



Escondido Climate Action Plan

Escondido Community Advisory Group Sub-Committee on Effective & Equitable Climate Measures

Summary of “ECAP” Recommendations
April 2020



Climate Change Threats

HEAT

Temperatures are projected to increase substantially, by 5°F to 10°F by the end of the 21st century. Heat wave events will increase, be hotter, and last longer.

RAIN/DROUGHT

Our precipitation events will remain highly variable and will change in character. Wetter winters, drier springs, and more frequent and severe droughts punctuated by more intense individual precipitation events. These are expected to have effects on ecosystems, water demand and supply, water quality and flooding emergencies.

FIRE

Risks for large Santa Ana driven catastrophic wildfires are likely to increase as a result of a drier autumns. We are already experiencing a 'year-round' fire season that is likely to worsen.

ECOSYSTEM STRESS

Climate change, along with development and fragmentation in inland areas, will act as significant stressors to San Diego's natural lands, which are some of the most biodiverse in the United States.

What We Are
Facing
in San Diego
County



Percent Area for California

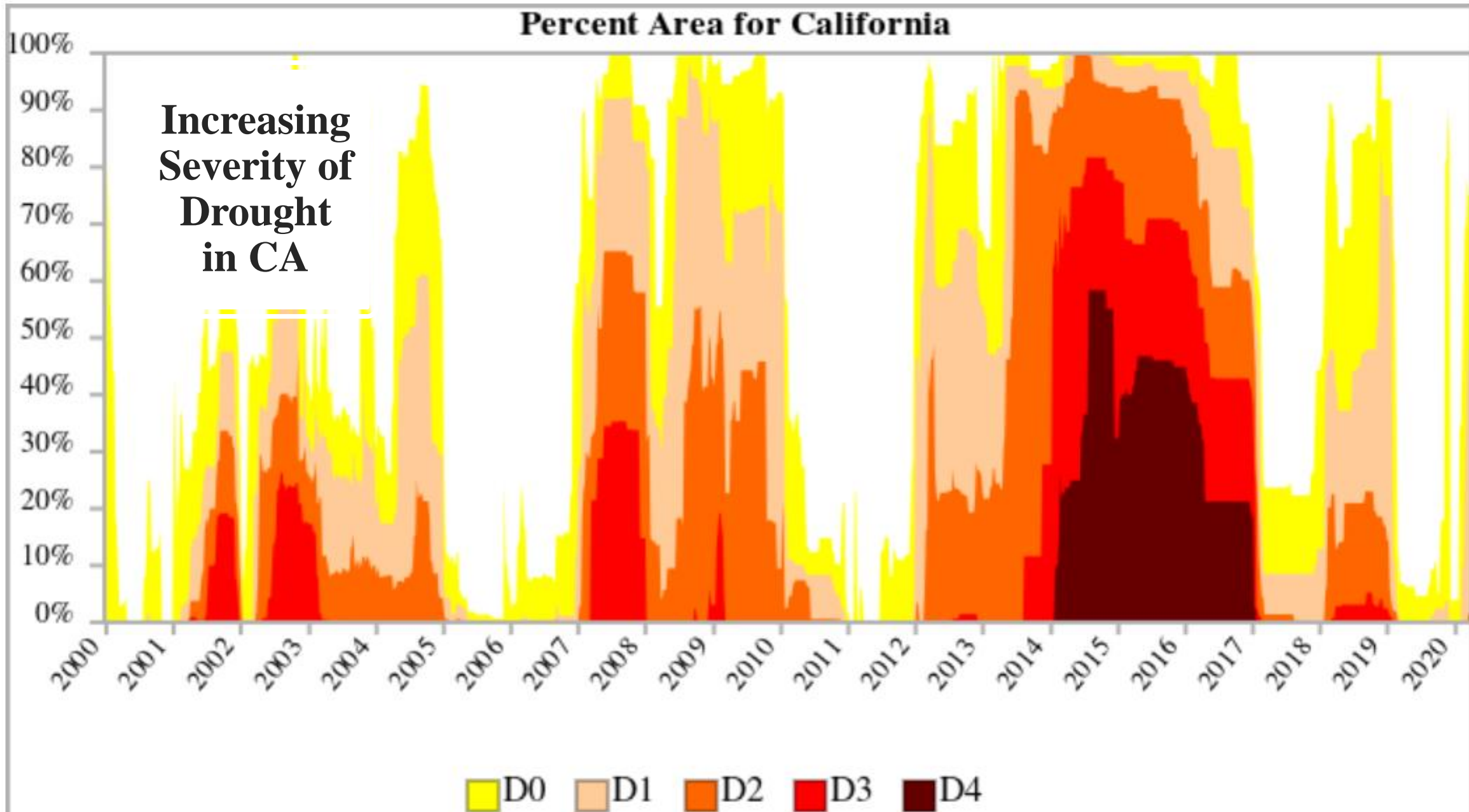
100%

90%
80%
70%
60%
50%
40%
30%
20%
10%
0%

**Increasing
Severity of
Drought
in CA**

2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

■ D0 ■ D1 ■ D2 ■ D3 ■ D4



Where We Drew Inspiration

COLORADO COLLEGE 100% CARBON NEUTRALITY PLAN

“START HERE, START NOW”: AN ENVIRONMENTAL JUSTICE ASSESSMENT OF THE CITY OF SD CAP

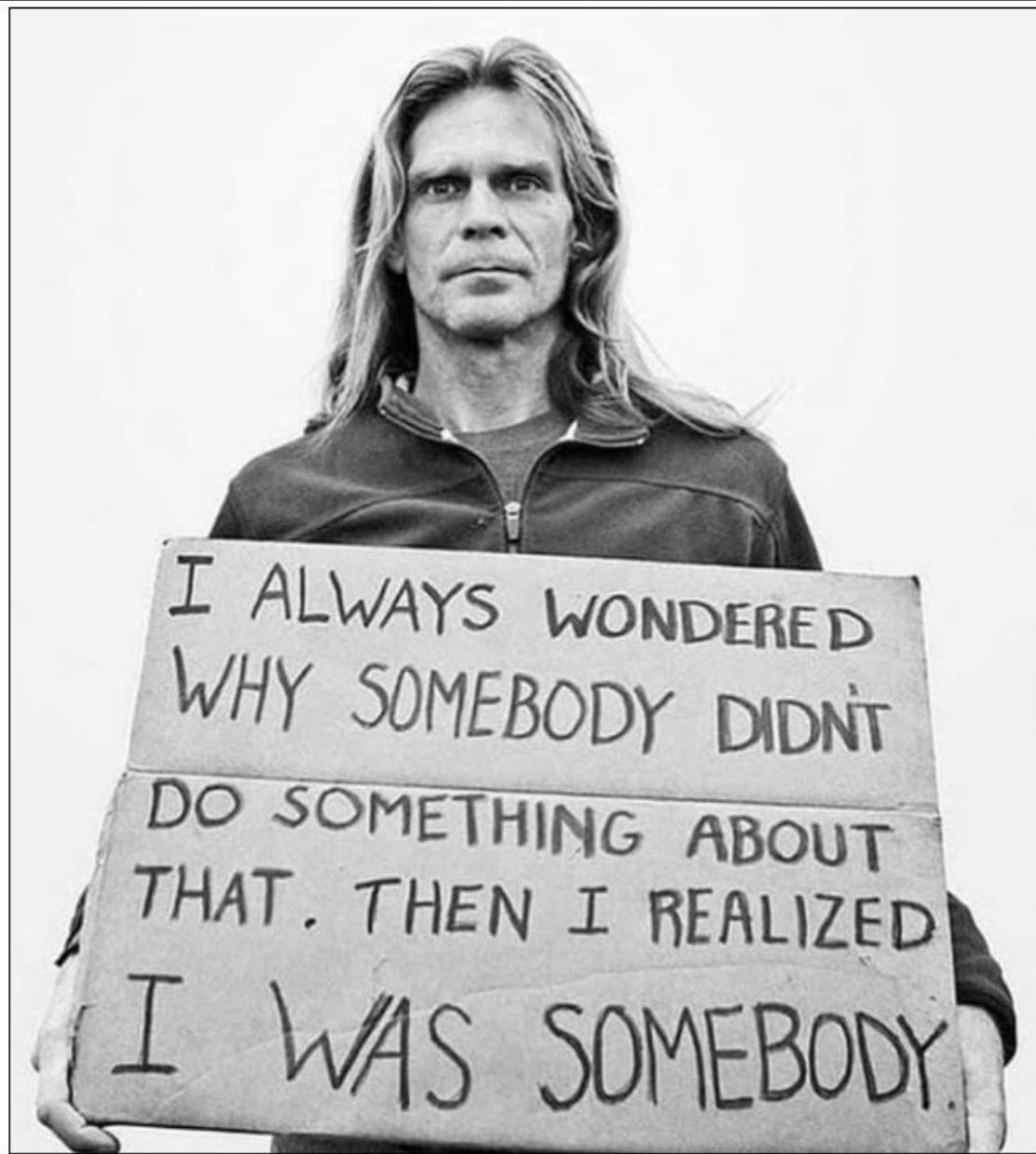
“GROWING COOLER”: THE EVIDENCE ON URBAN DEVELOPMENT AND CLIMATE CHANGE

“BENDING THE CURVE”: TEN SCALABLE SOLUTIONS FOR CARBON NEUTRALITY & CLIMATE STABILITY

KANSAS CITY CLIMATE PLAYBOOK

2018 CA 4TH CLIMATE CHANGE ASSESSMENT: SAN DIEGO REGIONAL REPORT

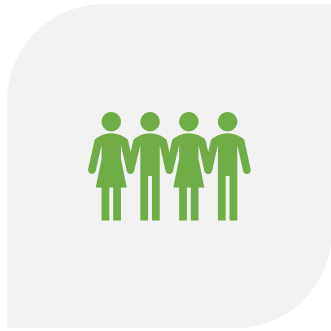




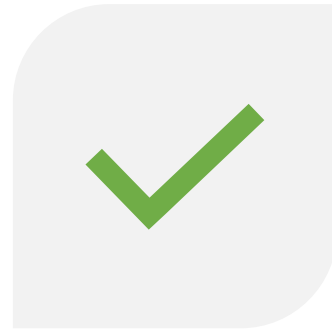
I ALWAYS WONDERED
WHY SOMEBODY DIDN'T
DO SOMETHING ABOUT
THAT. THEN I REALIZED
I WAS SOMEBODY.

