



## CLIMATE ACTION PLAN

# COMMUNICATIONS AND ENGAGEMENT

# Welcome & Session Purpose

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# AGENDA

*There is a lot to cover*

1. Brief intro of PRR
2. Process, goals, current status & objectives
3. Communication challenges & principles
4. Relevant behavioral theories
5. Discovery activities and findings
6. Initial vision (from 10,000 feet)
7. Next steps
8. Discussion

# YOUR ROLE

Understand our approach

Provide any fatal-flaw feedback that you believe might exist.



## UPDATE ON PLAN DEVELOPMENT



**Mike Rosen**  
Managing Principal

# ABOUT PRR

## #1

# Integrated Services

Market Research

Public Involvement

Public Engagement

Facilitation

Public Affairs

Communication Strategic Plans

Strategic Partnerships

Media Relations

Events

Data Visualization

Graphic Design

Digital / Web Design

Branding

Info Architecture

Video

Social Media

Advertising

Crises Communication

# Primary Sectors

Environment



Transportation



Health





# Diverse Client Profile

EPA  
CDC  
Nike  
Starbucks  
Waste Management  
Remington  
PSCAA  
Washington  
Oregon

California  
Alabama  
Virginia  
Maryland  
Hawaii  
Austin  
Seattle  
Portland  
Alexandria

Tacoma  
DC  
Colorado  
Georgia  
San Antonio  
NEEA  
MWCOC  
TRB

# Relevant experience

Transportation alternatives	Transit	Organic foods
Washing machines	Water quality	Fuel economy label
Toilets	Air quality	Clean Taxi
Home audits	Idling	Car sharing
Recycling	Water conservation	Benchmarking
Waste reduction	Wood burning	Solar
Water quality	Electric vehicles	Recycled content
Construction	Oil leaks	Shoes
Buildings	Water conservation	Natural lawns
Electronics	Radon	
Hazardous material	Electric mowers	
	Compost	
	Lighting	

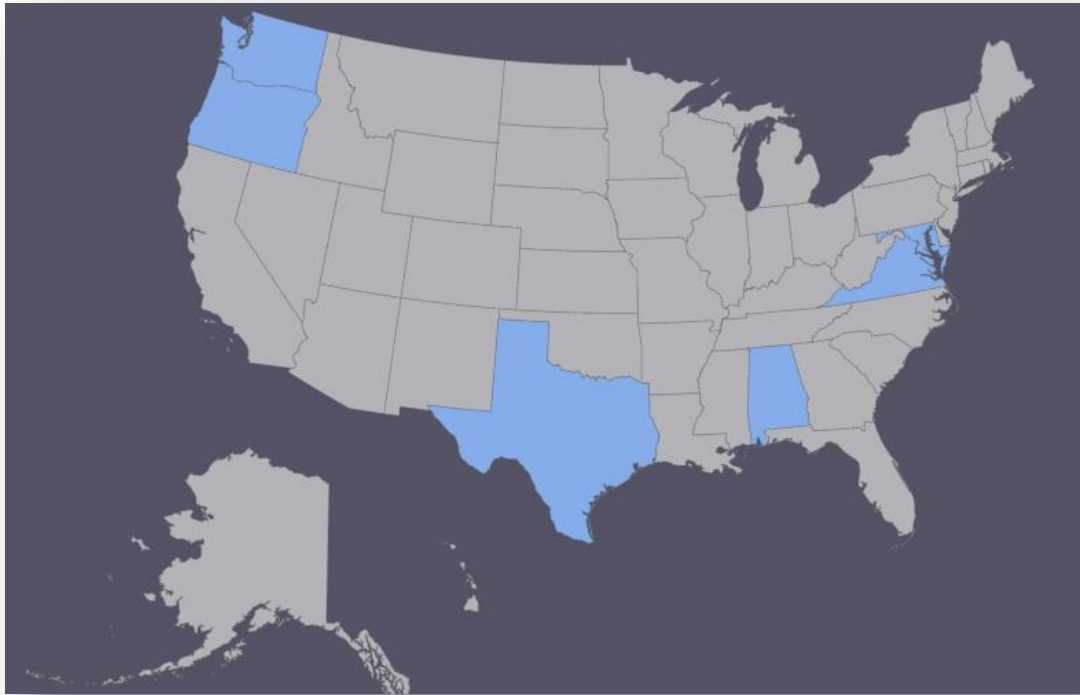


## Some of our work



AIR QUALITY ACTION GUIDE Your "how to" guide for cleaner air	
Air Quality Rating	Steps to Protect Your Health and Our Environment
<b>GOOD</b> 100	Take the good actions.
<b>MODERATE</b> 91-100	<ul style="list-style-type: none"> <li>Good: Pollution - poses risk to the highly sensitive.</li> <li>Good: Use public transit, car or bike.</li> <li>Good: Use energy-efficient lights.</li> <li>Good: Use energy-efficient lights.</li> <li>Good: Use energy-efficient lights.</li> </ul>
<b>UNSATISFACTORY for Sensitive Groups</b> 81-90	<ul style="list-style-type: none"> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> </ul>
<b>UNSATISFACTORY</b> 71-80	<ul style="list-style-type: none"> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> </ul>
<b>VERY UNSATISFACTORY</b> 61-70	<ul style="list-style-type: none"> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> <li>Reduce time spent outdoors, the elderly, and those with respiratory or heart conditions.</li> </ul>





Washington  
Oregon  
Virginia

Texas  
DC  
Alabama

Virginia  
Maryland

# Process #2

# Process overview

Success?

What do we need done?

Who do we need?

Barriers?

Benefits?

Where are they?

How do we best connect with them?

What messages, messengers, materials, etc. are needed?

# Process overview



# GOALS



# Climate Action Goals

**20** percent below 2005 levels by **2020**

**80** percent below 2005 levels by **2030**

Carbon **neutral** by **2050**



# Climate Action Goals - STATUS

20 percent below 2005 levels by 2020

As of **2016** there has been a **12**  
percent reduction which represents  
**60%** of goal

80 percent below 2005 levels by 2030

Carbon neutral by 2050

# Sources

Source	% of Inventory
--------	-------------------

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Electricity	51%
Ground travel	25%
Natural gas	19%
Solid waste	4%
Water related	<1%

# Sources

Source	% of Inventory	% since 2005	Tons
Electricity	51%	- 12%	-147,019
Ground travel	25%	- 6%	- 32,604
Natural gas	19%	+ 5%	+ 19,269
Solid waste	4%	- 60%	-116,052
Water related	<1%	+ 5%	+ 335

# Sources

Source	% of Inventory	% since 2005	Tons
Electricity	51%	- 12%	-147,019
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# Objectives for PRR

# Objectives from the RFP

1. Develop a strategic plan
  - Inventory and Assessment/Research
  - Identification of key audiences.
2. Support execution of the plan with messaging and communications tactics.
3. Work with the City on existing and potential engagement opportunities.

# COMMUNICATION CHALLENGES #3



# Challenges

There is a lot of noise out there

It's a human process

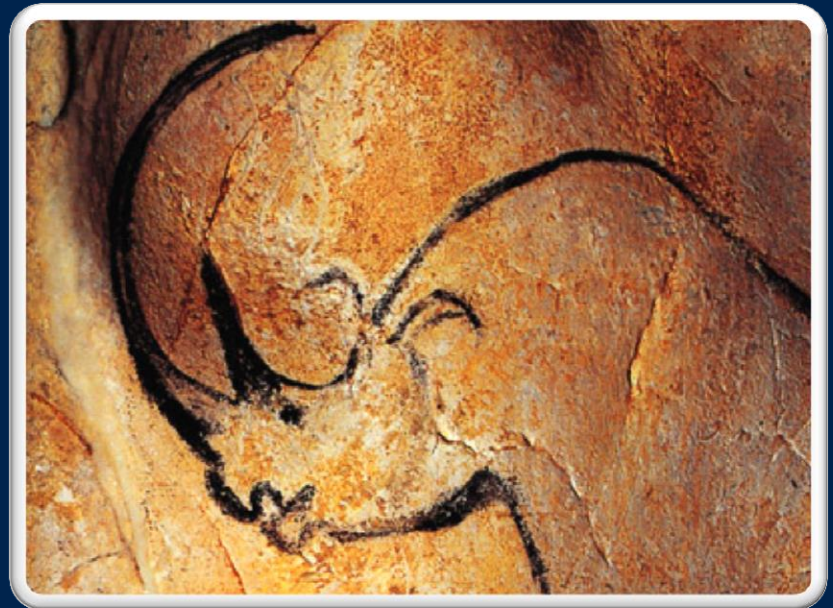
Your brand is controlled by others

Service

We receive between **3,000** and **5,000** marketing messages - each day



Every two days we create as much information as we did from the dawn of civilization up until 2003.



A vintage wooden television set with a control panel on the right side. The screen displays text about advertising reach in 1979 versus today.

**In 1979  
it took just 3 prime-time  
ads to reach 80 percent  
of Americans**

**Today  
More than 120  
Are required**



This is where they all went



# Others have WAY more \$ than you

1.	Pampers	\$8.3b
2.	Gillette	\$8.3b
3.	L'Oreal	\$8.2b
4.	Chevrolet	\$5.1b
5.	Louis Vuitton	\$4.4b
6.	Ford	\$4.3b
7.	Coca-Cola	\$4b
8.	Amazon	\$3.8b
9.	Sony	\$3.7b
10.	AT&T	\$3.6b

*Top 10 ad budgets for 2016*

# The **AMERICAN DREAM**



**It's a human process**



# It's about them, not you.



Not interested in whether you are “trying hard.”

The customer is **self-centered**.  
They **want solutions** to their problems.

