



**REGULAR MEETING of the Citizens Advisory Committee of the  
Peninsula Clean Energy Authority (PCEA)  
Thursday, May 5, 2016**

400 Harbor Blvd.  
Building B, Belize Room  
Belmont, CA 94002  
7:00 p.m.

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*If you wish to speak to the Committee, please fill out a speaker's slip located on the tables as you enter the Board meeting room. If you have anything that you wish to be distributed to the Committee and included in the official record, please hand it to a member of PCEA staff who will distribute the information to the Committee members and other staff.*

**WELCOME AND ADMINISTERING THE OATH OF OFFICE**

**ROLL CALL**

**PUBLIC COMMENT**

This item is reserved for persons wishing to address the Committee on any PCEA-related matters that are as follows: 1) Not otherwise on this meeting agenda; 2) Chief Executive Officer's or Staff Report on the Regular Agenda; or 3) Committee Members' Reports on the Regular Agenda. Public comments on matters not listed above shall be heard at the time the matter is called.

As with all public comment, members of the public who wish to address the Committee are requested to complete a speaker's slip and provide it to PCEA staff. Speakers are customarily limited to two minutes, but an extension can be provided to you at the discretion of the Committee Chair.

**ACTION TO SET AGENDA**

This item is to set the final regular agenda.

**REGULAR AGENDA**

1. Adoption of Regular Meeting Schedule of the Citizen's Advisory Committee (Action)
2. Presentation on the Brown Act (Discussion)
3. Updates from County Staff (Discussion)
4. Discussion of Marketing and Communications (Discussion)

Public records that relate to any item on the open session agenda for a regular board meeting are available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to all members, or a majority of the members of the Board. The Board has designated the Office of Sustainability, located at 455 County Center, 4th Floor, Redwood City, CA 94063, for the purpose of making those public records available for inspection. The documents are also available on the PCEA's Internet Web site. The website is located at: <http://www.peninsulacleanenergy.com>.



## **Citizens Advisory Committee Meeting Schedule 2016**

Location: 400 Harbor Blvd., Building B, Belize Room, Belmont, CA 94002

<b>Meeting Date</b>	<b>Time</b>
May 5, 2016	7:00pm
June 2, 2016	7:00pm
July 7, 2016	7:00pm
August 4, 2016	7:00pm
September 1, 2016	7:00pm
October 6, 2016	7:00pm



**PENINSULA CLEAN ENERGY**  
**Citizens Advisory Committee Correspondence**

**DATE:** May 3, 2016  
**BOARD MEETING DATE:** May 5, 2016  
**SPECIAL NOTICE/HEARING:** None  
**VOTE REQUIRED:** Majority Present

**TO:** Peninsula Clean Energy Citizens Advisory Committee  
**FROM:** Jim Eggemeyer, Director, Office of Sustainability, County of San Mateo  
**SUBJECT:** Presentation regarding the Marketing and Communications Plan

**RECOMMENDATION:**

Receive information from and provide direction to Staff regarding the Marketing and Communications Plan

**BACKGROUND:**

The County of San Mateo's Office of Sustainability (OOS) has been conducting outreach on behalf of Peninsula Clean Energy (PCE) since early 2015. In February 2015, after a competitive request for proposals (RFP) process, the firm Circlepoint was selected to assist OOS staff with outreach tasks for PCE, including the development of the website ([www.PeninsulaCleanEnergy.com](http://www.PeninsulaCleanEnergy.com)), branding guidelines, a logo and outreach materials.

In addition to using the materials provided by Circlepoint, the OOS has been employing a number of outreach and communications strategies, including:

- hosting workshops for residents, elected officials, city staff and local businesses;
- tabling at community events;
- giving presentations to community organizations, city councils, chambers of commerce and government agencies;
- managing and posting on the PCE Twitter and Facebook Group;
- managing the PCE listserv;
- forming and staffing monthly PCE Advisory Committee meetings; and
- training and working with local PCE advocates.

The PCE 2016 Outreach and Communications Plan was written by OOS staff, with input from the PCE Advisory Committee, to inform outreach and communications efforts

during PCE's implementation. It builds upon prior outreach, while expanding to new audiences, using new communication platforms and increasing customer awareness about PCE's electricity options and programs. To accommodate these additional outreach efforts, the OOS sought the services of a qualified contractor to develop a strategic marketing plan and implement a marketing campaign on behalf of PCE.

**DISCUSSION:**

The PCE Board of Directors and County staff have made significant progress towards a successful launch and implementation of PCE. A key element to PCE's success is ensuring that residents, businesses, elected officials and stakeholders in San Mateo County are well informed about the program and their electricity options. An effective marketing and outreach campaign can build brand recognition, increase positive customer sentiment towards PCE and ultimately retain customers in the program (decrease PCE's "opt-out" rate). It is anticipated that PCE will have a "soft-launch" of its marketing campaign in May 2016 with a full launch in June 2016.