Community Advisory Sub-Committee

Primary Goals for the ECAP



INTEGRATE SOCIAL
EQUITY INTO THE
ECAP



INCLUDE THE MOST
EFFECTIVE
ADAPTATION &
MITIGATION
MEASURES

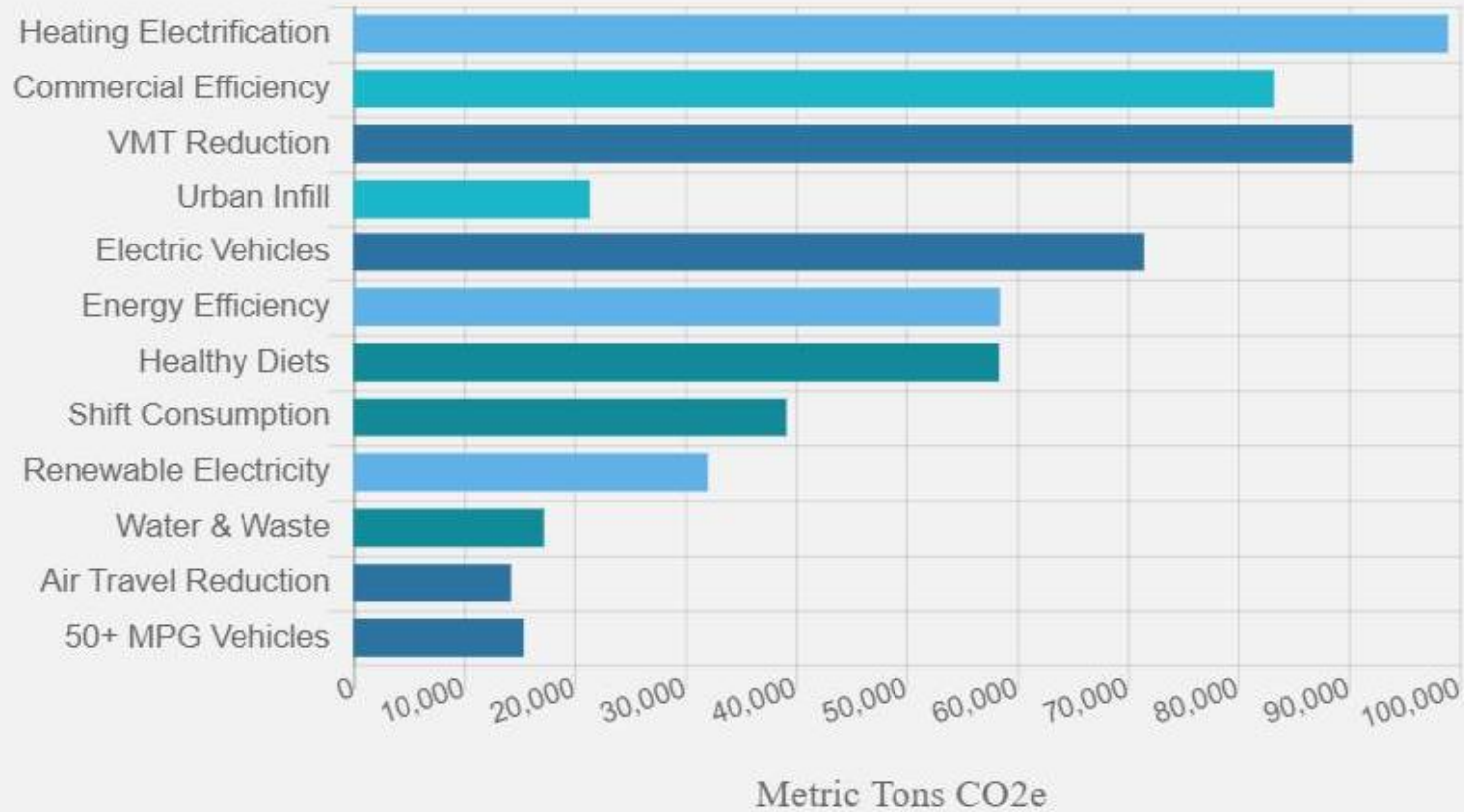


Location 1

ESCONDIDO

SEARCH LOCATION

GHG Reduction Potential in 2030 from Local Policies



“Cool Climate” CA GHG Policy Tool



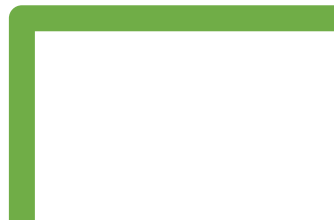
Environmental Justice

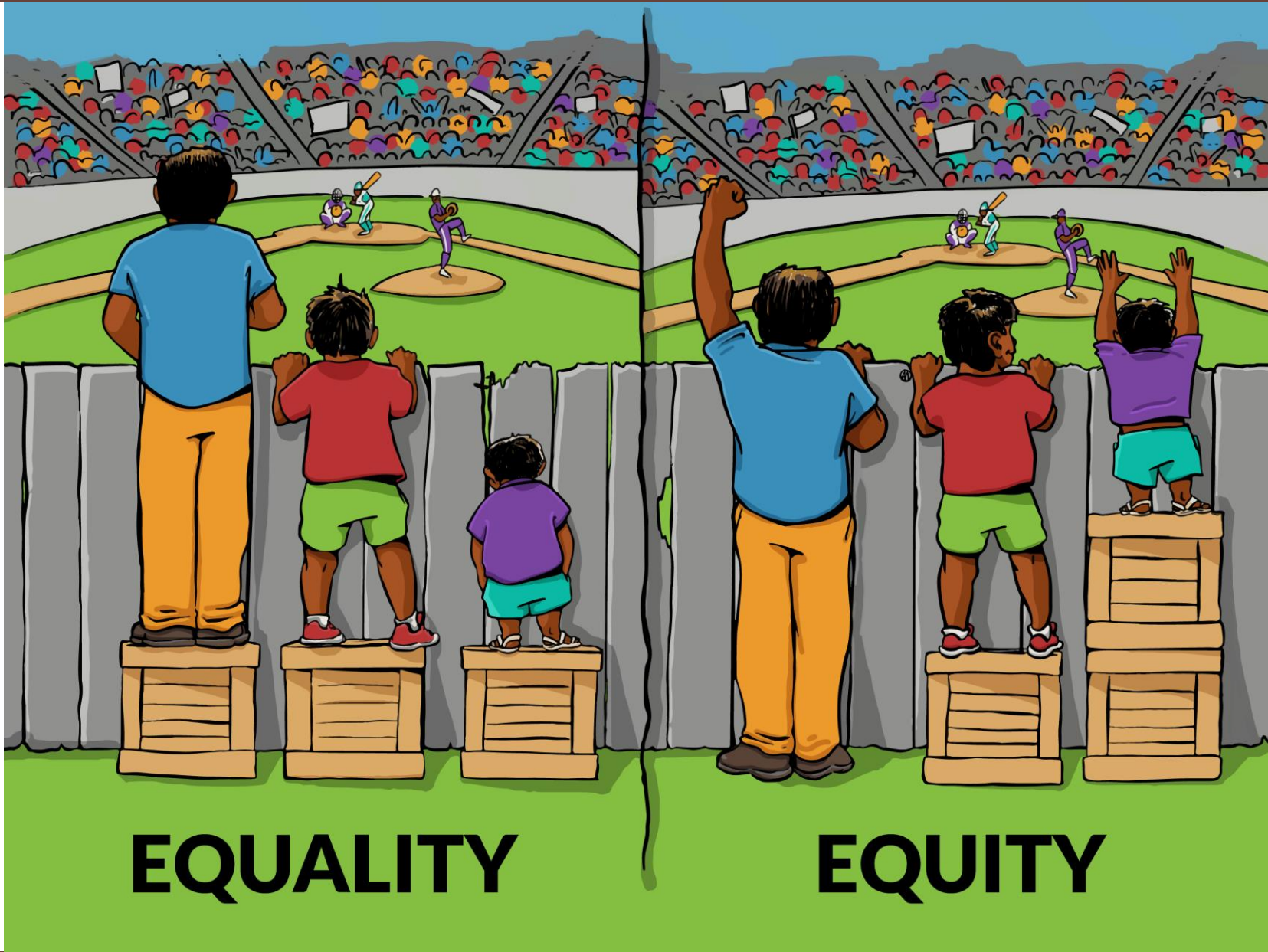
Environmental justice recognizes that certain communities - generally lower-income & communities of color - have historically borne the brunt of pollution exposure, have traditionally been left out of important decision-making processes, and ultimately will be impacted first (& worst) by climate change.



Social Equity

Equitable action is an **EFFECTIVE** approach for meeting the needs of under-served communities and vulnerable residents through policies and programs that reduce disparities while fostering places that are healthy and vibrant.





EQUALITY

EQUITY

SOCIAL EQUITY IN CAP IMPLEMENTATION

Equitable CAP Implementation addresses patterns of underinvestment, centers communities of concern, and proactively plans for long-term health, economic opportunity, and quality of life. Along with his colleagues, Dr. Manuel Pastor, Professor of Sociology and American Studies & Ethnicity at the University of Southern California, defines the following dimensions of equitable implementation:

PAST | Prioritizes investments that will close racialized gaps, especially by wealth, environmental burden, and existing amenities in a way that will improve work and economic and health opportunities for underinvested communities.

PRESENT | Involves partnership throughout the process that centers the perspectives of vulnerable communities, that supports authentic community-based participation and power, and that results in shared decision-making, while also strengthening the health and well-being of the entire region.