# People already have a lot on their mind

Economy

Natural disasters

Family

Jobs

War

Money

Safety

Money

Terrorism

Money

Religion

Health

Crime

Money

Relationships

Money

Education

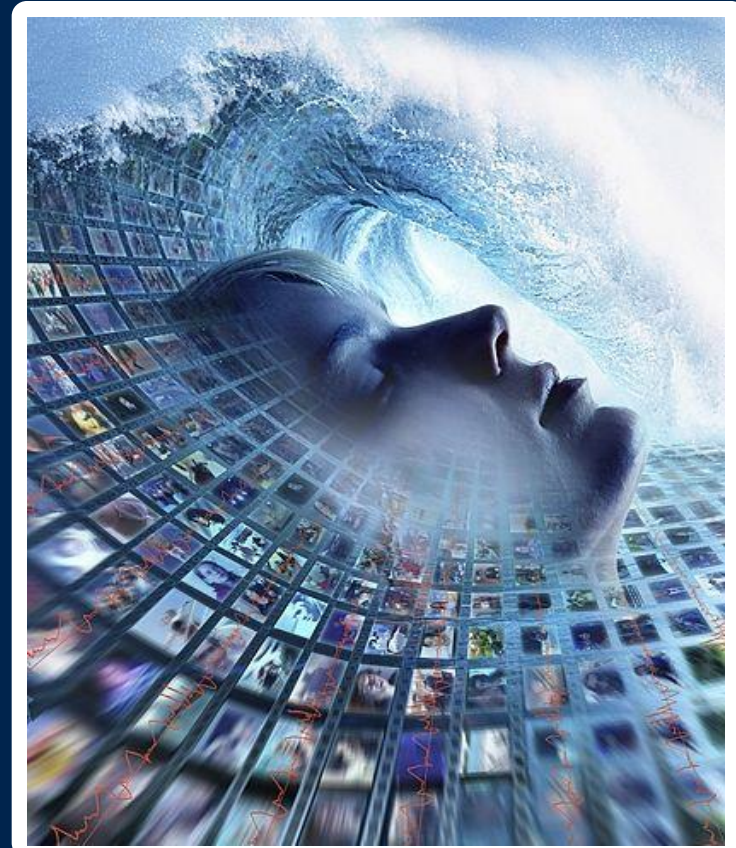
Money

Home

Money

Work

Money



# We have lost confidence in...

- Financial institutions
- Lawyers
- Day care providers
- Elderly care providers
- Religious leaders
- Pharmaceutical companies
- Republicans
- Democrats
- Pit bulls
- The judicial system
- News
- Health care providers
- Social Security
- Science
- Flint water
- Ourselves
- Veterans affairs
- Bill Cosby



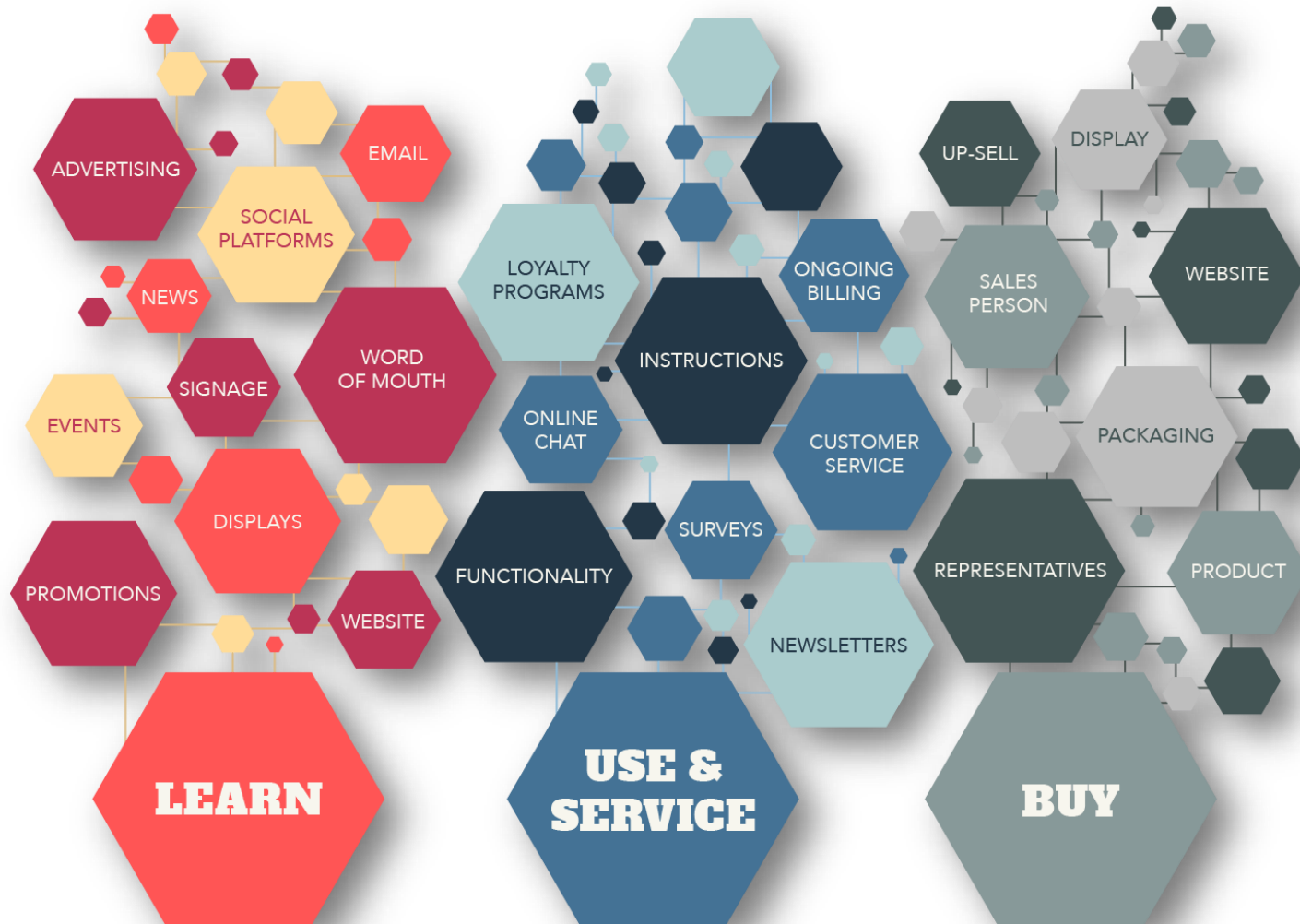
# We are a diverse country

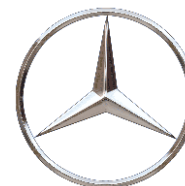


More than **60** languages spoken in the Poudre School District

# Building a brand

# Your brand is EVERY touch point





# Service Is Vital

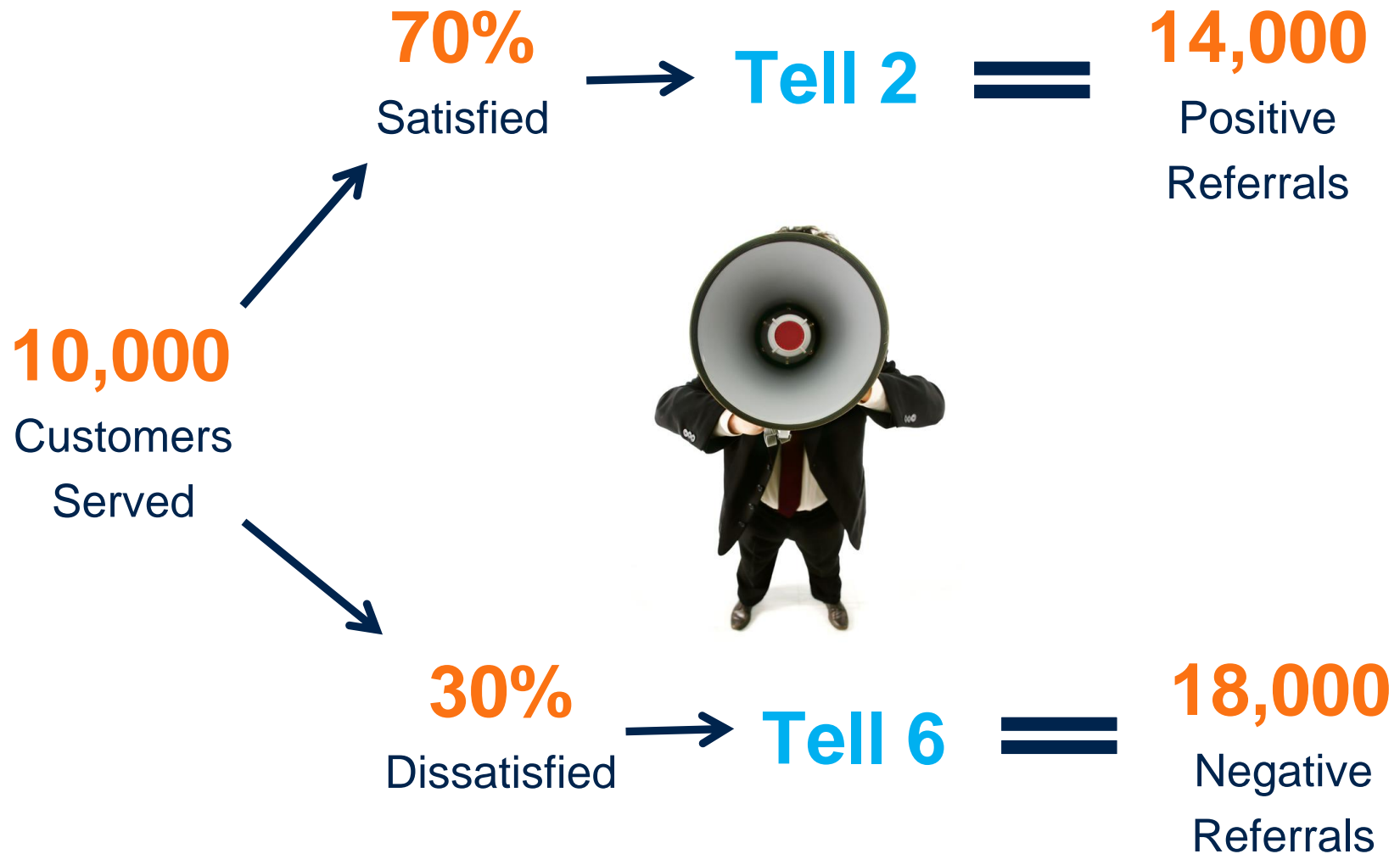


The best way to change the world  
is friend-to-friend



**84%** COMPLETELY OR SOMEWHAT  
TRUST RECOMMENDATIONS FROM  
FAMILY OR FRIENDS





**57%** will believe **negative** information after hearing it 1-2 times

**15%** will believe **positive** information after hearing it 1-2 times



Service is more important than **price** or **quality**

It is so important that we will pay more \$ for a product of inferior quality.



