

Menlo 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 our children and grandchildren inherit.



November 14, 2007

The Honorable Kelly Fergusson
Mayor, City of Menlo Park
701 Laurel Street
Menlo Park, CA 94025

Dear Mayor Ferguson,

On behalf of the Menlo Park Green Ribbon Citizen's Committee (GRCC), we are pleased to present our research and recommendations for addressing within the Menlo Park community the global climate change crisis. It has been an honor for each of us to be engaged in these efforts.

The enclosed document includes the following sections:

- Executive Summary - highlighting the climate change issues facing Menlo Park and listing the GRCC's key recommendations
- Background - reviewing the climate change crisis, current efforts underway to curb greenhouse gases
- GRCC Overview - describing the GRCC's organization and activities
- GRCC Recommendations - outlining our 32 highest priority recommendations, and suggested next steps.
- Subcommittee Reports – presenting our full set of 130 proposals, organized by subcommittee, with a summary chart and description of each specific proposal, including reference notes.
- Appendix

We intend for the efforts of the more than 40 individuals who contributed to this report to have a significant impact and to guide City policy and community action for many years to come. We particularly hope that Menlo Park will neutralize its carbon emissions over the next 20 years, serve as a role model for cities and communities all over the world, and prosper from our efforts.

Best regards,

Mitch Slomiak, on behalf of the Menlo Park Green Ribbon Citizens' Committee

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ACKNOWLEDGEMENTS

The Green Ribbon Citizens' Committee gratefully acknowledges the inspiration of former Mayor **Gail Slocum** who urged climate change action to our community, the leadership of **Mayor Kelly Fergusson** who called for a citizen-led effort, the dedication of **Menlo Park City staff** who provided invaluable assistance to us, and the selfless contributions of **Chris Bui** to our community engagement process.

We also wish to thank the following speakers whose expertise informed our process:

Stephen Schneider, Climatologist, Stanford University; member of the Nobel Prize winning IPCC; Co-Director, Center for Environmental Science and Policy)

Winston Hickox Partner, California Strategies LLC; currently chair, A.B. 32 Market Advisory Committee; former Secretary of Cal-EPA

Lawrence Goulder Stanford Environmental and Resource Economics professor; Vice Chair, Market Advisory Committee,

James Sweeney Stanford Management Science and Engineering professor; Director of the Precourt Institute for Energy Efficiency.

Clark Kepler, President, Kepler's Books

Kevin McCarthy, Executive Director, South Bayside Waste Management Authority

Micah Lang, Program Officer, ICLEI – Local Governments for Sustainability

Walt Hays, Chairman, Palo Alto Green Ribbon Task Force

Kristi Breisch, Coordinator, Kepler's Go-Green Summer Series

Dianne Dryer - Menlo Park City Staff Liaison - Environmental Programs Coordinator

Kent Steffens – Menlo Park Director of Public Works and former Acting City Manager

Meeting Facilitators and Guests

Richard Kass - Videographer -, Stanford Adjunct: Leadership; Menlo Park

Lisa Friedman, Ph.D. - Formational Meeting Facilitator - Enterprise Development Group

IDEO Staff – brainstorm facilitation

Glen Rojas - City Manager, City of Menlo Park

Honorary Hosts:

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Heyward Robinson, PhD, Sr. Research Engineer, SRI; Member, Menlo Park City Council; Menlo Park

SUBCOMMITTEES

Energy & Waste Reduction Subcommittee:

Bob Barrett, JD, Environmental mediator and consultant, former school board member; Portola Valley

Sarah Browning, Morgan Stanley (clean technology specialist); San Francisco

Jeanne Durnford, Menlo Park Environmental Quality Commissioner, retired Chemical Process Engineer

United Airlines, President of The Unitarian Universalist Fellowship of Redwood City; Menlo Park

Erik Fogelberg, MMA Renewable Ventures; Menlo Park

Patti Fry, Former Menlo Park Planning Commissioner, retired business executive; Menlo Park