FUTURE | Takes into account the future by leveraging funding for long-term community health and organizational capacity, mitigates future harm that may result for new investments in a place, and incorporates metrics and evaluation to promote adaptable and effective implementation.”¹

¹Vanessa Carter, Manuel Pastor, and Madeline Wander. 2018. Measures Matter: Ensuring Equitable Implementation of Los Angeles County Measures M & A. Available at <http://dornsife.usc.edu/pere/measures-matter-la/>

Community Advisory Sub-Committee

Primary Goal for ECAP



INTEGRATE SOCIAL
EQUITY INTO THE ECAP



Achieve Social Equity in Priority Investment Neighborhoods

Priority Investment Neighborhoods are areas where location, pollution, & climate change combine with inherent population characteristics to pose higher health risks to residents, & with fewer resources to address them.



Focus on increased education and outreach in these areas.



Receive highest priority for funding and action on key climate initiatives.

escondido

Show search results for escondido



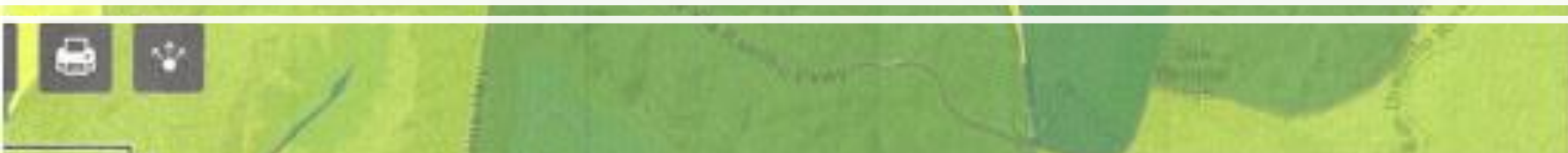
Legend

CalEnviroScreen 3.0 Results (June 2018 Update)

- 91 - 100% (Highest Scores)
- 81 - 90%
- 71 - 80%
- 61 - 70%
- 51 - 60%
- 41 - 50%
- 31 - 40%
- 21 - 30%
- 11 - 20%
- 1 - 10% (Lowest Scores)

High Pollution, Low Population

Cal EnviroScreen Results - Escondido



Census Tract: 60730**20500**

Population: 5,196
CalEnviroScreen 3.0 70-75%
Percentile:

Pollution Burden 69
Percentile:
Population
Characteristics Percentile: 67

Ozone: 61
PM 2.5: 53
Diesel: 65
Pesticides: 0
Toxic Releases: 14
Traffic: 69
Drinking Water: 27
Cleanups: 30
Groundwater Threats: 70
Hazardous Waste: 51
Impaired Water: 81
Solid Waste: 86

Asthma: 43
Low Birth Weight: 49
Cardiovascular Rate:

38
Education: 88
Linguistic Isolation: 85
Poverty: 84
Unemployment: 46
Housing Burden: 94

Information about age: This tract contains 18% Children under 10. The average in California census tracts is 13%. It also contains 11% Elderly over 65. The average in California census tracts is 12%.