# Communication Principles

# Purchasing process



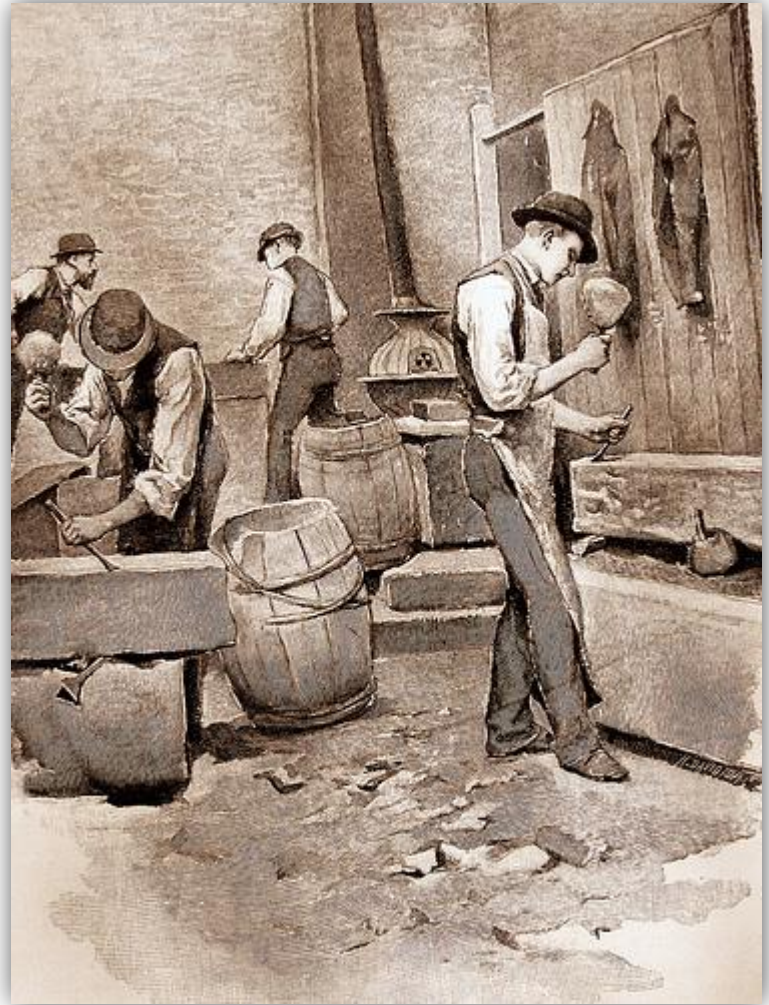
# Benefits NOT features





**It is a vision that unites and inspires us**

Four people doing  
the *same* job.



**The way to the head  
is through the heart**

**90 percent  
of the decisions we make are based on  
emotion.**

# We need to be agnostic to medium

Wherever, and whenever  
your audience wants to  
communicate is when and  
where you **MUST** be.

## Keep it simple:

Average attention span 2000..... 12 seconds

Average attention span 2015..... 8.25 seconds

Average attention span of a gold fish... 9 seconds



# Circle

A circle is the set or locus of all points in a plane which are equidistant from a fixed point. This fixed point is called the center. The distance from this center to any point on the circle is called the radius.

# Circle







**OPEN 9 to 5**

The joint is jumpin'.


Established 1916

The San Diego Zoo

Admission  
Adults \$13.00  
Children \$6.50

OVER  
**5000**  
ANIMALS

**Take 163 to Park Blvd. and turn left.**

A detailed illustration of a kangaroo in mid-leap, facing right. The kangaroo is brown with a lighter-colored pouch and tail. Its long tail is extended behind it, and its legs are in a powerful jumping position.





# Be careful with what you ask for



# Theories #4

# Theories

Hierarchy of needs

Social Norms

Social Comparison

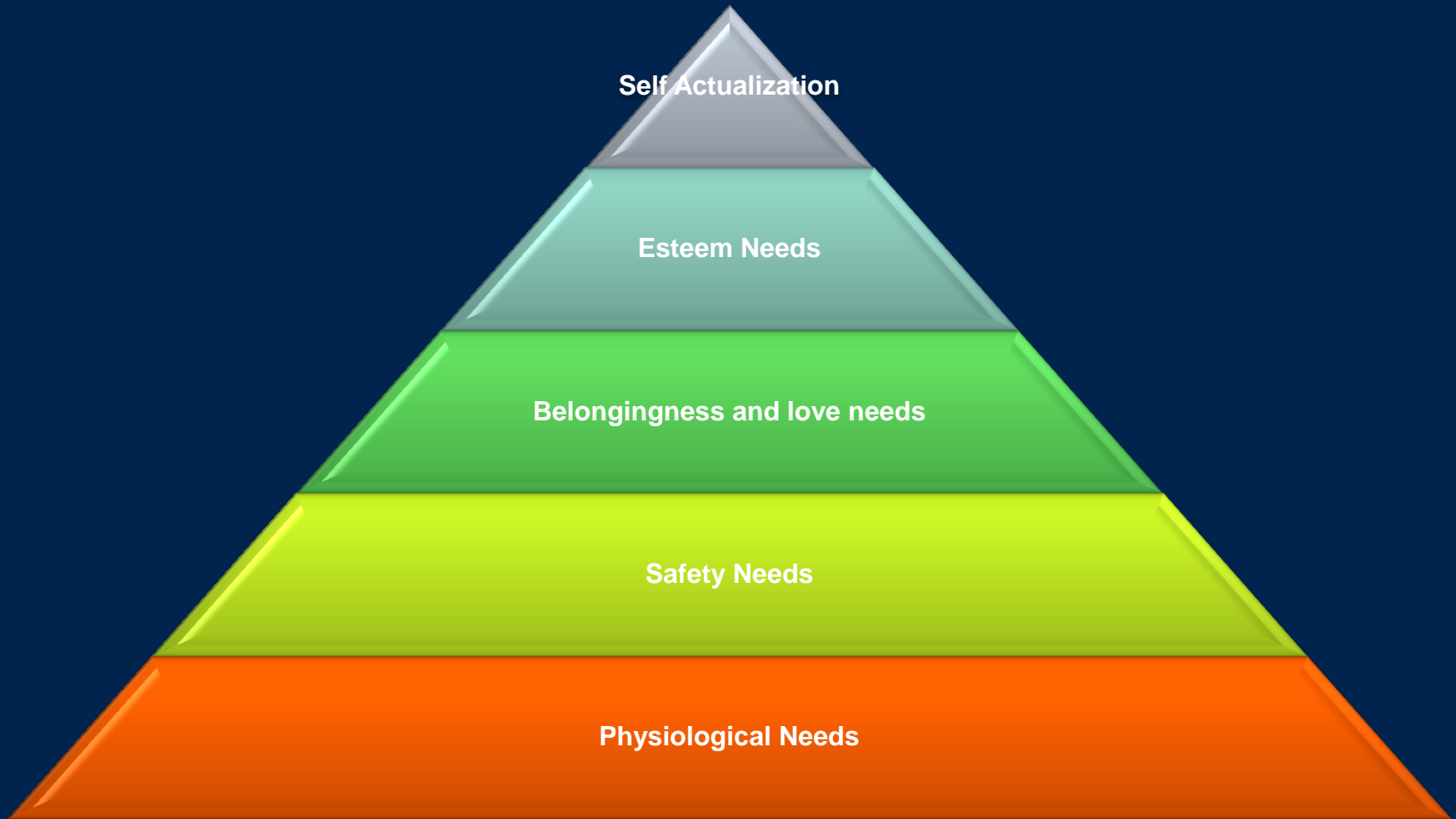
Social Exchange

Loss Aversion

Risk Aversion

Paradox of Choice

# Maslow's Hierarchy of Needs



# Social Norms

Individuals make decisions and change behavior based on others





# Social Comparison Theory

We determine our own social and personal worth based on how we stack up against others.



# Social Exchange Theory

We make behavioral **choices** based on a trade-off between the costs and benefits which might be physical and **tangible** or **intangible**.



# Loss Aversion Theory

We strongly prefer avoiding losses to acquiring gains.  
Losses are twice as powerful, psychologically, as gains.

*“I hate to lose  
more than I  
love to win”*

# Risk Aversion Theory

The reluctance to accept a bargain with an uncertain payoff rather than another bargain with a more certain, but possibly lower, expected payoff.



*"We've considered every potential risk except the risk of avoiding all risks."*

# Paradox of Choice Theory



Excessive choice can produce “choice paralysis. It can also reduce people’s satisfaction with their decisions, even if they made good ones.

