❖ Reviewed by EQC
- ❖ Updated five year strategies and greenhouse gas inventory
- ❖ Change to measuring transportation emissions



## Draft Five Year Strategy

### ❖ 2013-2014 consider:

- Sustainable Building Ordinance
- Energy efficient/renewable energy five year plan for commercial and residential sector
- Incorporating CAP strategies into General Plan update



### ❖ 2014-2015 consider:

- Mandatory commercial recycling ordinance
- Social marketing program to change behaviors towards biking, using public transit, and walking in the community



## Draft Five Year Strategy Continued

### ❖ 2015-2016 consider:

- Zero Waste Policy
- Installation of electric plug in recharging stations

### ❖ 2016-2017 consider:

- Bike sharing program

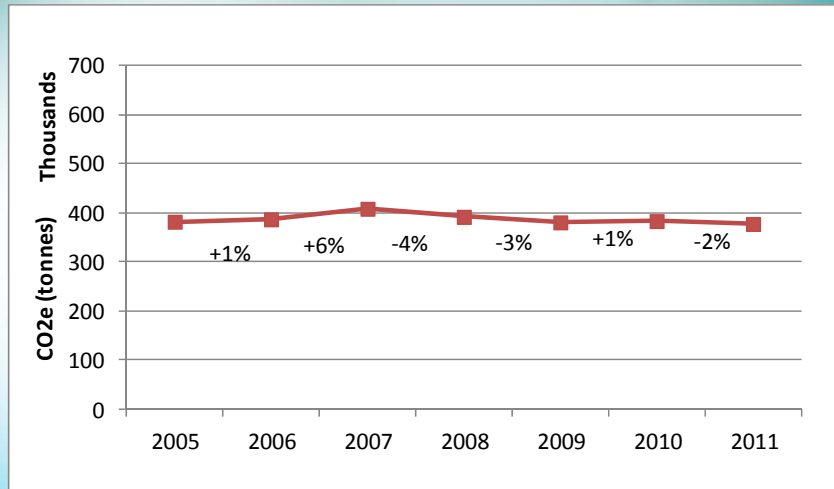
### ❖ 2017-2018 consider:

- Car sharing program
- Local food production and/or social marketing methods

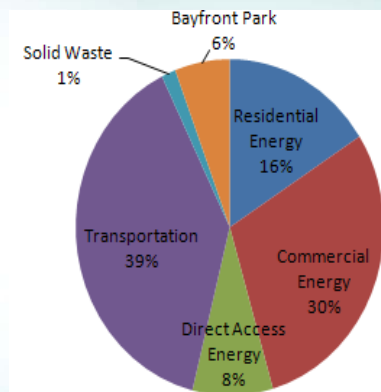




## Community Greenhouse Gas Inventory Update



## 2011 Community Greenhouse Gas Emissions By Source (Total = 377,669 Tons)





## Transportation Measurement Changes

- ❖ Previously Used Vehicle Miles Traveled (VMT)
  - Recommended by ICLEI (Local Government for Sustainability)
  - Used by other local governments
  - Several months to obtain data
  - Inaccurate data received
  - Based on a model
- ❖ Recommend using gasoline consumed
  - Easily accessible data
  - Provides more realistic data with pricing and employment growth.
  - Data resembles VMT local road travel

## Council Question

- ❖ Is the Council comfortable with using a different measuring methodology for transportation?

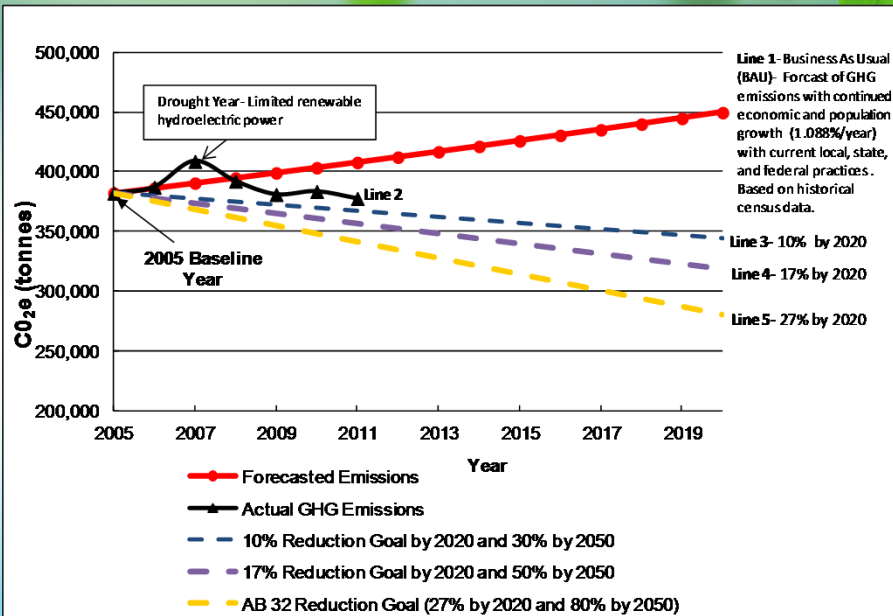
## Background Greenhouse Gas Reduction Target