Census Tract: 60730**20601**

Population: 5,560
CalEnviroScreen 3.0 60-65%
Percentile:

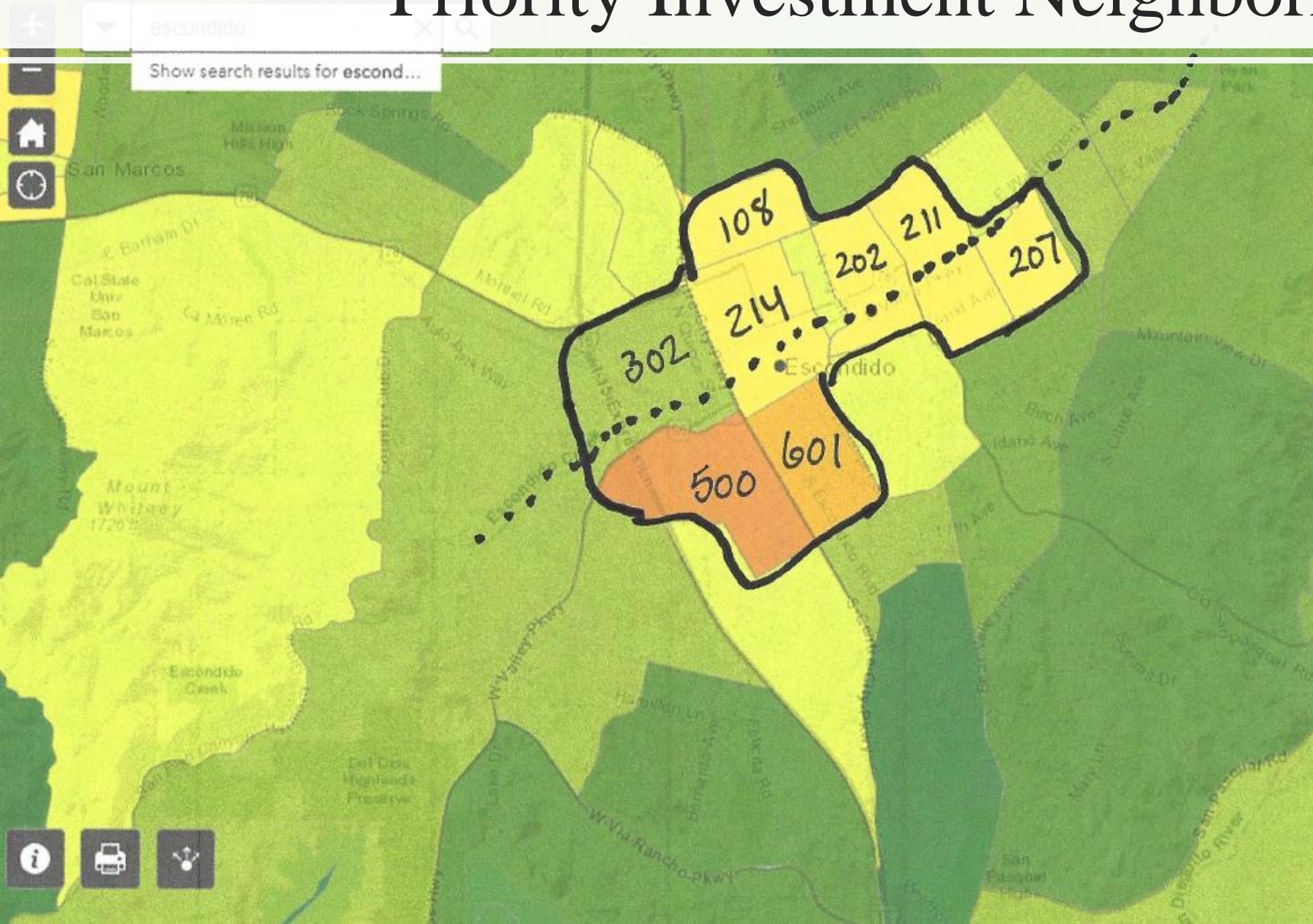
Pollution Burden 52
Percentile:
Population
Characteristics Percentile: 59

Ozone: 61
PM 2.5: 53
Diesel: 65
Pesticides: 0
Toxic Releases: 13
Traffic: 27
Drinking Water: 27
Cleanups: 6
Groundwater Threats: 75
Hazardous Waste: 54
Impaired Water: 81
Solid Waste: 74

Asthma: 43
Low Birth Weight: 29
Cardiovascular Rate: 38
Education: 89
Linguistic Isolation: 78
Poverty: 90
Unemployment: 39
Housing Burden: 82

Information about age:
This tract contains 21% Children under 10. The average in California census tracts is 13%. It also contains 4% Elderly over 65. The average in California census tracts is 12%.