# Discovery Briefing #5

# Discovery Activities

Discovery workshop

Community survey

Traditional media audit

Social media audit

Material audit

Interviews with other cities (Austin & NY)

This briefing

# DISCOVERY FINDINGS



# Survey Approach

## **Online panel representing the general population**

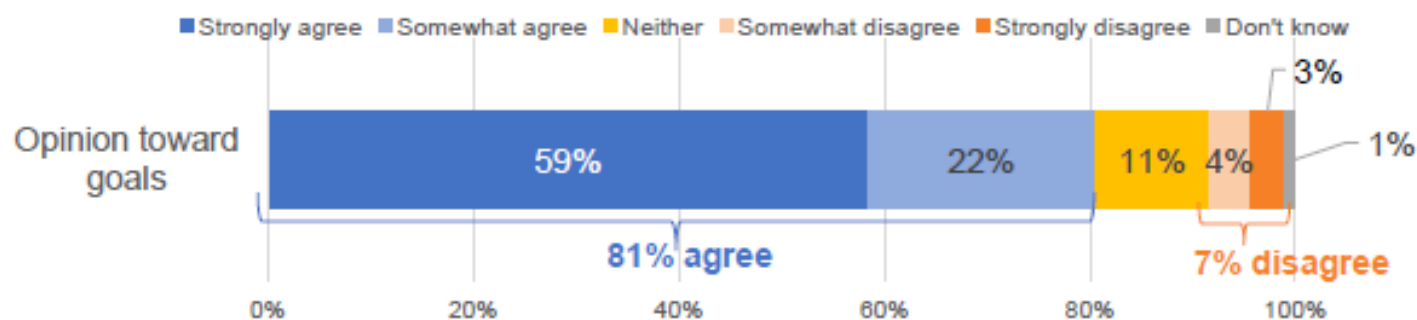
- Gender
- Age
- Race
- Children
- Employment
- Housing

231 Participants

## **Individuals with interest provided by the city**

286 Participants

The City's greenhouse gas emission goals received strong support from nearly six out of ten respondents (59%) and less than one in ten (7%) disagree with those goals.



**Respondents who agree with Fort Collins goals were more likely than those who disagree to:**

- Be 18 to 34 years old
- Be female

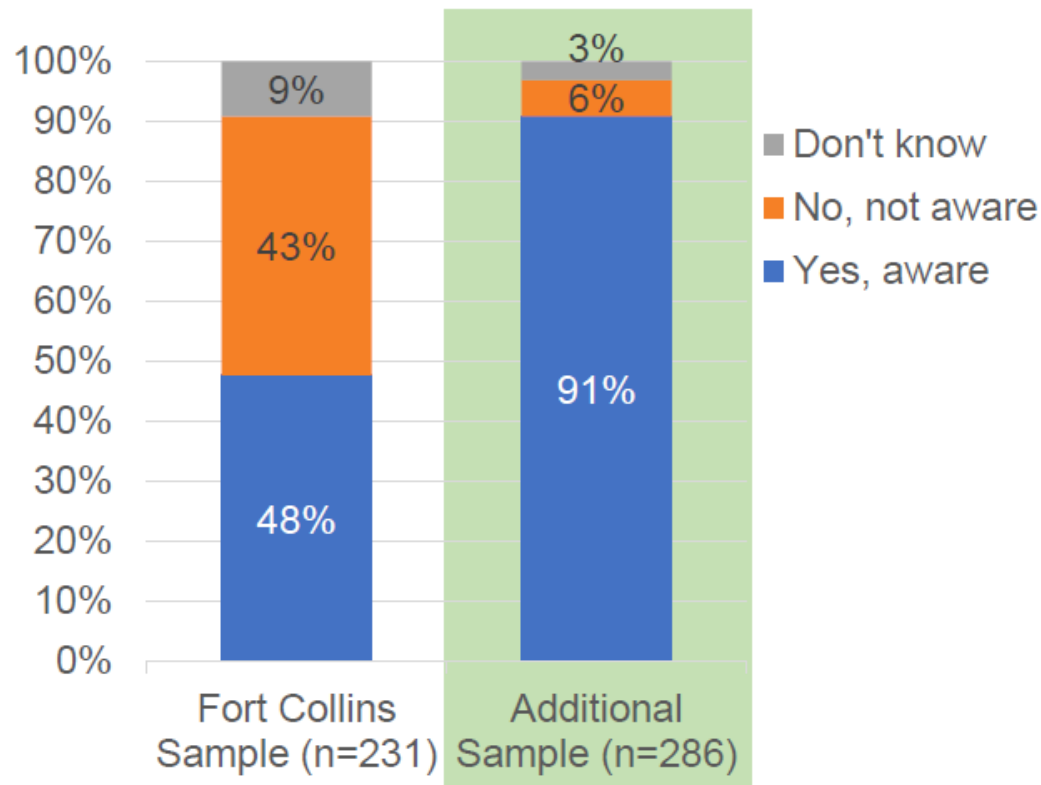
**Respondents who disagree with Fort Collins goals were more likely than those who agree to:**

- Be 35 years old or older
- Be Male
- Rent their homes
- Live in attached homes

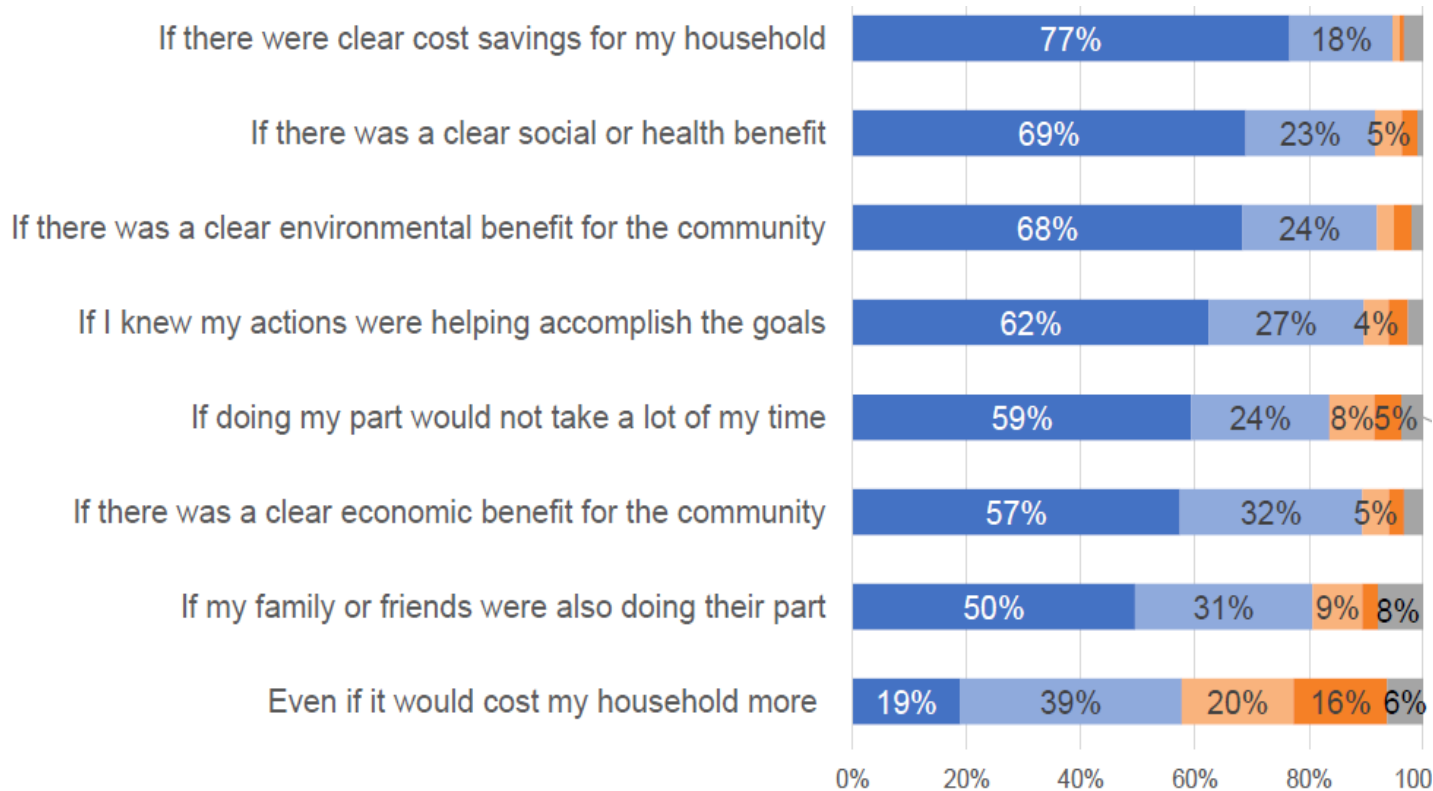
# Less than half of respondents are aware the City has a Climate Action Plan.

Are you aware the City has a Climate Action Plan?