To assist with implementation of the marketing campaign and develop marketing strategies, the OOS released an RFP in December 2015 for services developing and implementing a full marketing campaign on behalf PCE. Four firms responded to the RFP. Circlepoint was selected, with Green Ideals and InterEthnica acting as sub consultants, based on their previous experience working on similar projects, quality of work, customer service approach and cost competitiveness.

As part of their scope of work, Circlepoint has developed a Strategic Marketing and Outreach Plan (Plan) to guide implementation of PCE's marketing campaign. The marketing campaign will provide San Mateo County residents, businesses, stakeholders, elected officials and the general public with information about the operations and services provided by PCE. The Plan defines objectives, goals, challenges, target audiences, messaging, communication channels, and measurements of success. The Plan may change as the PCE brand develops and PCE meets key milestones in its implementation timeline.

Circlepoint gave a presentation on the Plan to the PCE Board of Directors at the PCE's Board regular meeting on March 28<sup>th</sup>, 2016. Comments from the PCE Board and your Committee will be incorporated into the final version of the Plan.

**FISCAL IMPACT:**

There is no fiscal impact associated with receiving this presentation.

**ATTACHMENTS**

- A. Strategic Marketing and Communications Plan



# Strategic Marketing and Communications Plan Draft 4/26

## **Introduction**

Peninsula Clean Energy (PCE) is San Mateo County's Community Choice Energy (CCE) program that will serve as the default electricity service provider to all residents, businesses and cities throughout San Mateo County. PCE will enable residents and businesses to have a choice in selecting who sources their electricity and what percentage of that power will come from a renewable source. PCE has hired Circlepoint, in collaboration with Green Ideals and InterEthnica, to develop, launch and manage a marketing and communications campaign that will educate, inform and raise awareness for the PCE brand and its services for all San Mateo County residents and businesses.

The following Strategic Marketing and Communications Plan (plan) will serve as a roadmap for the implementation of a marketing program that provides San Mateo County residents, businesses, stakeholders, elected officials and the general public, among other key audiences, with information about the operations and services provided by PCE. The plan will define objectives, goals, issues and challenges, target audiences, messaging, communications channels, and measurements of success.

The plan serves as a companion document to the 2016 Outreach and Communications Plan and is intended to be a living document that will be assessed and refined as the campaign is implemented. The plan will also grow and mature alongside the PCE brand to fit the evolving needs of its constituents.

## **Goals and Objectives**

The primary goal of the plan is to educate and inform the general public in San Mateo County about PCE and establish household recognition and trustworthiness for the PCE brand within the county in an effort to secure a successful program with minimal opt-outs.

The core objectives of the plan focus on increasing brand awareness and enhancing public outreach and input around key program milestones in order to create a transparent, trustworthy brand that is seen as a source of pride for the residents of San Mateo County.

Specific objectives include:

- Develop a trustworthy and representative brand with household recognition within San Mateo County
- Provide clear, accurate and easily accessible program information
- Maintain an opt-out rate below 10%, (for default 50% renewable energy option)
- Gain at least 5% residential enrollment for 100% renewable energy option
- Gain at least 1-2% business enrollment for 100% renewable energy option

## PCE Brand Evolution

### *Evolving the Brand for Customer Understanding*

Throughout exploration of the CCE program during 2015, Circlepoint developed branding, collateral and communication materials to introduce San Mateo County to the concept of Community Choice. The Office of Sustainability (OOS) has conducted educational outreach and workshops to facilitate this understanding. Now that all 20 communities have unanimously agreed to participate—a milestone worth celebrating—we need to evolve our initial messaging to build a sense of excitement and expectation for this positive transformation to pre-launch PCE, using references that include success stories of operational CCEs in the state and testimonials from certified green businesses.



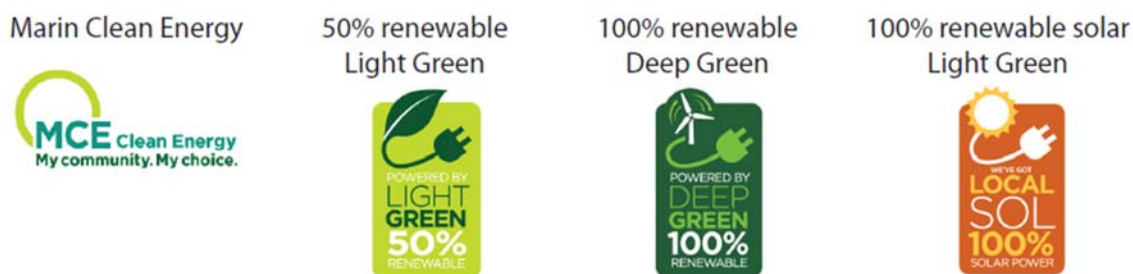
The brand evolution will result in messaging that goes beyond education to convey benefits and create a brand experience that builds trust and shows that choice is, indeed, a good thing.