Tom Kabat, Utilities Resource Planner; Palo Alto GRTF Member; Menlo Park

Manfred Kopsisch, Computer Scientist; Menlo Park

Mary Kelley, Teacher; Menlo Park

Carol McClelland, PhD - Co-Chair, Cool Cities Leader for Menlo Park, Author and Founder of GreenCareerCentral.com; Menlo Park

Denise Sans, Procurement Coordinator for Palo Alto Unified School District; Menlo Park

Mitchel Slomiak - Co-Chair, Menlo Park Environmental Quality Commissioner, Virtual CFO; Menlo Park

Gail Sredanovic, Retired language teacher; Menlo Park

Kathy Switky, communications consultant and musician; Menlo Park

Green Business Subcommittee

Kenneth Baker, Chief of Network Security, Lucile Packard Children's Hospital; Menlo Park

Kristi Breisch, Coordinator, Kepler's Go-Green Series; Founder, ProActive Teams; Menlo Park

Michelle Kraus, CEO Carbon Tracing, Inc.; Menlo Park

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Building & Land Use Subcommittee

David Bohannon, David D. Bohannon Development Organization; Menlo Park
Patty Boyle, Menlo Park Housing Commissioner; retired; Menlo Park
Elaine Breeze, Development Manager, Summerhill Homes; Palo Alto
Marianne Quarre Dean, Alain Pinel Realtors; Menlo Park
Patti Fry, Former Menlo Park Planning Commissioner, retired business executive; Menlo Park
Dan Kocher, Menlo Park Environmental Quality Commissioner; Menlo Park
Rich Mintz, Lighting Design Specialist, Green Building Exchange; Menlo Park
Dave Muffly, Arborist; Menlo Park
Margaret Petitjean, Multi-family Residential Landlord; Menlo Park
Judy Rocchio, National Park Service; Menlo Park
Gail Slocum, Former Mayor, Menlo Park; Planning Commissioner, San Mateo County; Senior Energy Policy Attorney, PG&E; Menlo Park
Randy Schmitz - Chair; Founder, Integrity Block, Inc.; Menlo Park
Jorie Schultz, United States Geological Survey; Menlo Park
Peck Yee Tan, Architect, LEED A.P; Menlo Park

Transit & Transportation Subcommittee

Jim Calhoun, business owner; Menlo Park
Tom Forrest, retired; Menlo Park
John Fox, Menlo Park Bicycle Commissioner, Stanford faculty; Menlo Park
John Morris, Menlo Park
Ezio Alvito; Menlo Park
Steve Taffee, IT head at Castilleja School; Menlo Park
Steve Schmidt, Former Mayor of Menlo Park, retired architect; Menlo Park
Charles Bourne, Menlo Park Transportation Commissioner, retired; Menlo Park
Elizabeth Lasensky, Menlo Park Housing Commissioner; administrator, Stanford University; Menlo Park

Communications, Outreach, & Public Education Subcommittee

Chris Bui; social entrepreneur; Menlo Park
Elizabeth Houck, Consultant; Menlo Park
Michelle Kraus, CEO Carbon Tracing, Inc.; Menlo Park
Adina Levin, Vice President SocialNet; Menlo Park
Sam Perry, Stanford Fellow, Reuters Digital Vision Program; venture consultant; Menlo Park

Coordinating Committee (* designates report writing team)

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Sam Perry, Stanford Fellow, Reuters Digital Vision Program; venture consultant; Menlo Park
Randy Schmitz, Founder, Integrity Block, Inc.; Menlo Park
* **Gail Slocum**, Former Mayor, Menlo Park; Planning Commissioner, San Mateo County; Senior Energy Policy Attorney, PG&E; Menlo Park
* **Mitchel Slomiak**, Menlo Park Environmental Quality Commissioner, Virtual CFO; Menlo Park
* **Suzanne Wilson**, Founder, Re-Art (green business); Menlo Park

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SECTION ONE

EXECUTIVE SUMMARY

“Because most global warming emissions remain in the atmosphere for decades or centuries, the choices we make today greatly influence the climate our children and grandchildren inherit. The quality of life they experience will depend on if and how rapidly California and the rest of the world reduce these emissions.”¹