Base = all respondents (n=231)



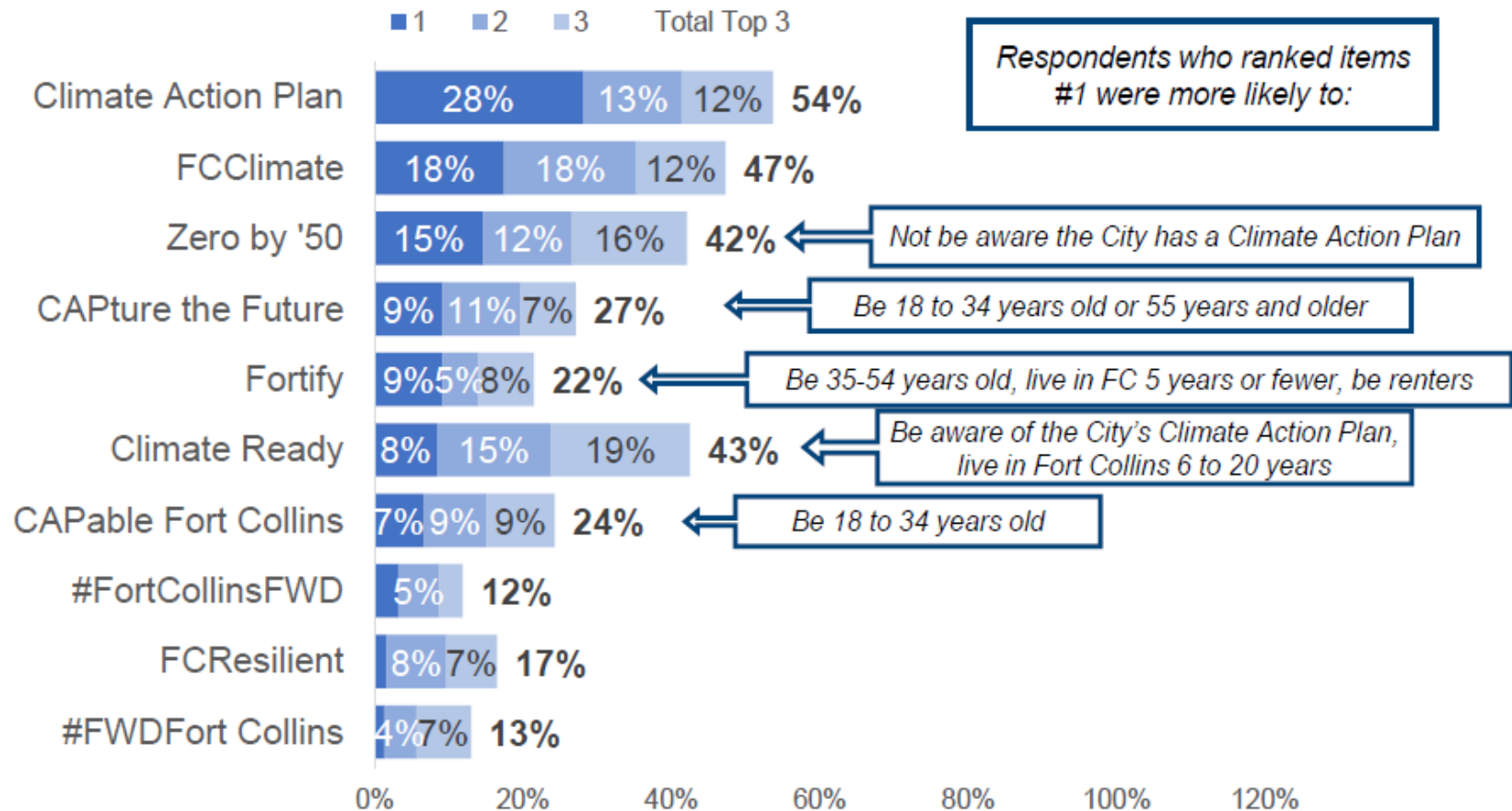
## Top motivators for community buy-in are cost savings and health benefits.



The additional sample showed stronger support for each, but ranked “clear environmental benefit” as the highest

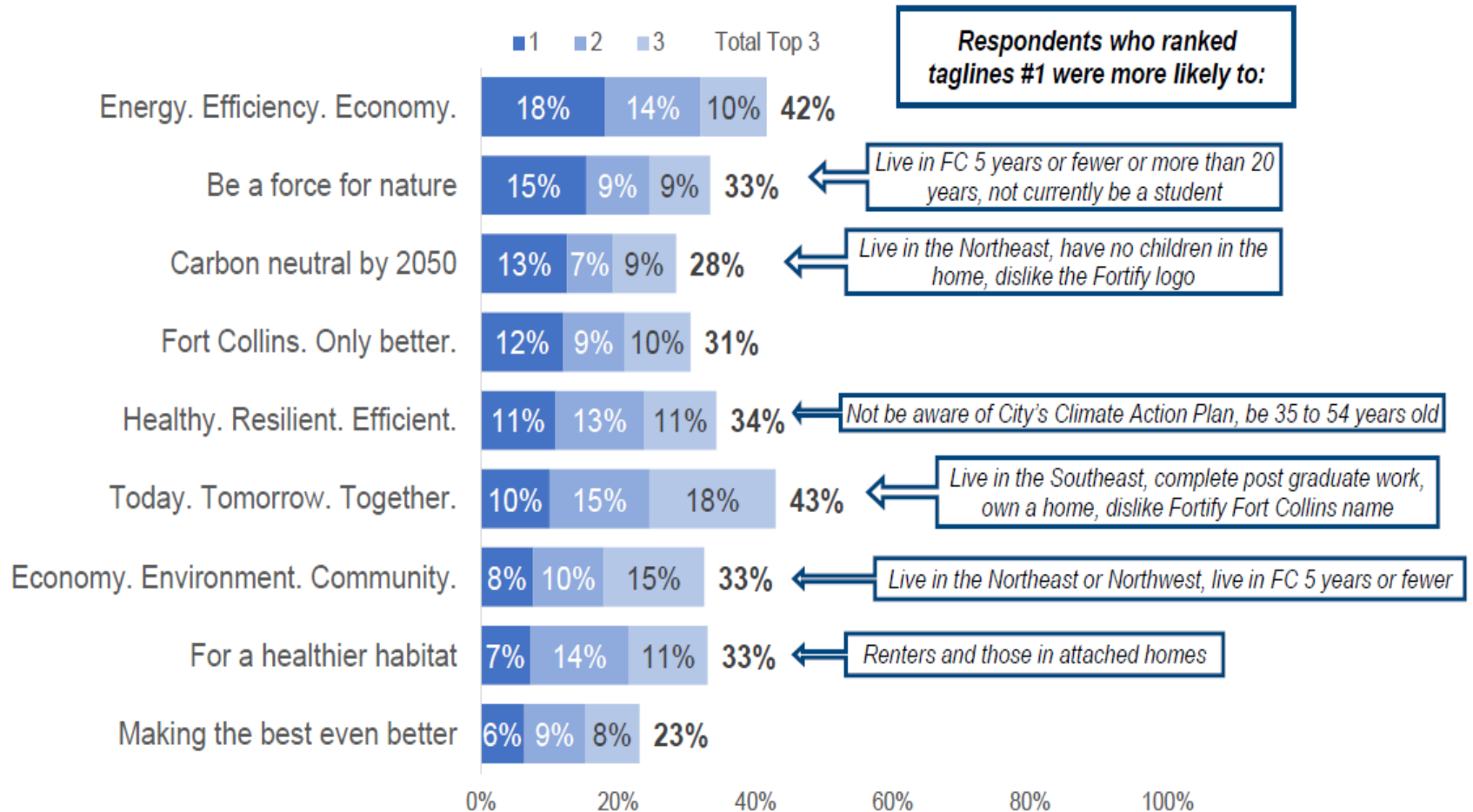
Very likely   Somewhat likely   Somewhat unlikely   Very unlikely   Don't know

# Name preferences



“Climate Action Plan” was also the top result from the Additional Sample. Followed by “Zero by '50” and “Climate Ready.”

# Tagline preferences



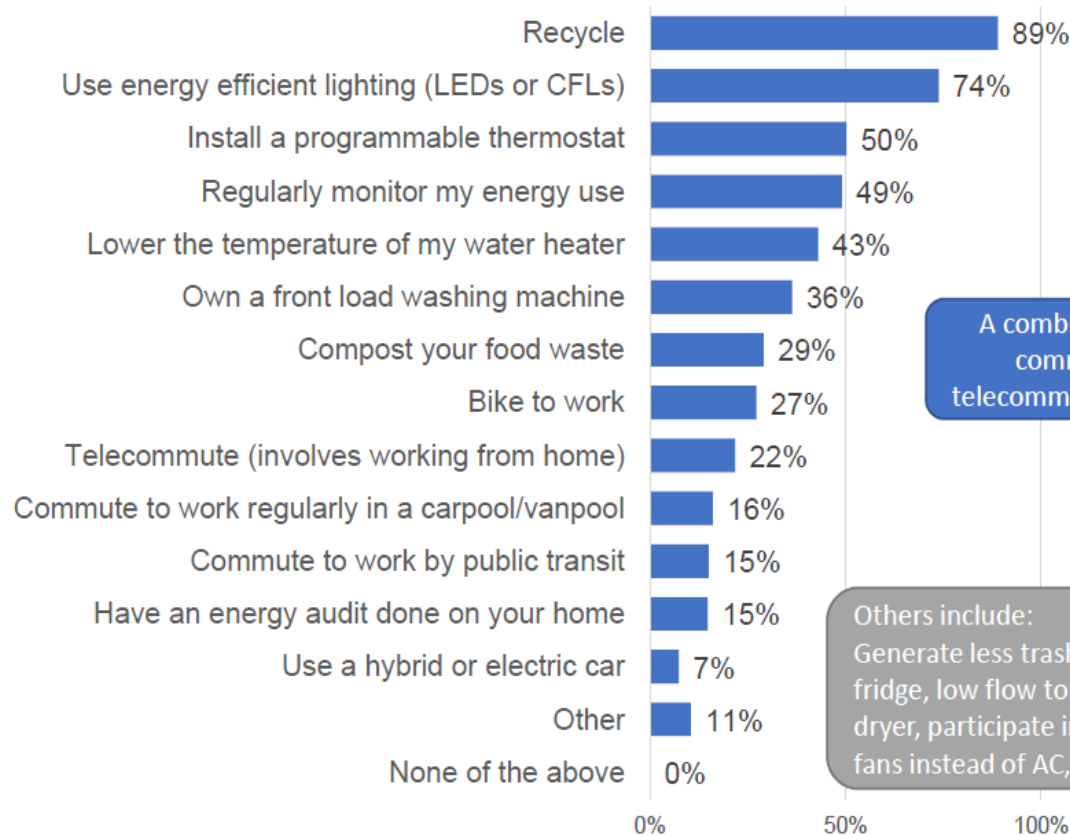
The additional sample ranked “Carbon neutral by 2050” as the #1 tagline

# Current activities

Which of the following activities do/have you participated in?