### *Naming Electricity Products (sub-branding)*

Building a sense of excitement will stem from the creation of sub-brands, which will establish the different products available through PCE and help further distinguish each product as a unique entity within the overarching PCE brand. The names we develop will be based on the overarching brand personality taking shape for PCE, while suggesting appropriate “levels” to customers. They will fit within the brand family in a logical and meaningful way, offering not just identifiers but a convenient shorthand for marketing communication.

Each of the currently operational CCA/CCEs in the state of California has sub-brands for their product offerings, which fit both logically and visually within the overarching umbrella of their main brands. Marin Clean Energy, the first to launch a CCA in 2010, offers a 50% renewable default product called Light Green and a 100% renewable product called Deep Green. Their

recently introduced local solar program, for instance, is called Local Sol. Potential sub-branding names for PCE will have relevance for San Mateo County.



Our work will include the distillation of a few key, well-considered sub-brand options along with graphic representations for each. These will be included in our focus group discussions in late April/early May, so we may gauge response of targeted groups not just to the language, but also to the image of each of the proposed sub-brand options among diverse target audiences. This may prove to be especially important with cultural groups for whom English is a second language.

## Key Issues and Challenges

CCE programs disrupt a paradigm that has been in place since the establishment of power companies. Customers have come to expect the miracle of electricity service as a given, and have learned not to have to think about it beyond changing a service address when they move. Many potential customers may have a “don’t make me think” approach to issues regarding their electricity providers. Our years of work with other operational CCEs in the state have shown that additional concerns of many electricity customers include:

- **Reliability**—“Will this new service be as reliable as my current service?” Addressing the issue of reliability through action in addition to words is critical to persuasion. We’ll need to articulate specific promises, and keep them.
- **Vulnerability**—“If I stay with PCE, will I be penalized by PG&E when my lines need servicing?” We must convey the partnership between these two brands, while clearly maintaining the distinctions.
- **Trust**—“What’s a government agency doing in the electricity business?” Focusing on the aspect of not-for-profit and community control has proven to be key to developing trust, and to surmounting initial suspicion.
- **Cost**—“How much more will it cost me to buy greener electricity?” Looking issues of cost directly in the eye, even when it’s not necessarily to the program’s advantage (as may sometimes be the case) is always the best policy. Ultimately, honesty about these issues will earn trust in the brand.
- **Value**—“I know that renewable electricity is better than fossil-fuel-based electricity, but if it costs more I’m not sure it’s worth it to me.” Addressing bigger-picture issues of the *true*



cost of fossil fuels, while retaining relevance to the everyday concerns of people requires a balanced strategic approach to communication.

- **Convenience**—“Will my service be interrupted?” Being very clear when stating the facts, simply, appropriately and consistently, is key.
- **Altruism**—“Is this going to put the guys who work on electrical lines out of a job?” Some people may be concerned that PG&E workers’ jobs will be jeopardized by this program. Communicating the partnership aspects of the relationship with PG&E and their role in the program is important to assuring a sense of ethics and fairness.

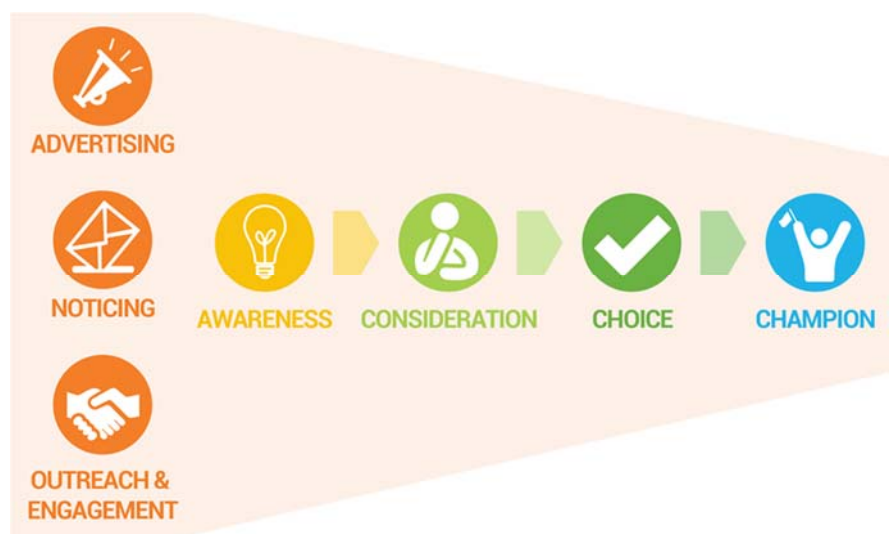
To help address these concerns, we will emphasize the following benefits provided by the program:

- Taking meaningful action on climate change without doing a thing
- Supporting a cleaner environment without higher electricity costs
- Helping to build green energy projects close to home
- Giving a gift to future generations
- Doing the right thing to do for the environment and the community
- Choosing who sources my electricity, and how green it is
- Helping to build a greener workforce in California
- Rates that will be more stable than they have been in the past

To add legitimacy and create a personal connection to the brand, we will recruit a diverse cross-section of our target audiences to be featured in the campaign. We will produce both a photo and video shoot to capture a variety of voices and faces to represent PCE. Not only does this ensure the campaign reflects San Mateo County diverse audiences, it also creates an opportunity to generate enthusiasm and leverage early champions. We will work with the OOS to identify interested elected officials, partners, and internal stakeholders as potential participants as well.

#### *Phased Customer Rollout & Early Adopter Program*

Potential PCE customers will be introduced to the program through a series of phased rollouts: 1) residents and small/medium businesses, 2) residents and large businesses and 3) residents and agriculture. The phased rollout will be based on current PG&E customer account numbers, which are not associated by city, zip code or any



other geographical reference. This adds complexity to customer noticing, messaging, targeted advertising and strategic outreach. The absence of a focused geographical or jurisdictional audience will require clear messaging and a saturation of advertising and marketing activities throughout the county. Our communications activities will guide audiences from awareness to consideration to choice (not opting out) and then to advocacy as a champion. The complexity of the phased roll-out will also require that we shape the messaging so customers do not become aggravated for hearing about a service that they may not be part of the initial roll-out.

To solve this challenge, we will create an early adopter program that allows residents and (and potentially small businesses) to sign up for service and opt-in ahead of their scheduled enrollment period. Our advertising and marketing materials will promote the early adopter option and direct people to a landing page, where people can sign up directly on the website. This will help to build a level of excitement around the program while potentially relieving the disappointment of some who may not be in early roll-out phases.

One objective for having an early adopter program is to build champions for the brand. These brand champions will provide an organic promotional channel through word of mouth to friends, family and neighbors. In addition, the early adopter program will help inform the public about the phased rollout process. Due to the approach of phasing customers in by existing PG&E account numbers, early adopters will help mitigate misinformation about the program and dispel myths about why certain people have been assigned to a specific phase of the rollout.

#### *Watching for Speed Bumps*

Our experience in helping to launch other operational CCEs in the state has taught us to keep our eyes open for potential hazards, including negative campaigns that may be launched in opposition to the brand. We've found that it's best to take an offensive position rather than a defensive one, addressing potential concerns in overall messaging with complete transparency (e.g. the fact that PCE programs will be helping to train for and develop green jobs and the somewhat delicate subject of unbundled energy Renewable Energy Credits—which PCE can proudly state it's not buying).

### **Target Audiences**

San Mateo County has a diverse population with a variety of cultural backgrounds, ages, education and income levels. In order to establish effective communications, it is essential to define target audiences to help define key messaging. The diverse population creates a variety of motivations for potential PCE customers, ranging from economic impact to environmental sustainability. In many cases, different groups share basic concerns, but each may have its own specific perspective. Our plan maps out the variety of diverse range of target audiences:

- General Audience/Customers at large/PG&E customers
- Solar customers
- Spanish language speakers
- Tagalog language speakers
- Chinese language speakers

- Low income residents
- Champions and early adopters
- Seniors
- School districts (23 in SMC)
- Special districts
- Elected officials
- Commercial/Industrial/ Business
- Environmental advocates

For more information about the target audiences, their unique motivations and our preliminary tailored messages, see the Messaging Framework in the subsequent section.

### *Multicultural Communications*

Peninsula Clean Energy is committed to providing support and resources for customers for whom English might be a second language. Due to the diversity of San Mateo County's population, all messaging, notices, advertising and marketing must be multilingual. According to the US Census, nearly half (46%) of San Mateo County's residents speak a language other than English at home. Of the languages other than English, Spanish, Tagalog and Chinese are the most prominent. Although some areas of the county are home to a larger and more concentrated population of Spanish, Tagalog and Chinese language speakers, collateral that includes pertinent information about PCE services, and the rollout phases, will be developed to include multiple languages to maximize efficiency and reduce customer frustration.