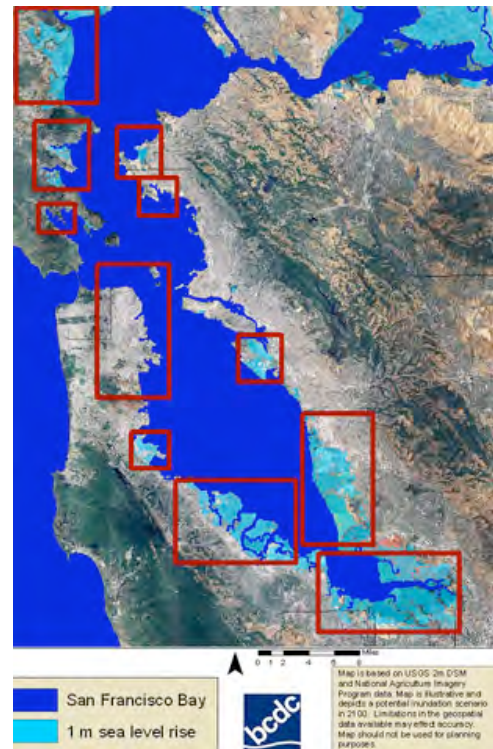
The Climate Change Challenge

Climate change is a crisis - not merely a problem - with potentially severe and long-lasting impacts. Many of these impacts are already being felt in communities and ecosystems throughout the world. Prompt action is necessary to curb and eventually cut short the effect of greenhouse gas increases and global warming. Even with such action, scientists tell us that we should anticipate continued warming and some unavoidable impacts because of the continued presence of greenhouse gas emissions already accumulated in the atmosphere.

In California, increased warming is expected to cause continued loss of Sierra snowpack, significant sea level rise, increased health risks along with more days of extreme heat and “Bad Air,” drought, flooding, large-scale wildfires, and temperature-related adverse impacts on agriculture and tourism.

Menlo Park faces risks to our water and power supplies from reduced snowpack, to flooding, and to rising sea levels that could inundate essential commercial and residential areas east of Highway 101 as well as the West Bay Sanitary District’s water treatment plant, local highways and airports.

Unlike prior atmospheric problems such as acid rain and ozone holes, our changing climate cannot be addressed with a few relatively simple measures. The current problems are complex and wide-ranging, requiring comprehensive action at all levels – globally, locally, and individually - towards the specific goal of reducing greenhouse gas emissions, particularly carbon dioxide (CO₂), in order to stabilize greenhouse gas levels in the atmosphere.



Fortunately, we have ready access to relevant technology and ideas to address the climate change challenge. *Being first in the world to do so could bring economic benefits...while failing to do so will almost assuredly cause great hardship.*²

¹ “Our Changing Climate, Assessing the Risks to California,” California Climate Change Center, July 2006, CEC-500-2006-077

² Union of Concerned Scientists, www.climatechoices.org

The Context

Although the United States has a mere 5% of the world's population, we produce about 25% of the world's greenhouse gases. We are also the world's wealthiest and most innovative economy. As such we are in a unique position: no other country bears a greater responsibility – or possesses a greater capacity – to lead the global response on this issue. Although effective action on climate change clearly also requires international efforts, success will be impossible without strong leadership throughout the United States to significantly reduce our country's large and growing greenhouse gas footprint.

Unfortunately, the US is one of only three developed nations that has thus far refused to limit its greenhouse gas pollution by adopting carbon caps such as those in the Kyoto Protocol, which call for a 7% reduction below 1990 CO₂ emission levels by 2012.

Fortunately, rapid action at state and local levels has emerged in advance of a concerted national response. Last spring, Menlo Park joined more than 710 mayors, representing a total population of more than 75 million citizens, by signing the U.S. Mayors' Climate Protection Agreement. This resolution aligns the Menlo Park community with the Kyoto standard.