Base = all respondents (n=231)

(Multiple response question, percentages sum to more than 100%)



Recycling and energy efficient lighting are also used by the majority of the Additional Sample members. However, participation is higher in each area among the Additional Sample, including 25% using a hybrid or electric car and half (51%) bike commuting to work.

A combined 53% indicated participating in an alternative commute to driving to work alone by using a bike, telecommute, carpool, public transit, or hybrid or electric car.

Others include:  
Generate less trash/waste, grow own food, energy star fridge, low flow toilets, hang clothes instead of using dryer, participate in the wind generation program, use fans instead of AC, have solar panels, walk to work.

## **Process to identify best practices cities**

- Discussion with Natural Capitalism Solutions
- Asked EPA
- Asked City of Austin
- Reviewed social media activity
- Reviewed media coverage
- Explored awards
- Broad based web searches
- Initial review of some potential cities
- Made initial contact with some cities





947,890



8,538,000



164,207

# Austin



Austin Energy has provided the single largest source of savings to date

Focused on residential and exploring business opportunities in the future

They leveraged existing campaigns but also looked for one-on-one opportunities like festivals

## Tiers

1. Very easy / large impact
2. Take a bit longer “intermediate “
3. “Advanced” things like buy an electric car or put on solar panels

# Austin



Did not feel it was important to brand the overall campaign.

But did-use net-zero and the colors.

They created a net-zero hero campaign on social media

Focused on:

- Energy
- Transportation
- Recycling including composting of both yard and food waste

Emphasized protecting Austin

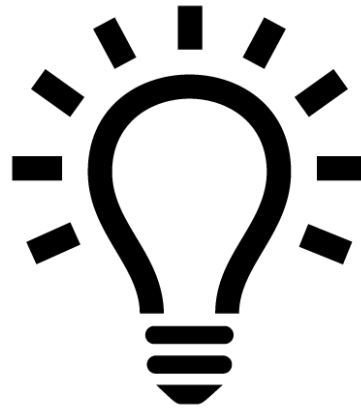
# Austin

## BEGINNER



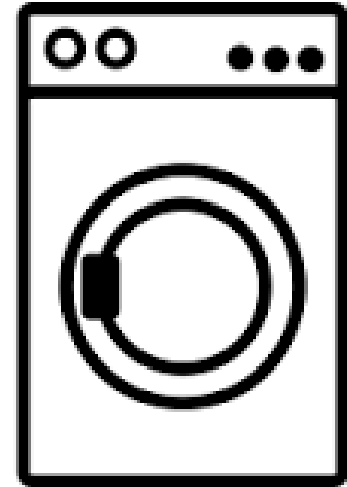
Adjust your thermostat.

## INTERMEDIATE



Replace light bulbs  
with LEDs.

## ADVANCED



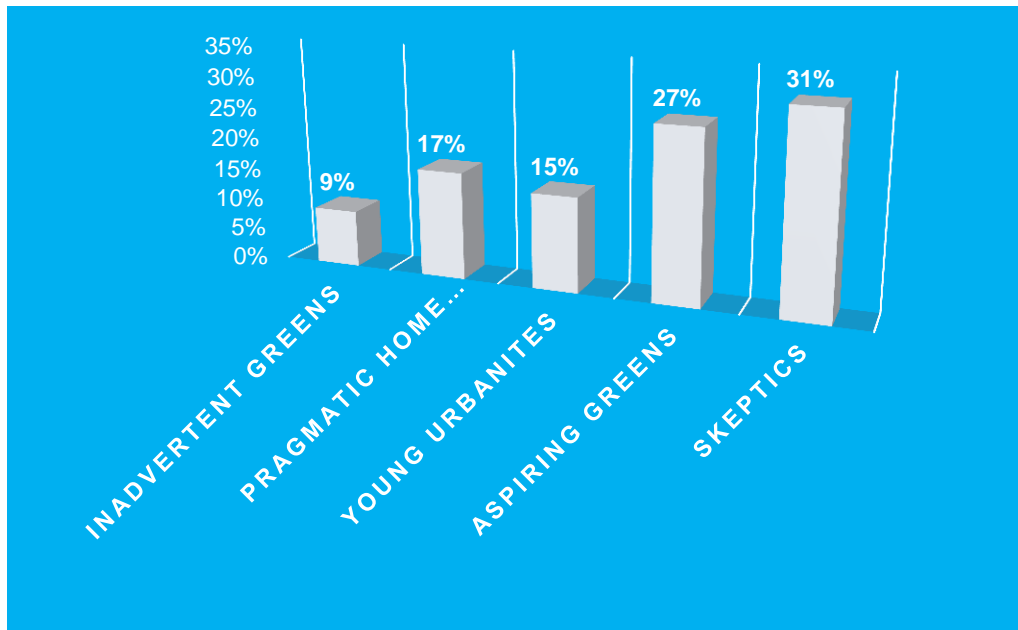
Become an Energy Star  
superstar.

# Austin

Yale Project on Climate Change Communication



Target  
Audiences

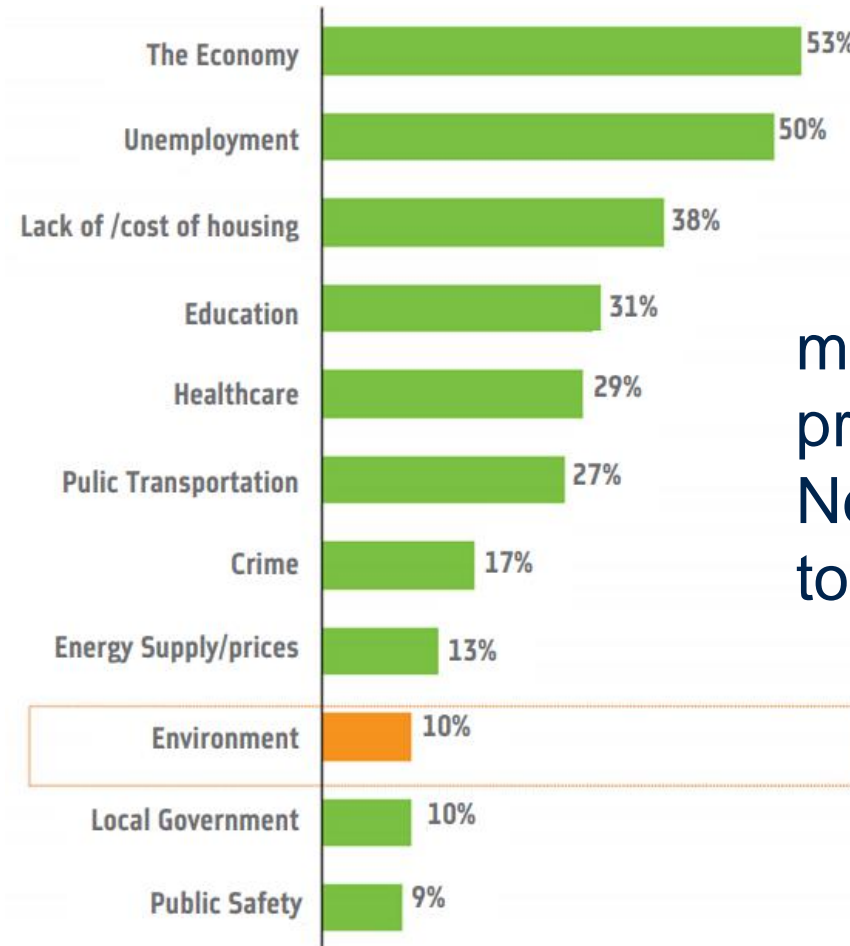


Highest belief in Global Warming  
Most Concerned  
Most Motivated

Lowest belief in Global Warming  
Least Concerned  
Least Motivated



# NY



most important  
problem facing  
New York City  
today...

	Action*	Impact (MtCO <sub>2</sub> e)**
1	Replace conventional gas engine car with a gasoline hybrid	1,189,962
2	Switch to electricity produced from non-fossil fuel or clean sources	859,940
3	Perform a home-energy audit and act on its recommendations	786,346
4	Replace conventional gas engine car with an electric vehicle or plug-in	437,390
5	Weatherize your home	407,929
6	Air dry clothes and use cold water in your dishwasher and washing machine	108,724
7	Replace incandescent bulbs with compact florescent light bulbs (CLFs)	86,737
8	Eat produce in season and purchase it from farmer's markets, green carts, or coops	50,906
9	In winter, turn down the thermostat 10 degrees when leaving for work and again before bed	11,440
10	Optimize vehicle performance by tuning engine, inflating tires, and using correct motor oil	36,568
	<b>Total</b>	<b>4,005,942</b>
	Percentage of NYC GHG Inventory***	7.5%

\*To ensure consistency in calculation, only actions tested in the consumer survey are included

\*\*Metric Ton Carbon Dioxide Equivalent

\*\*\*Inventory of New York City Greenhouse Gas Emissions 2008 (51.5 CO<sub>2</sub>e)



# NY



Focused on residential

They leveraged existing campaigns but also looked for one-on-one opportunities like festivals

Created Partnerships/sponsorships  
Home Depot , Best Buy, NYC Agencies,  
NGOs Like Environmental Defense Fund

Never be  
preachy, fear  
mongering,  
shameful –  
Empowering  
*“More and more  
NYC residents  
are doing this,  
join in!”*





# NY



Cost savings were the primary motivation for the majority of actions especially those actions relating to energy efficiency.