We always include English when creating informational materials because many of the county's non-English speakers, as well as those persons that are Limited English Proficient (LEP), demonstrate a measurable understanding and familiarity with English. Therefore, the inclusion of English on materials gives the LEP and bilingual residents the ability to cross-reference information in two languages. This is especially valuable to bilingual persons for two reasons:

1. Bilingual persons born in the U.S. who use their first language primarily at home are often accustomed to using English outside of the home.
2. Many non-English speakers do not trust the quality of translated text and feel reassured when they cross-reference information with written English text that they may understand just as well.

InterEthnica will conduct four monolingual or multilingual focus groups to help PCE gain a deeper understanding of how well the participants relate to the creative concepts and messages designed to inform and encourage them to choose PCE and their attitudes about clean energy and environmental health. Focus groups will take place in different areas throughout the county to ensure easy access to audiences county-wide.

In addition to the focus groups, we will also create a brief (five questions) print and online survey that will be used at community events and distributed digitally via partners. We will measure general awareness, attitudes, and preferred communication channels.

## Messaging

The draft messages listed below have been shown (in other operational CCEs) to resonate with large segments of the general audience. Late April focus groups will test key messaging and potential product names, including testing with multilingual groups. We'll ask open-ended questions that will serve to confirm or refute our own assumptions, while allowing a platform for general commentary and concerns to further inform communication and messaging strategies.

Internal brainstorming with the complete Communication Team, and the results of focus groups with mainstream, Hispanic, Chinese and Filipino audiences will guide us in the development of 4-6 key mainstream messages for use in the advertising/media campaign. These key messages will be interpreted for use in multicultural markets, including key sub-messaging points that will resonate best with each ethnic group. Please see preliminary overall and sub-messaging below.

### Overall Messaging Options

- We have the power/right to choose cleaner electricity
- We have the power/right to choose our “energy provider”
- Cleaner electricity means a better future for our families
- Supporting clean energy programs means job development close to home
- We choose a local, not-for-profit energy provider
- We want to help build local green energy programs
- We choose locally sourced renewable energy
- We want to reduce the use of fossil fuels
- Renewable electricity means reliable rates and service
- Program profits will be reinvested into our communities, rather than paying PG&E shareholders
- San Mateo County is proud to go green (and be a leader in the state and nation)
- We're focused on a greener future
- PCE is community-controlled, and is investing in our collective future

Messaging Framework		
Audience	Motivations	Preliminary Messages
General Audience/Customers at large/PG&E customers  <i>Note:</i> There is a large percentage of the population who live in rental	<ul style="list-style-type: none"> <li>● Environmental health</li> <li>● Clean energy</li> <li>● Sustainability</li> <li>● Trustworthiness</li> <li>● Reliability</li> <li>● Cost</li> <li>● Choice</li> <li>● Local re-investment</li> <li>● Reduce pollution</li> </ul>	<ul style="list-style-type: none"> <li>● Choose PCE renewable energy today, so our environment can thrive tomorrow.</li> <li>● Choose local energy today, so our community can thrive tomorrow.</li> <li>● Community energy is locally controlled.</li> <li>● Keeping profits local means creating green jobs in San Mateo County.</li> <li>● PCE offers you the power to choose your energy source.</li> </ul>

<p>properties, which means that they may or may not be the decision makers regarding where their energy is sourced.</p>	<ul style="list-style-type: none"> <li>● Impact on future generations</li> <li>● Local control</li> </ul>	<ul style="list-style-type: none"> <li>● Our community, our power, our choice.</li> <li>● PCE offers clean, affordable local energy.</li> <li>● PCE retains the reliability you can count on, while delivering cleaner, greener electricity.</li> </ul>
<p>Solar customers</p>	<ul style="list-style-type: none"> <li>● Additional sustainability</li> <li>● Cost</li> <li>● Choice</li> <li>● Maintenance</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Convenient. Renewable. Reliable.</li> <li>● With PCE, it's easy to stay green while saving green. PCE will buy your excess electricity at beneficial rates.</li> <li>● Harness your solar power to do more for the community.</li> <li>● If you need additional electricity when the skies are gray, PCE is here for you with affordable, reliable, renewable energy</li> <li>● We know you care about a cleaner environment and sustainability. PCE shares your desire for clean, renewable energy.</li> <li>●</li> </ul>
<p>Spanish language speakers</p>	<ul style="list-style-type: none"> <li>● Accessible</li> <li>● Healthy Environment for Family, Friends, Community</li> <li>● Cost</li> <li>● Choice</li> <li>● Local focus</li> <li>● Sustainability</li> <li>● trust</li> </ul>	<ul style="list-style-type: none"> <li>● PCE gives you the power to choose green and breathe clean!</li> <li>● Clean energy means healthy families and communities.</li> <li>● Our community, our power, our choice.</li> <li>● Keeping electricity profits in our communities will promote green jobs close to home.</li> <li>● PCE offers you the power to choose your energy source.</li> </ul>
<p>Tagalog language speakers</p>	<ul style="list-style-type: none"> <li>● Choice</li> <li>● Accessible</li> <li>● Healthy Environment for Family, Friends, Community</li> <li>● Cost</li> <li>● Local focus</li> <li>● Environmental health</li> <li>● Sustainability</li> <li>● Trust</li> </ul>	<ul style="list-style-type: none"> <li>● PCE is the healthy choice for your family and community.</li> <li>● PCE means friendly service and reliability you can count.</li> <li>● PCE gives you the option to choose clean energy and live in a healthier environment.</li> <li>● PCE offers you the power to choose your energy source.</li> </ul>