Priority Investment Neighborhoods



CalEnviroScreen 3.0 Results (June 2018 Update)

- 91 - 100% (Highest Scores)
- 81 - 90%
- 71 - 80%
- 61 - 70%
- 51 - 60%
- 41 - 50%
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- 1 - 10% (Lowest Scores)

High Pollution, Low Population



Climate Investment in Priority Areas

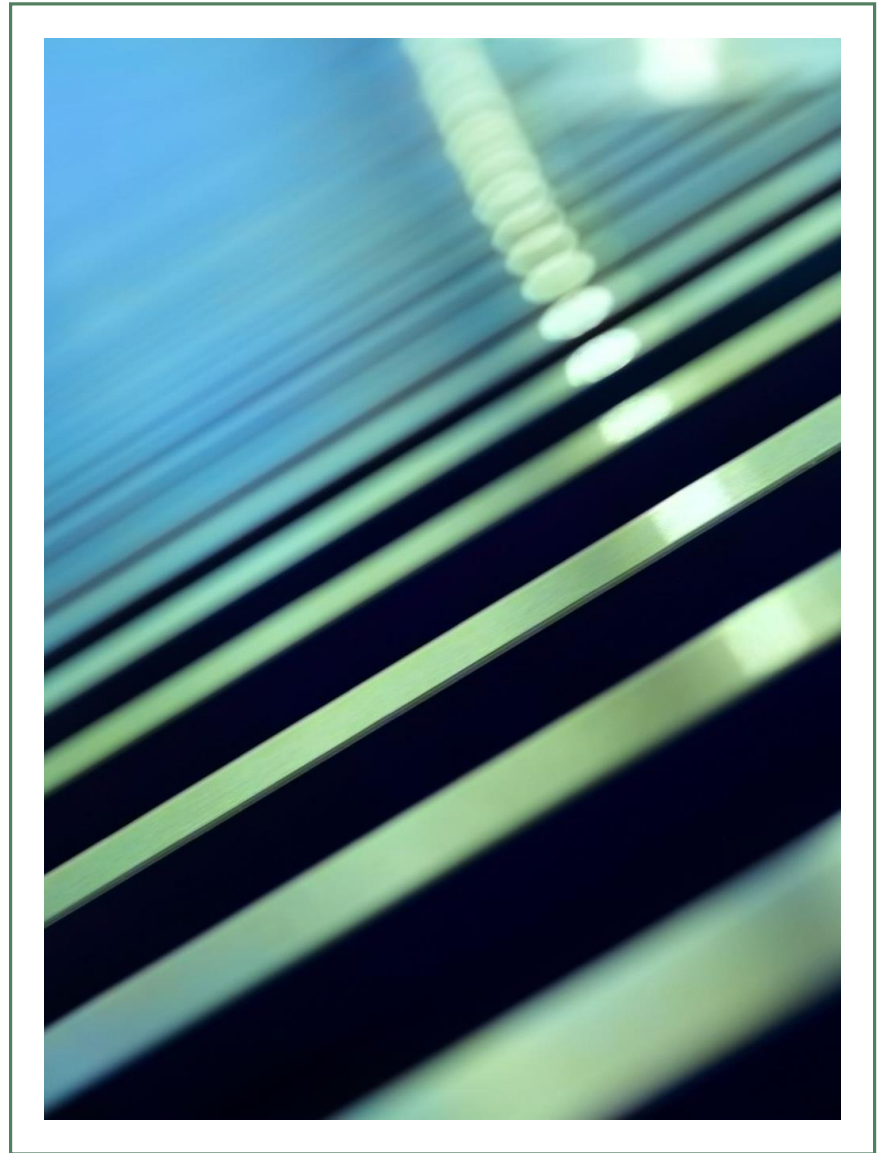
INITIATIVES FOR MORE/BETTER/CLEANER
PUBLIC TRANSIT

HEAT ISLAND REDUCTION & URBAN
FORESTRY

AIR QUALITY REQUIREMENTS & POLLUTION
REDUCTION

OUTREACH & EDUCATION PROGRAMS

AFFORDABLE HOUSING & INITIATIVES FOR
EFFICIENCY UPGRADES TO EXISTING STOCK



Priority Neighborhood Infrastructure Initiatives

Adaptation measures for communities at higher risk for extreme weather events such as floods & drought

Improvements of walkways & public transportation routes, with increased tree shading

Identify at-risk areas that lack in-home cooling systems & help establish cooling centers within these neighborhoods

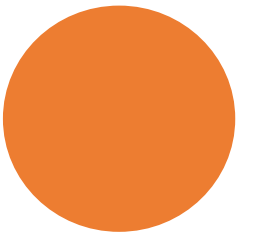
Focus solar & energy efficiency programs in neighborhoods that are traditionally left out of redevelopment & improvement

Restore natural areas to improve carbon sequestration & pollution reduction, to beautify & cool neighborhoods, & to create a welcoming natural space for it's residents to enjoy



Climate Equity Housing & Planning

- Measures that require development of affordable multi-family units near transit and employment centers, while also allowing for 50% fewer parking spaces than standard requirements to maximize density
- Adopt an inclusionary housing ordinance that would require a portion of all multi-family housing to be set aside, for example, for families earning less than 80% of the Area Median Income
- Direct new infrastructure - sidewalks, bike lanes, transit access improvements - to underserved areas
- Cease projects that increase fire risk and draw considerable community financial resources away from areas in need of investment, infrastructure
- Leverage funding for long-term community health & organizational capacity