California continues decades of leadership to address air pollution and climate change. In the past several years, dramatic steps have been taken, including Green Building Initiative, California Solar Initiative (expanded in 2006), Clean Cars Law (2004); Governor's Executive Order (2005) establishing aggressive goals for the State of California to address global climate change, declaring "*The debate is over. We know the science. We see the threat. And we know the time for action is now;*" Greenhouse Gas Emissions Performance Standard Act (2006); Solar Water Heating and Efficiency Act (2007).

A particularly encompassing step is the California Global Warming Solutions Act of 2006 (AB 32) that declares global warming poses a serious threat to the economic well-being, public health, natural resources, and the environment of California and sets the following goals:

- By 2010 – reduce to year 2000 CO₂ emission levels, *11% below business as usual*
- By 2020 – reduce to 1990 CO₂ emission levels, *25% below business as usual*
- By 2050 – reduce to 80% below 1990 CO₂ emission levels

Along with other measures, this is expected to save \$100 million/year (e.g. California sends over \$30 billion out of state every year to buy fossil fuel). Economic benefits of conservation and efficiency have previously been proven through California's early efforts to set building and appliance energy efficiency standards, which saved businesses and individuals \$56 billion dollars in energy costs between 1975 and 2003.³

³ Climate Action Team "Frequently Asked Questions", April 3, 2006, p. 2
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The overall economic benefits of California's climate change strategies would create \$4 billion in additional income and 83,000 new jobs by 2020.⁴

Green Ribbon Citizens' Committee (GRCC) - Overview

In February 13, 2007 Menlo Park Mayor Kelly Fergusson called on the community to convene a volunteer task force, the Menlo Park Green Ribbon Citizen's Committee (GRCC), to research and recommend measures the City and community can take to greatly reduce greenhouse gas emissions. At subsequent meetings, City Council unanimously voted for Menlo Park to sign the Mayors' Climate Initiative and join the Sierra Club Cool Cities program, thereby establishing initial community-wide goals to address climate change and enabling access to best practices in other communities.

The GRCC's initial meeting on March 14, 2007 was attended by 65 community members, representing a diverse range of expertise and perspective. The GRCC organized itself into five topical working groups, or subcommittees, with voluntary membership based upon the expressed interest of individual participants:

- Energy and Waste Reduction
- Transit and Transportation
- Land Use and Building
- Communications, Education, and Outreach
- Green Business Development

Each subcommittee utilized the substantial GRCC brainstorm lists and developed its own plan to determine which items to review in depth.

The GRCC has met on a bi-weekly basis since inception, in fully-noticed meetings open to the public. Full GRCC meetings have generally included talks by one or more experts on specific climate change related topics as well as a working session for either the full body or subcommittees. Meeting minutes and work products are posted to a Yahoo Group site, further facilitating collaboration.

More than 120 individuals have attended one or more GRCC related meetings and more than 40 actively participated in researching and composing the 130 detailed written proposals that are included in this report.

The GRCC submitted a number of interim low cost, high impact recommendations for City Council to consider for inclusion in the current budget. Fourteen of these measures were budgeted by City Council in its June 19, 2007 session.

From June to October 2007, each GRCC subcommittee prepared and vetted a series of actionable final proposals for the City government and community to reduce greenhouse gases.

⁴ Climate Action Team Report, Cal EPA, March 2006, page 84.

Throughout our effort, the GRCC was able to learn from other experts and communities throughout the country and from past city actions (the City of Menlo Park has implemented a number of effective measures in recent years). Bay Area communities in Marin and Alameda counties as well as San Francisco and Palo Alto have provided particularly helpful examples to inform our work.

GRCC Effort – Subcommittee Focus

The work of the GRCC was accomplished by its subcommittees. Accordingly, this summary presents only the barest highlights of their recommendations, with each subcommittee's own report provided in our complete document.

Energy & Waste Reduction Subcommittee focused on initiatives related to energy conservation, energy generation, and waste reduction. Of paramount importance to this subcommittee were measures that can significantly reduce greenhouse gases while providing financial or other incentives to stakeholders.