Chinese language speakers	<ul style="list-style-type: none"> <li>● Accessibility</li> <li>● Educated Choice</li> <li>● Long Term Benefits</li> <li>● Cost</li> <li>● Local focus</li> <li>● Investment</li> <li>● Environmental health</li> <li>● Sustainability</li> <li>● Trust</li> </ul>	<ul style="list-style-type: none"> <li>● Choose PCE to save now and create a cleaner environment for future generations.</li> <li>● With PCE, stay green while saving green.</li> <li>● PCE is the smart choice. Protect your children, help the environment, and save money.</li> <li>● Choose PCE to save while investing in a healthier environment.</li> <li>● PCE offers you the power to choose your energy source.</li> </ul>
Low income residents	<ul style="list-style-type: none"> <li>● Cost</li> <li>● Reliability</li> <li>● Retention of CARE programs</li> <li>● Stable rates</li> <li>● Health (Low-income communities traditionally have larger numbers of people suffering from asthma)</li> </ul>	<ul style="list-style-type: none"> <li>● You don't have to pay a premium price for premium service. PCE is the local source for your clean power.</li> <li>● Make the local choice for clean, renewable energy without any extra cost.</li> <li>● PCE offers clean, affordable local energy you can count on.</li> <li>● PCE means friendly service and reliability you can count on.</li> </ul>
Champions and early adopters	<ul style="list-style-type: none"> <li>● Leading by example</li> <li>● Sustainability</li> <li>● Environmental health</li> <li>● Local focus/pride</li> <li>● Being the first to make the switch</li> </ul>	<ul style="list-style-type: none"> <li>● Your support will help CA combat climate change.</li> <li>● Thanks for helping lead the charge against climate change!</li> <li>● Help pioneer clean, local energy in San Mateo County.</li> </ul>
Seniors	<ul style="list-style-type: none"> <li>● Impact on future generations</li> <li>● Leading by example</li> <li>● Trust</li> <li>● Cost</li> <li>● Environmental health</li> <li>● Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>● It's time that we had a choice. Help make San Mateo County choose clean energy.</li> <li>● Do you know where your power comes from? Help support a local energy program.</li> <li>● Future generations are counting on you, choose local sustainable energy.</li> <li>● PCE offers clean, affordable local energy you can count on.</li> </ul>
School districts (23 in SMC)	<ul style="list-style-type: none"> <li>● Impact on future generations</li> <li>● Trust</li> <li>● Leading by</li> </ul>	<ul style="list-style-type: none"> <li>● Shaping the leaders of tomorrow starts today. Help them thrive in and out of the classroom. Choose clean energy.</li> <li>● There's nothing academic about it, the</li> </ul>