- ❖ 29 Bay Area communities have adopted a target and it is considered a vital component to a Climate Action Plan
- ❖ There are benefits in adopting a target include:
  - Cost effective strategies can be applied near term to maximize reductions- higher energy code requirements (explain)
  - Places City in better position to receive grants and outside funding sources
- ❖ Presented target options in 2011 Supplemental Report that were 10%, 17%, and 27% below 2005 baseline levels by 2020

## Background GHG Target

- ❖ Council directed staff to obtain community feedback before selecting target
  - Two evening workshops (less than five participants)
  - Survey sent to Chamber businesses and GRCC (17 received)
  - Majority supported 27% reduction target and using City funding to meet goal
- ❖ Study session held in March 2012
  - Council expressed interest in adopting 27% reduction target in line with AB 32 goal.
  - Wanted additional research on funding to reach goal

## Menlo Park GHG Forecast and Potential Targets



## Impact of State Initiatives

- ❖ AB 1493 (Pavley I & II) fuel standard
- ❖ Renewable Energy Portfolio Standard

Reductions Needed After Incorporating State Reductions	10%	17%	27%
Total reduction needed from growth line to achieve goal (Metric Tons)	105,564	131,041	169,256
State Initiative Reductions	66,000		
<b>Total reduction Menlo Park would still need to achieve goal (Metric Tons)</b>	<b>39,564</b>	<b>65,041</b>	<b>103,256</b>

## Case Study

- ❖ Menlo Business Park
  - 13 buildings (900,000 sq.ft)
  - Spent over \$2 million on energy efficient upgrades (payback is 6.5 years)
  - Saved 40%-70% on energy consumption
  - Reduced over 500 tons of GHG emissions
- ❖ It would take 80 similar sized projects (72 million square feet) to meet the 10% target in Menlo Park
  - 130 for 17% reduction target
  - 207 for 27% reduction target
  - Menlo Park has 14.5 million square feet of commercial and industrial buildings



## Potential Costs and Funding

- ❖ Focus would be on energy consumption, transportation, and solid waste reduction.
- ❖ Estimated Funding Needed:
  - 10% reduction – up to \$150,000/yr of sustained funding
  - 17% reduction- up to \$250,000/yr of sustained funding
  - 27% reduction – up to \$400,000/yr of sustained funding
- ❖ Potential funding sources:
  - Continue to incorporate in Capital Improvement Plan or operating budget
  - Public Private Partnerships
  - City Operation Energy and Fuel Savings
  - Utility User Tax (UUT)

## Continue to Incorporate in Annual Budgeting Process

- ❖ Current method used to fund CAP activities
- ❖ Competes with other city priorities and may cause delays or inability to implement programs or policies

## Public Private Partnerships

- ❖ Supported by the EQC and relies less on city funding sources
- ❖ Competitive process and potentially limited scope of program work
- ❖ Does not guarantee long term funding that may be needed to sustain programs or policies
- ❖ Requires additional staff time and expertise
  - Limit CAP implementation
  - Requires hiring a fundraising consultant





## City Operation Energy and Fuel Savings

- ❖ Use savings from energy efficient upgrades made to buildings, vehicle fleet, and/or renewable power
- ❖ Less burden on existing city programs or services
- ❖ Payback on upfront capital costs would not be realized
- ❖ Could provide up to \$20K per year

## Utility User Tax (UUT)

- ❖ Electricity, natural gas, water, phone, and cable
- ❖ Currently set at 1% for Menlo Park
  - Rate can be increased to 3.5%
  - Can be limited to only certain utilities, such as electricity and gas
- ❖ Current revenue is \$470K for electric and \$120K for natural gas.
  - 0.25% increase would provide \$147K
  - 0.5% increase would provide \$295K
  - 1% increase would provide \$590K

## Questions for Council

- ❖ Does Council want to consider adopting a greenhouse gas reduction target?
- ❖ If a GHG target should be considered, which target would Council consider adopting for 2020? Should a 2050 target be considered?
- ❖ Depending on which target is adopted, what funding sources should staff pursue to ensure that Menlo Park can reach its target?

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Below is a current survey of community greenhouse gas reduction targets set in other communities

<b>California Cities</b>	<b>Community-Wide Target below 2005 levels unless otherwise stated</b>
Alameda	25% by 2020
Benicia	10% below 2000 by 2020
Berkeley	30% by 2020, 80% by 2050
Burlingame	15% by 2020, 80% by 2050
Foster City	25% by 2020
Fremont	25% reduction by 2020
Hayward	13-18% by 2020
Hillsborough	15% by 2020, 80% by 2050
Los Altos Hills	30% by 2015
Los Angeles	35% by 2030
Millbrae	15% by 2020, 80% by 2050
Morgan Hill	15% by 2020
Mountain View	5% by 2012, 10% by 2015, 15-20% by 2020, 80% by 2050
Palo Alto	15% by 2020
Portola Valley	15% by 2020
Redwood City	15% by 2020
Richmond	15% by 2020
San Carlos	15% by 2020, 35% by 2030
San Francisco	20% by 2020
San Jose	35% below 1990 by 2030
San Leandro	25% by 2020
San Mateo	15% by 2020
San Rafael	15% by 2020
Santa Cruz	30% by 2020, 80% by 2050
Union City	30% by 2020
<b>California Counties</b>	<b>County-Wide below 2005 levels unless otherwise stated</b>
Marin	15% by 2020
San Mateo	Flat emissions by 2010, 80% by 2050
Santa Clara	80% by 2050, 10% reduction every 5 years
Sonoma	20% by 2012

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