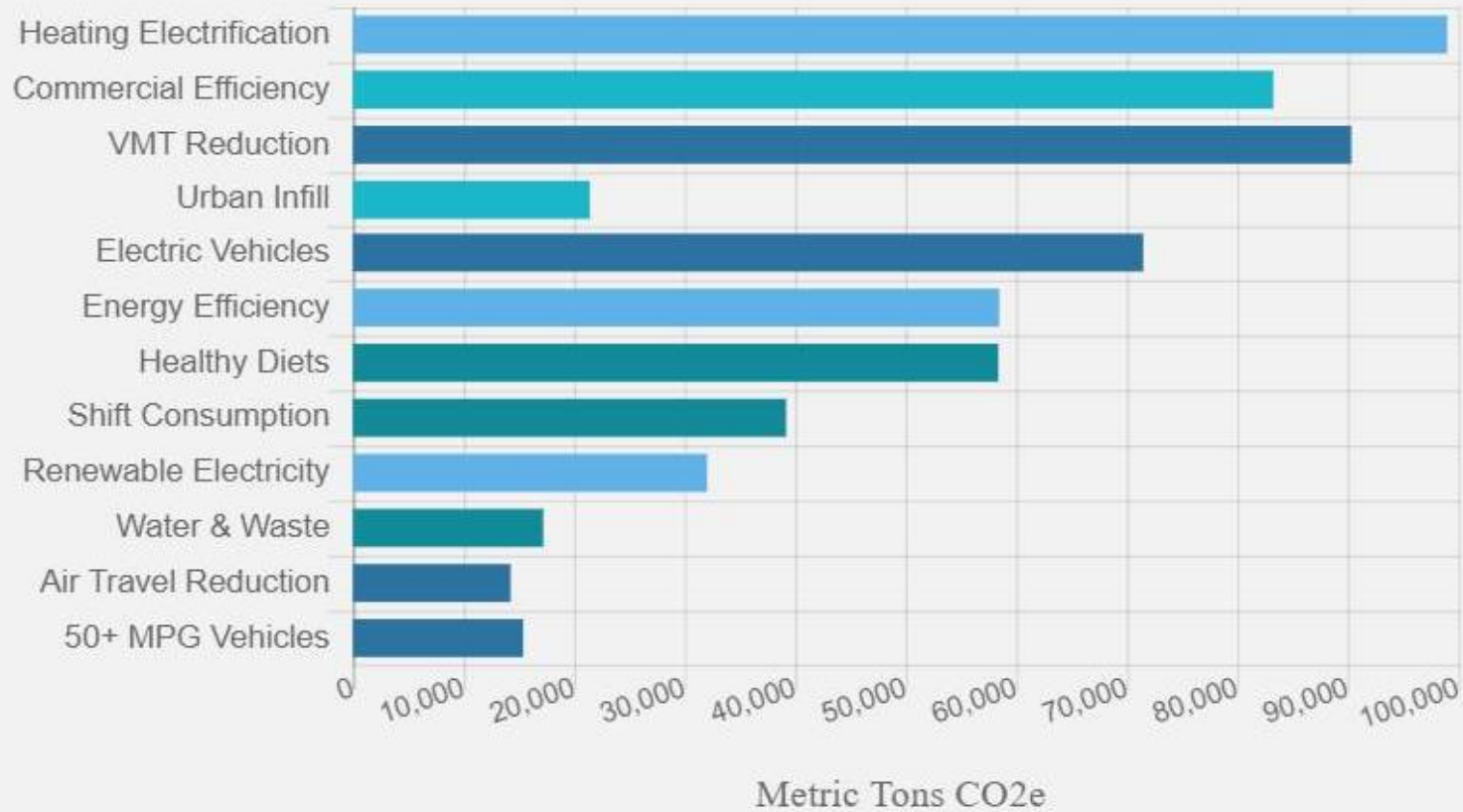


Location 1

ESCONDIDO

SEARCH LOCATION

GHG Reduction Potential in 2030 from Local Policies



“Cool
Climate” CA
GHG Policy
Tool



Energy Conservation Retrofit Program



FOCUS ON OLDER HOUSING STOCK



FOCUS ON EQUITY INVESTMENT COMMUNITIES



CREATE & SUPPORT HOMEOWNER PROGRAMS



CREATE & SUPPORT LANDLORD INCENTIVE PROGRAMS



AGGRESSIVE PURSUIT OF GOVERNMENT FUNDING



FUND VIA ASSESSMENT OF CLIMATE IMPACT FEES

Weatherization Talking Points Grid

Fighting Energy Poverty

- Low-income households, including the elderly, disabled or families with children who can't afford home energy
- \$437 or more in annual utility bill savings year after year at current energy prices
- Energy savings average 35% of consumption for the typical low-income home pre-weatherization consumption
- More household money is made available for other basic necessities, medicine or groceries
- In 2010, weatherized homes nationally will save \$2.1 billion for low-income families

Investment in America

- Anticipated that over 650,000 homes will be weatherized during the ARRA period.
- For every \$1 invested in the program, Weatherization returns \$2.51 to the household and society.
 - \$1.80 is returned in reduced energy bills
 - \$0.71 is returned to ratepayers, households, and communities through:
 - increased local employment
 - reduced uncollectible utility bills
 - improved housing quality
 - better health and safety
 - reduces heat-related illness and death
 - reduces risk of death from home fires due to utility disconnection

Weatherization Works

Climate Change

- Reduces residential and power plant emissions of carbon dioxide by 2.65 metric ton/year per home
- Over the life of the measures, saves 53 metric tons of CO2 emissions per house
- Weatherization decreases national energy consumption by the equivalent of 24.1 million barrels of oil annually