	<ul style="list-style-type: none"> <li>● example</li> <li>● Cost</li> <li>● Environmental health</li> <li>● Local focus</li> </ul>	<p>smart choice is the local choice. Get local renewable energy with PCE.</p> <ul style="list-style-type: none"> <li>● Multiple choice just got real. Choose where your power comes from.</li> </ul>
Special districts	<ul style="list-style-type: none"> <li>● Trust</li> <li>● Leading by example</li> <li>● Cost</li> <li>● Environmental health</li> <li>● Local focus</li> </ul>	<ul style="list-style-type: none"> <li>● You're already leading the charge, choose local, renewable energy from PCE to keep San Mateo County moving forward.</li> <li>● The health of our local environment is vital to the health of our future. Choose clean, energy from PCE.</li> <li>● PCE offers a local choice you can trust for clean, renewable energy.</li> <li>● San Mateo County is our home. Let's make the smart choice for clean local power.</li> </ul>
Elected officials	<ul style="list-style-type: none"> <li>● Serving constituents needs/desires</li> <li>● Local focus</li> <li>● Impact on future generations</li> <li>● Cost</li> <li>● Environmental health</li> <li>● Meeting climate goals set by CA governor</li> </ul>	<ul style="list-style-type: none"> <li>● CCE is the most efficient route to reduced GHGs, to meet our communities' climate action goals.</li> <li>● When you support clean, local energy, you support economic growth in San Mateo County.</li> <li>● A cleaner future is a greener future. PCE offers clean, local energy for sustainability and growth in San Mateo County.</li> <li>● Let's keep our clean, renewable energy and jobs in San Mateo County.</li> <li>● The choices we make now impact future generations. Help them live in a healthier San Mateo County. Choose clean, renewable energy.</li> </ul>
Commercial/Industrial/ Business	<ul style="list-style-type: none"> <li>● Cost</li> <li>● Place in the community</li> <li>● Local focus</li> <li>● Leading by example</li> <li>● Reducing pollution</li> <li>● Setting example for employees</li> <li>● Reputation among socially conscious customer groups</li> <li>● Recruitment of talent</li> </ul>	<ul style="list-style-type: none"> <li>● PCE offers a local choice for affordable, renewable energy you can rely on.</li> <li>● Your community is counting on you, choose local sustainable energy, choose PCE.</li> <li>● The health of our local economy is vital to the growth of our community. Invest in local energy, choose PCE.</li> <li>● Doing the right thing is great for business. Invest in clean local energy, choose PCE.</li> </ul>

Environmental advocates	<ul style="list-style-type: none"> <li>• Leading by example</li> <li>• Early adopters/ I champions</li> <li>• Reducing pollution</li> <li>• Impact on future generations</li> <li>• Meeting global sustainability goals</li> </ul>	<ul style="list-style-type: none"> <li>• Help San Mateo County go green. Choose PCE, your local energy source for clean power.</li> <li>• Together, we can lead the movement for a more sustainable San Mateo County. Support PCE, for clean, local energy.</li> <li>• CCE is the most effective way to combat climate change. Let's do our part for the planet.</li> </ul>
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### Communication Channels

Messaging and public outreach are only effective when the target audiences receive the messages that are intended for them. Today, market segmentation means a diverse audience receives messages from a variety of mediums, through a range of channels. In order to maximize reach, Circlepoint will employ a wide variety of communications channels to raise awareness and enhance brand recognition for PCE.

Leveraging existing communications channels and other resources help to maximize efficiency. Each city in San Mateo County is the owner of a variety of communications channels, including but not limited to, community publications, social media channels, local cable access channels, websites, email newsletters, public utility bills, community centers and other public facilities. All of these offer the opportunity to connect with potential PCE customers. By utilizing these channels, hard to reach or underserved target audiences can be reached.

The communications channels we will use are listed below:

Media	Materials	Implementation
Print Collateral	<ul style="list-style-type: none"> <li>• Four customer notices for each phase (Circlepoint scoped for four notices)</li> <li>• One flyer</li> <li>• One brochure</li> <li>• One poster</li> <li>• One ad for community papers, parks and recs guides, ballot information packets, bill inserts</li> </ul>	<ul style="list-style-type: none"> <li>• Distribute noticing by mail, per the requirements outlined in the outreach and communications plan</li> <li>• Distribute collateral at community centers, libraries, places of worship, activity centers, resource centers, health centers, senior centers, schools, markets, shopping centers and at tablings during community events.</li> <li>• Print collateral will be created in a multilingual format.</li> </ul>
Advertising	<ul style="list-style-type: none"> <li>• Print</li> <li>• Radio</li> <li>• Transit</li> </ul>	See media plan below.



	<ul style="list-style-type: none"> <li>• Digital</li> <li>• Outdoor</li> </ul>	
Social and Interactive	<ul style="list-style-type: none"> <li>• Six months of social media posts</li> <li>• Monthly email updates</li> <li>• Website updates</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and post relevant content on PCE Facebook page by creating a monthly editorial calendar for timely and regular posts. Use Facebook to test and refine messages and other key motivators. Create social media ads to increase brand awareness.</li> <li>• Increase presence on the existing PCE Twitter account with active engagement and relevant content. Cross promote content with partners.</li> <li>• Distribute informational content through Nextdoor and PCE’s existing listserv email database. Add new email addresses through social media campaigns, a sign up option on the PCE website and at tabling events. Develop regularly scheduled email blasts.</li> <li>• Update existing PCE website with relevant content and key product information. Create early adopter landing page. Create new interactive rate calculator for customers.</li> <li>• Develop a “business hero” (working title) section on the website, to cast a bright light on the businesses that support the program.</li> </ul>
Partnerships	<ul style="list-style-type: none"> <li>• Cities</li> <li>• Senior centers/senior living</li> <li>• School districts</li> <li>• Elected officials</li> <li>• Advocates/special interest groups</li> <li>• Special districts</li> <li>• Community leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Identify, establish and nurture partnerships.</li> <li>• Create partner toolkit to utilize partnerships to increase brand awareness and expand promotional reach through partner communication channels like social media, websites, email blasts, in-kind donations, and others.</li> <li>• Create a senior buddy program.</li> </ul>
Events	<ul style="list-style-type: none"> <li>• Launch event</li> <li>• Attend or “piggyback” on existing community events</li> </ul>	<ul style="list-style-type: none"> <li>• Launch event</li> <li>• Produce materials for distribution at community, school and sporting events that attract kids and their families and church-sponsored events as appropriate.</li> </ul>