Time savings were also a significant motivator.

Even though concern for the environment was a motivator, they hardly used it as it is not a universal message – *“It is important to not project your personal beliefs onto your audience.”*



NY

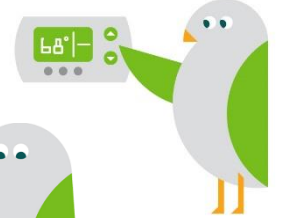
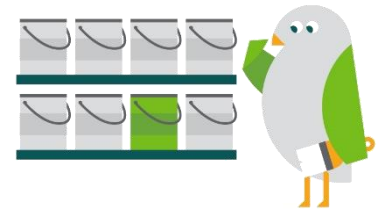
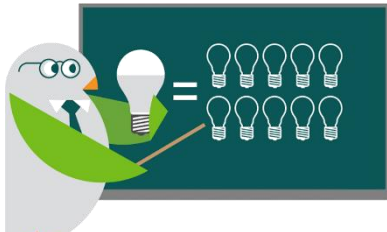




NY



WHAT I  
DON'T EAT,  
I COMPOST.

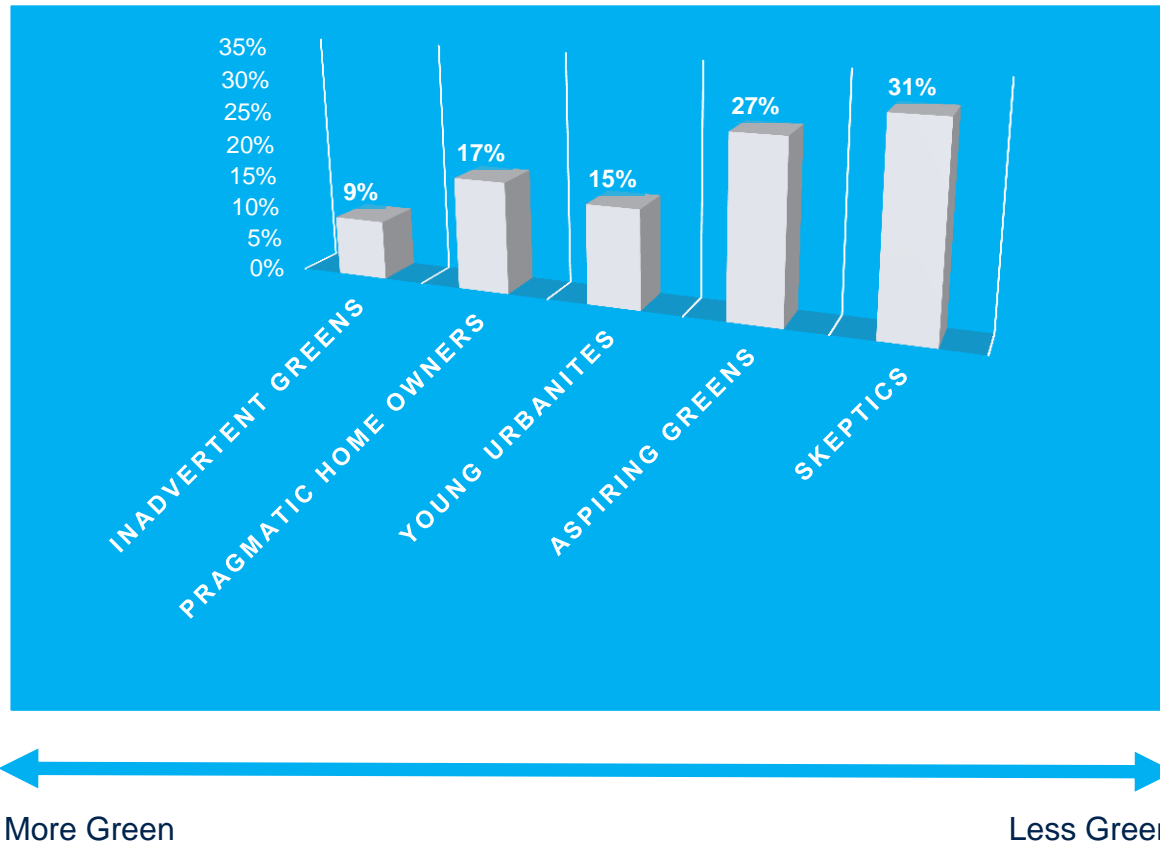




# NY



## Target Audiences



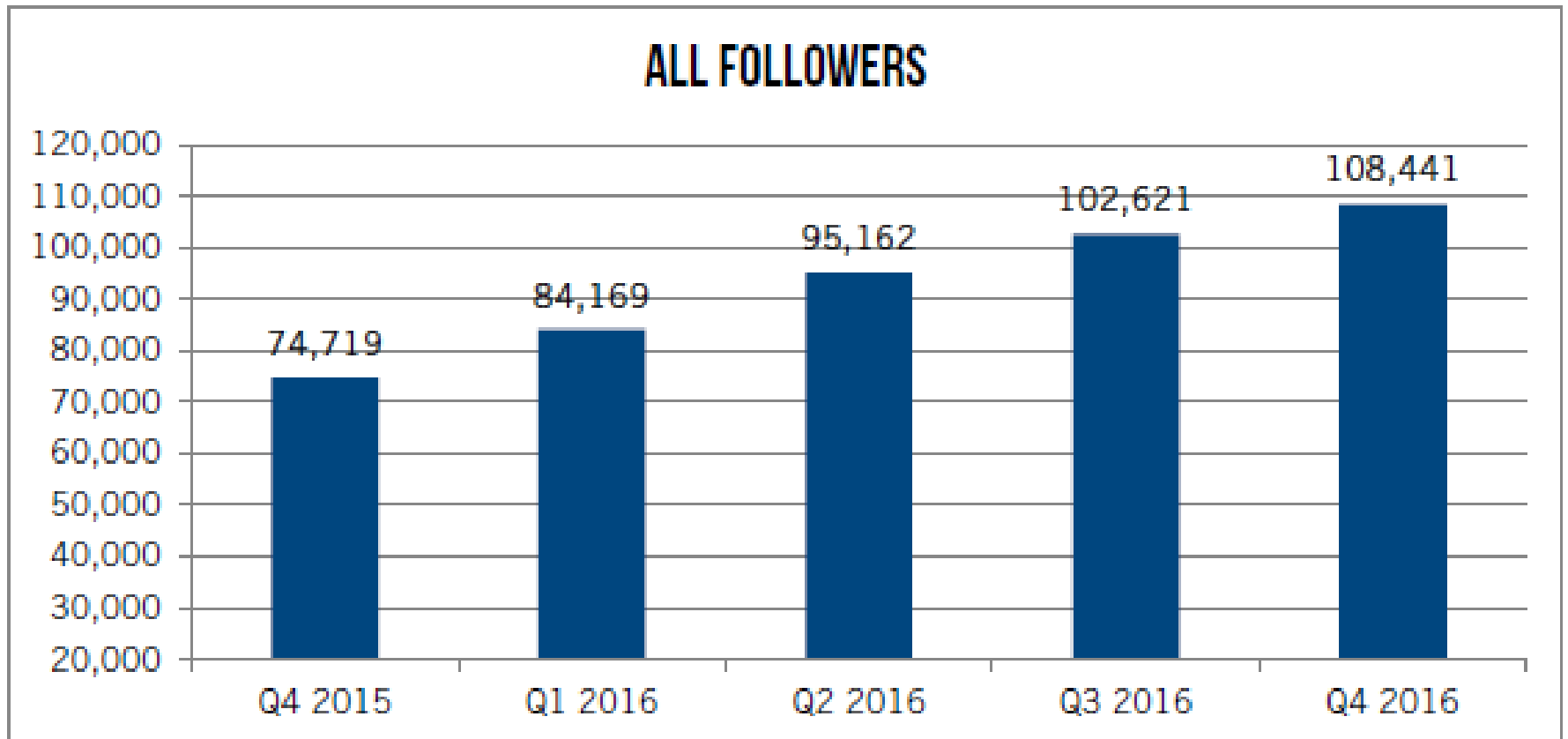
# OBSERVATIONS OF FORT COLLINS

# TOP...

- 3 Smarter City for sustainability
- 3 Best Bicycle City
- 5 Cities with ENERGY STAR Buildings
- 5 Most Educated City
- 10 Environmentally friendly cities
- 10 Healthiest cities
- 20 For energy and transportation