- *Energy conservation* is the most expeditious means for reducing greenhouse gases and generally offers significant financial benefits following implementation.
- *Renewable energy generation* measures are important to find carbon neutral substitutes, such as solar power, for energy needs that cannot be conserved.
- *Waste reduction* provides further greenhouse gas benefits because the methane gas released from the decomposition of organic landfill wastes is more than 20 times more harmful to the climate than carbon dioxide.

Transportation & Transit Subcommittee

This subcommittee focused on three different kinds of solutions that would reduce our community's carbon footprint, based on the primary decision-making entity:

- *Authorities other than the City of Menlo Park* - such as for High Speed Rail;
- *The City, as a government entity* - such as implementing the MP Bicycle Commission's Master Bicycle Plan;
- *Personal decisions* - things our residents can do, such as stepping out of our comfort zone and using the train instead of a car to get to AT&T Park and watch the Giants play in San Francisco.

Land Use & Building Subcommittee examined initiatives in four primary areas:

- *Sustainable Building* - Buildings, considering their ongoing operation and the processes of construction and renovation, represent one of the largest opportunities to reduce energy consumption and related GHG.
- *Sustainable Water Conservation and Landscaping* - Movement of water is one of the highest uses of energy in California. Conserving water will help reduce energy-related greenhouse gas emissions as well as preserve this scarce resource
- *Urban Forest* - Maintaining a healthy urban forest is an important part of the City's desire to mitigate its greenhouse gas emissions through carbon sequestration and long-term storage, as well as shading to limit the urban heat island effect.
- *Land Use* – Decisions about where and how to accommodate growth can help reduce dependence on the automobile to conserve energy and reduce air

pollution, and to preserve land that can be used for community parks and carbon sequestration.

Communications, Outreach, and Public Education Subcommittee

The recommendations this group prioritized fell into several groups:

- *Provide practical education* about emissions reductions
- *Teach sustainable building*
- *Promote energy audits*
- *Provide education* about energy conservation
- *Teach the next generation*
- *Set an example*
- *Raise awareness* across the community
- *Bonus recommendation:* intern program to help disseminate information

Green Business Subcommittee

The highest priority Green Business recommendations focus primarily on:

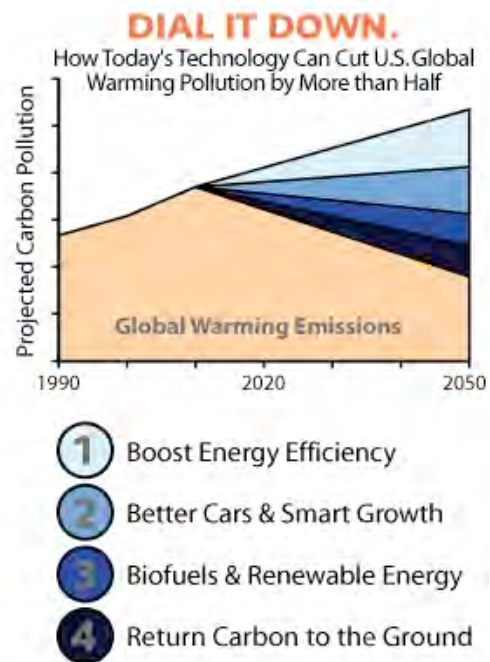
- *Streamlining* the permit and planning process for green building and green upgrade projects by existing businesses and residents in the City.
- *Encourage the use of low energy appliances* in both residences and businesses within the City;
- *Build on the past successes of solar* installations in the neighboring residential communities.

It will, however, be necessary for the City to reach far beyond the above recommendations to achieve long-term success for the reduction of carbon emissions in the City both from the residential and commercial sectors.

Core Principles

Underlying the creation of the full set of recommendations was GRCC awareness of core principles to address the climate change challenge:

- *Energy conservation* – reducing use of energy and fuel; the most cost-effective ways to reduce the growing problem of greenhouse gas emissions
- *Alternative energy* – switching to cleaner and renewable energy sources
- *Mitigation* – sequestering carbon in trees or other “offset” measures
- *Adaptation* – addressing likely impacts such as sea level rise
- *Education* – promoting all of the above measures through individual and community action



Natural Resources Defense Council

Additionally, the GRCC felt it to be important for the Menlo Park community to establish audacious and attainable goals to focus action over the long term, beginning with the sources of the greatest greenhouse gas emissions in our own community: commercial and residential energy use, transportation fuel use.