		<ul style="list-style-type: none"> <li>● Use events as an opportunity to distribute informational material, collect input, gather email addresses and engage the public.</li> </ul>
Earned media	<ul style="list-style-type: none"> <li>● Two press releases</li> <li>● On-going media outreach</li> <li>● Ethnic media</li> <li>● Engage outlets that weren't engaged in earlier outreach</li> </ul>	<ul style="list-style-type: none"> <li>● Engage local media, specialized media and community bloggers for unpaid placement as identified in the outreach and communications plan.</li> <li>● Develop news alerts and press releases for key milestones, human interest stories and other unique and interesting aspects of PCE. Celebrate successes (e.g. that all cities in SMC were unanimous in choosing PCE)</li> <li>● Conduct outreach to ethnic media</li> </ul>
Promotional items	<ul style="list-style-type: none"> <li>● Stickers</li> <li>● Temporary tattoos</li> <li>● Solar powered flashlight keychain</li> <li>● Recycled Bottles</li> <li>● Branded tote bags</li> <li>● Energy efficient light bulbs</li> <li>● Solar powered radio</li> <li>● T-shirts</li> <li>● Solar powered charger keychain</li> <li>● Magnets</li> <li>● Kites</li> </ul>	<ul style="list-style-type: none"> <li>● Distribute promotional items at community events for awareness and engagement. Items will be provided to potential PCE customers in exchange for joining the mailing list, completing our brief survey, engaging with PCE social media or another communication channel. Promotional items will also be used to establish brand awareness.</li> </ul>

**Media Plan**

Our proposed media plan includes eight weeks of advertising, from mid-August to early October, to reach audiences across San Mateo County about the PCE program roll-out. Advertising will be placed online, in print and outdoor spaces, and is designed to engage multicultural audiences.

We will begin preliminary digital ads in June in order to further test messaging and graphics and to grow our following on Facebook. We will use the ads that perform the best to launch our full media buy in mid-August. With additional funding, we can extend the length of the advertising buy and add additional channels, including cable TV and broadcast radio.

<b>Media</b>	<b>Cost</b>
Google Adwords (geo-targeted)	\$2000
Google Display Network - Banner Ads on websites (geo-targeted)	\$2000
YouTube pre-roll ads (geo-targeted)	\$3000
Facebook & Instagram - sponsored feed and right-hand ads (geo-targeted)	\$10,500
Pandora ads (geo-targeted)	\$5000
Comcast cable ads (peninsula)	\$25,000
Outfront Media - transit shelter ads (countywide)	\$15,000
San Mateo Daily Journal - ½ page ads	\$3500
World Journal San Francisco Edition (Chinese) - ½ page ad	\$2400
Sing Tao San Francisco Edition (Chinese) - ½ page ad	\$2800
La Opinion de la Bahia (Spanish) - ¼ page ad	\$4000
Univision.com (Spanish) - banner ad	\$3000
LaOpinion.com (Spanish) - right-hand ads	\$2000
LaGanga.com (Spanish) - right-hand ads	\$2800
WorldJournal.com (Chinese) - right-hand ads	\$4000
SingTao.com (Chinese) - right-hand ads	\$3000
<b>TOTAL</b>	<b>\$90,000</b>

## **Success Measurements**

These quantitative measurements will serve as the barometer for the effectiveness of the campaign:

- Residential opt-out rate
- Business opt-out rate
- Total number of 100% renewable energy customers
- Early adopters
- Social media followers
- Social media conversations, engagement and viral spread
- Website traffic, usage, and patterns

- Email sign-ups and engagement
- Advertising reach, impressions, and effectiveness
- Number and tone of earned media articles

Throughout the life of the campaign, we will engage in ongoing tracking and evaluation and create reports with both detailed and summary information. Our team is very experienced at closely monitoring media placements and promotions for performance and adjusting those placements based on analytics. Tracking and reporting these indicators on a frequent and regular basis will enable us to make adjustments to strategies, tactics, and messages during the campaign.