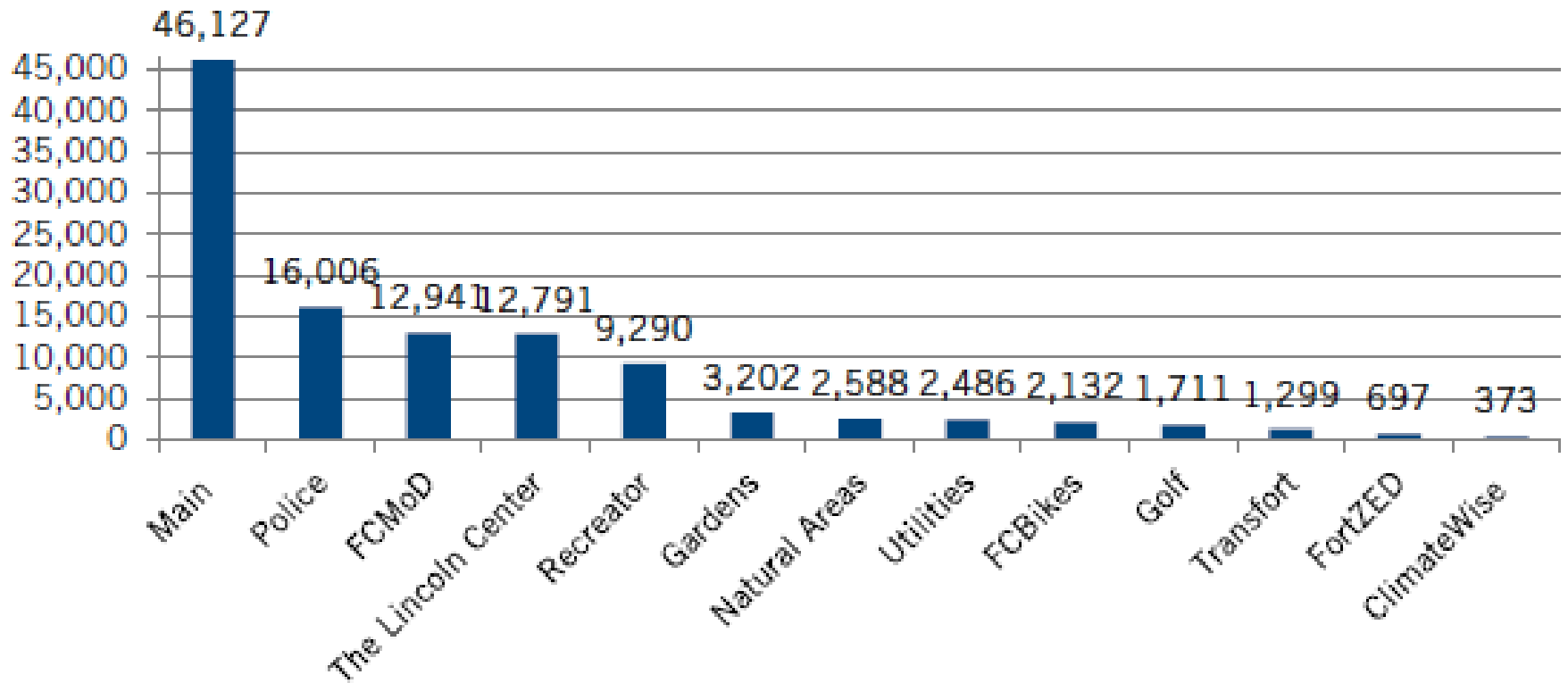
## PLUS:

- Top Nature-Friendly Communities
- Tree City Award
- Innovation in Sustainability Services
- One of America's Most Walkable Small Cities



Total followers on Facebook, Twitter, Instagram, Periscope and YouTube

## TOTAL FOLLOWERS (IN ORDER)



Total followers by department



# Existing Rebates

Air handler Blower Motor	\$150	Occupancy sensors	\$
Air sealing	+\$500	Pressure-reducing heads	+\$80
Air source heat pump	\$300	PRV at Point of Connection:	\$
Central air conditioning	\$300	Rain sensor	+\$30
Circulating Fan	\$50	Recycling refrigerator	\$35
Clothes Washers	\$170	Refrigerator and Freezer	\$120
Dishwasher	\$25	Showerhead	\$10
Drip Conversion Kit	+\$50	Soil moisture sensor:	\$45
Duct Sealing and insulation	\$200	Solar Commercial	+\$100,000
Electric / hybrid vehicle	+\$7,500	Solar residential	+\$1,500
Gas, Propane or Oil Furnaces	\$150	Solar through Tax Credits -	30%
High efficiency nozzles	+\$100	Sprinkler System audit	\$Free
Holiday Lighting	\$	Toilet rebate	+\$75
Home audit	\$320	Water Boiler	\$150
Insulation	+\$900	WaterSense controller:	\$100
LED	\$	WaterSense weather station:	\$50
Mechanical Ventilation	+\$400	Windows	+\$1,000
		Xeriscape/per square foot	\$0.75

## HELP US REACH THE 2020 GOAL BY LOSING 4,200 POUNDS AT HOME

### Energy Savings Actions

- |  |   |
|--|---|
| 1 ☐ Raise cooling thermostat 4 degrees.  | 60-240 lbs CO <sub>2</sub> e            |
| 2 ☐ Reduce number of warm or hot clothes wash loads per week. (Run full loads) | 100 lbs CO <sub>2</sub> e per load less |
| 3 ☐ Reduce electric dishwasher use per week. (Run full loads)                  | 100 lbs CO <sub>2</sub> e per load less |
| 4 ☐ Install LED light bulbs. (Swap out older)                                  | 100 lbs CO <sub>2</sub> e per bulb      |
| 5 ☐ Purchase an Energy Star dishwasher.  | 125 lbs CO <sub>2</sub> e               |
| 6 ☐ Set your water heater to 120°F.  | 150 lbs CO <sub>2</sub> e               |
| 7 ☐ Insulate your hot water heater.  | 175 lbs CO <sub>2</sub> e               |
| 8 ☐ Install low-flow shower heads.   | 250 lbs CO <sub>2</sub> e               |
| 9 ☐ Reduce shower time to 5 minutes.   | 300 lbs CO <sub>2</sub> e/person        |
| 10 ☐ Get a furnace tune-up.  | 300 lbs CO <sub>2</sub> e               |
| 11 ☐ Replace or clean AC filters as recommended.                               | 350 lbs CO <sub>2</sub> e               |
| 12 ☐ Upgrade to an Energy Star front load washer.                              | 500 lbs CO <sub>2</sub> e               |
| 13 ☐ Purchase "Green Energy" from FC Utilities.                                | 500 lbs CO <sub>2</sub> e               |
| 14 ☐ Turn your appliances all the way off. (Unplug load when not in use)       | 600 lbs CO <sub>2</sub> e               |
| 15 ☐ Purchase an Energy Star air conditioner.                                  | 600 lbs CO <sub>2</sub> e               |
| 16 ☐ Install storm or high-efficiency windows.                                 | 800 lbs CO <sub>2</sub> e               |
| 17 ☐ Seal and insulate heating ducts.  | 800 lbs CO <sub>2</sub> e               |
| 18 ☐ Thoroughly seal air leaks in your home with duct mastic.                  | 800 lbs CO <sub>2</sub> e               |

*Continued on reverse.*

- |  |                             |
|--|-----------------------------|
| 19 ☐ Insulate your walls and attic to R49.   | 1,200 lbs CO <sub>2</sub> e |
| 20 ☐ Set heating thermostat to 65-68°F when home and active; 55-58°F at night and when no one is home. | 1,400 lbs CO <sub>2</sub> e |
| 21 ☐ Purchase an energy-efficient, properly sized furnace.   | 2,400 lbs CO <sub>2</sub> e |
| 22 ☐ Install a high efficiency hot water heater.   | 2,500 lbs CO <sub>2</sub> e |

### Fuel Saving Actions

- |   |   |
|---|---|
| 23 ☐ Purchase carbon and/or travel offsets.                           | Variable                                |
| 24 ☐ Register for National Bike Challenge. (Ride 20 miles per week)   | 112 lbs CO <sub>2</sub> e               |
| 25 ☐ Ride your bike to work once a week.                              | 112 lbs CO <sub>2</sub> e               |
| 26 ☐ Reduce miles driven in a car or truck by 20%.                    | 450 - 4,000 lbs CO <sub>2</sub> e       |
| 27 ☐ Employ fuel efficient driving practices.                         | 1,100 lbs CO <sub>2</sub> e per vehicle |
| 28 ☐ Get an engine tune-up and maintain air pressure in your tires.   | 1,500 lbs CO <sub>2</sub> e             |
| 29 ☐ Purchase a more fuel-efficient vehicle than you currently drive. | 2,000 - 10,000 lbs CO <sub>2</sub> e    |

### Solid Waste Saving Actions

- |   |                                     |
|---|-------------------------------------|
| 30 ☐ Recycling curbside 100%  | 1,300 lbs CO <sub>2</sub> e         |
| 31 ☐ Reduce solid waste (60-35 gals = 2,600 lbs CO <sub>2</sub> e & 90-60 = 3,120 lbs CO <sub>2</sub> e). | 2,600 - 3,120 lbs CO <sub>2</sub> e |

### Health Related Actions

- |  |  |
|--|--|
| 32 ☐ Check your home for radon.                                    | N/A  |
| 33 ☐ Raise cooling thermostat 4 degrees.                           | 60-240 lbs CO <sub>2</sub> e                       |
| 34 ☐ Plant trees.  | 25 lbs CO <sub>2</sub> e / tree                    |
| 35 ☐ Switch from meat to vegetarian meals one or more days a week. | 700 lbs CO <sub>2</sub> e per regular day switched |

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For more information visit [fcgov.com/climateaction](http://fcgov.com/climateaction)  
Auxiliary aids and services are available for persons with disabilities.



# INITIAL VISION

## #6

# GUIDING PRINCIPLES

1. Make data driven decisions
2. Focus in the middle
3. Select behaviors with greatest impact & likelihood
4. Focus on no more than ten – perhaps launch with five
5. Leverage existing resources
6. Leverage trusted advocates
7. Make the “ask” easy
8. Leverage public norming and pride of place
9. We can’t do it alone - create partnerships
10. Provide incentives (Benefits)

# INITIAL VISION

- Phase 1 campaign - 6 weeks
- Focus on energy, transportation and waste
- Pick products and behaviors with incentives / discounts
- Do not make it about the CAP
- Focus on educable moments (home / store / work)
- Recruit internal and external partners to provide greatest possible incentives, brand equity and exposure

# Next Steps #7



# Discussion #8







THANK YOU