GRCC Recommendations – High Level Summary

In late October 2007 a citizen engagement process, open to anyone, was conducted to rank and prioritize the subcommittees’ 130 proposals based on perceived impact, importance, and feasibility. Thirty-three participants were present for this process. Based on this session, 32 proposals were ranked as highest priority in terms of importance/impact and feasibility. These are recommended for immediate action, and are highlighted in our document. Each of the 130 reviewed proposals is included in the section Subcommittee Reports.

Consistent with the desire to create audacious goals, the top-ranked GRCC recommendation is to adopt a goal of achieving “climate neutrality” in our community by 2030, and develop a Climate Action Plan to timely achieve this goal. Climate neutrality requires a combination of greenhouse gas emissions reduction, carbon sequestration (e.g., tree planting and preservation), and offset of remaining net greenhouse emissions by participating in programs with approved energy emission reduction protocols.

This audacious goal provides focus to organize community efforts, and enables Menlo Park to join with many other municipalities and institutions in taking this strong stance for the future.

The following section summarizes the highest priority recommendations, as ranked through the community engagement process.

High Priority Recommendations

There is a certain degree of overlap or duplication in many of the recommendations, as the sphere addressed by each subcommittee has some overlap with at least one other. These overlaps can be addressed in the context of a climate action plan.

Energy & Waste Reduction

- Establish goal of climate neutrality for Menlo Park community by 2030 and require a Climate Action Plan to address both GHG reduction and GHG offsets
- Adopt a resolution to require commercial recycling participation for companies with high levels of waste
- Adopt a resolution to increase waste diversion target to 75% or more.
- Identify large municipal & commercial sites suitable for solar generation, inform property owner of available incentives
- Increase Participation of MP Commercial and Business Sector in more sustainable activities including PG&E Energy Efficiency Programs
- City develops a sustainable purchasing policy to decrease adverse impacts and set good example

Transportation & Transit

- Work with schools to encourage walking and biking and safe routes program
- Support Electrification of Caltrain, (Reduction of carbon emissions by 2/3)

- Establish policies that encourage accessible sidewalks and bike lanes
- Support High Speed Rail to reduce reliance on air and auto modes from Bay area & Sacramento to Los Angeles
- City continues bid processes to select service providers that use green practices.
- Add Provision for Transit Oriented Development zoning into General Plan
- Implement City's existing Master Bicycle Plan for facilities and improvements

Land Use & Building

- Promote sustainable building practices by instituting checklists such as LEED and BIG, and by providing over-achievement incentive of expedited building permit approval
- Encourage multi-story & higher density housing projects in the downtown area including senior housing
- Protect and maintain healthy trees on MP city lands by employing sustainable Best Management Practices
- Establish turf limitations and water efficient landscape requirements
- Include new residential and major renovation projects in water efficient Ord. #840
- Encourage multi-story, mixed use housing and retail/office projects in the downtown area and in all other areas where housing and other uses now co-exist
- Revise MP's Heritage Tree Ordinance to protect our old healthy trees more effectively
- Remove one dead tree and replace with two live trees on MP City lands to rebuild our Urban Forest

Communications, Outreach & Public Education

- Teach sustainable building - Conduct educational session(s) on sustainable building for architects,, builders, developers, & homeowners. Work with Green Building Exchange & consider cooperating with other peninsula cities to avoid duplication of efforts.
- Encourage recycling at city functions, parties, shows, Santa Cruz Avenue events (including Connoisseur's market) – there should be 100% recycling, including re-usable or recyclable plates/napkins/eating utensils. Encourage restaurants to use compostable containers, plates, cups...
- Promote tap water use - Promote Menlo Park tap water vs. bottled water. Provide information about what to do if you have lead pipes.
- Promote green practices at schools - Promote green practices at schools, scouting and other kids clubs. Suggestions include contests at schools: successful energy conservation, who walks/bikes most often, essay contests, posters, artwork, and a Green Science Fair
- Encourage schools to promote alternative transportation - Encourage public and private schools to publicize walking, biking, and carpooling as safe and healthy ways to get kids to school.
- In Home Energy Audits: Green@Home (with a focus on the lower income neighborhoods first and spreading to all neighborhoods).

Green Business

- Develop a carefully articulated, feasible and streamlined permit process for commercial and residential landlords to upgrade their properties with green technologies and practices that reduce green house gas emissions. This includes replacement of high energy consumption appliances. (refrigerators, washers, dryers, etc.)
- Streamline the commercial permit and planning process for green upgrades within the city.
- Eliminate all solar permit fees for both residential and commercial properties.

Our recommendations, if implemented, will establish Menlo Park as a leader in promoting progressive and sustainable land use and building policies that mitigate climate change caused by CO₂ emissions and will improve the environmental, social and economic quality of life for our residents.

Next Steps

The changes underway in the climate must be treated as a crisis, not simply as just another single problem among a voluminous agenda of nagging civic concerns. The climate crisis requires a strong prompt response and high priority action.

Council Action

The GRCC calls on City Council to respond to the climate change challenge by:

- Authorizing an appropriate and expeditious review of our high priority proposals by City staff for prompt presentation to the Council to ensure that these measures are included in the 2008-2009 budgeting cycle.
- Launching a process to develop, as quickly as possible, a **climate action plan** to ensure that these and future measures are adopted in a synchronized fashion, and in the most effective manner possible. The full body of GRCC proposals is intended to speed the development of such a plan by the City and broader community and should be regarded as our initial input into this plan. Additionally, the plan would consider the just-received consultant's report of Menlo Park's 2005 baseline greenhouse gas emissions.
- Budgeting for initial and ongoing implementation of the climate action plan, including support for continuing community involvement (e.g., the GRCC).

Green Ribbon Citizens' Committee Action

Upon delivery of this Report to City Council on November 20, 2007, the GRCC will compile lessons learned from this process to incorporate in our Phase Two and to share with other communities, some of which have already contacted us.

We will then determine the appropriate focus and form of organization for the next set of efforts. Under consideration are:

- *Projects* - to build alliances with community organizations (e.g., Chamber of Commerce, Cool Cities Project, Acterra, school districts, religious groups) to implement many of the proposals from this Report.
- *Public education* - to address the risks and local solutions
- *Advocacy role* - to ensure that municipal recommendations are expeditiously considered and implemented.
- *Resource support* - for City staff and commissions in climate change related activities, including implementation of our recommendations.
- *Exploration* - of additional climate change related issues, such as adaptation, methane gas mitigation in Bayfront Park, and mitigation of air travel.

Conclusion

Local communities such as Menlo Park can experience great benefit and avoid substantial long-term costs by organizing comprehensive efforts to address climate change right now as a risk management strategy. With its unique confluence of venture capital funds, high technology firms, and world class educational institutions, Silicon Valley and Menlo Park can also reap great financial rewards from the development of clean technologies and enterprises that will be well-positioned to meet growing worldwide demand for needed solutions.

Menlo Park as a community has the opportunity to become a role model for what is possible when a small city with a forward-thinking and determined population, commits to long-term action toward a serious and far-reaching crisis. By taking rapid and comprehensive steps toward energy conservation and adoption of clean technologies in our commercial, municipal, and residential sectors, Menlo Park can demonstrate a strong commitment to the future and become an attractive home for many of these vibrant efforts.

The Menlo Park Green Ribbon Citizen's Committee members believe that nothing short of a comprehensive effort on global, national, state, and local levels will be sufficient for addressing the climate crisis. The proposals submitted within this report are intended to point the way toward a comprehensive local approach that will leave a proud legacy for Menlo Park's leaders and citizens.

On behalf of all GRCC participants, we express our appreciation for the opportunity to serve our community in meeting this, the defining moral challenge of our generation.