The Economy

- \$5 billion in weatherization funds during the ARRA period, as well as \$180 million weatherization funds in annual appropriations, cost effectively invested by DOE in **low-income energy efficiency**
- Provides direct jobs and indirect employment nationwide
- Insurance policy against future price increases; when a low-income home is weatherized, both its energy bill and fuel consumption are reduced each year for many years to come. In times of energy supply and price problems, weatherization recipients are better able to cope with rising prices.
- Community benefits from energy efficient housing stock and increased economic activity

Sources: ORNL/TM-2010-001
February 2010 Short Term
Outlook

Updated

ECAP Building Efficiency Programs & Funding

- Create & assess Climate Impact Fees on new development
- Include climate action in Community Services Facility Districts to partially fund the retrofitting of older homes
- Aggressively pursue grants for initiatives committed to in ECAP
- Provide weatherization & energy efficiency upgrades for low & moderate income households via Community Development Block Grant & Water Conservation funding programs



ECAP Building Efficiency Programs & Funding

- Create & support Property Assessed Clean Energy financing to facilitate residential & commercial property upgrades
- Work with MAAC Project, Campesinos Unidos, and the Energy Team for free energy/water efficiency home audits and to provide customized energy plan for lower income families
- Pursue State grants such as the Affordable Housing and Sustainable Communities grants to support affordable housing projects near transit



Water Conservation



EXPANDED CONSERVATION AND RECYCLING EFFORTS BY THE SAN DIEGO COUNTY WATER AUTHORITY



MANDATE ALL NEWLY CONSTRUCTED HOMES BE EQUIPPED WITH GRAY WATER IRRIGATION SYSTEMS, DROUGHT TOLERANT LANDSCAPING, & WATERWISE FIXTURES



PROGRAMS & INCENTIVES TO OFFSET COST OF DROUGHT TOLERANT LANDSCAPE CONVERSION. FREE RAIN BARREL PROGRAM FOR LOW-INCOME HOUSEHOLDS



COST-FREE CITY SPONSORED WATER EFFICIENCY INSPECTIONS FOR HOME PLUMBING & IRRIGATION



PROGRAMS & FUNDING FOR INCREASING WATER EFFICIENCY - PLUMBING FIXTURES & LANDSCAPING - FOR COMMERCIAL ENTITIES

Clean & Efficient Transportation - Priorities

- Replace city fleet vehicles with electrics as soon as possible
- Develop and conduct surveys to assess transportation modes of city residents for future reporting and to develop incentive programs for more sustainable modes of transportation
- Prioritize funding for affordable/safe & “Green” transit in priority neighborhoods... Buses, pedestrian/bicycle safe routes, etc.
- Increase city-wide EV solar-powered charging infrastructure & adopt measures to promote use
- Increased solar canopy arrays on parking lots & city property
- Incorporate measurable, verifiable, & enforceable annual reductions in regional vehicle miles traveled (VMT) per capita
- Require reports on VMT per capita every 2 years
- Avoid expansion of arterial roads
- Electrify long haul vehicles and prioritize zero-emission vehicle infrastructure for transit



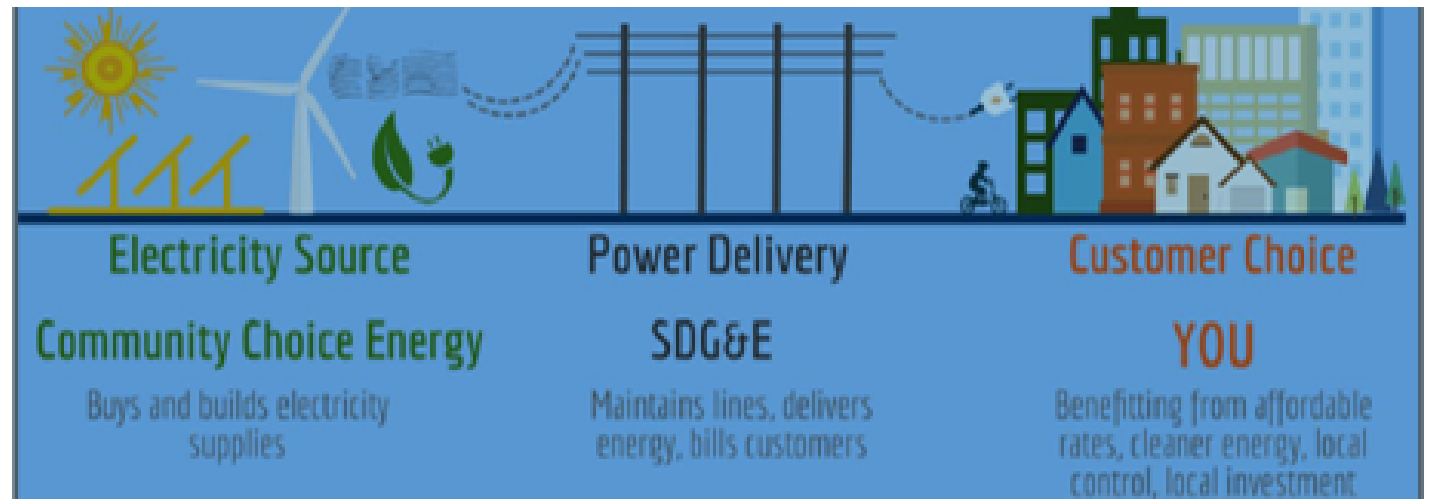
Clean & Efficient Transportation – Support Initiatives

- Incentivize local businesses to add charging stations & direct clean energy surplus to fund additional electrification projects
- Condensed workweek/WFH options for City employees as a matter of policy to reduce the need to commute
- Partner with NCTD to provide free Youth Passes & reduced fare passes for low income riders; Offer real-time GPS tracking & text message notification to provide riders with accurate wait times at shuttle stops
- Partner with NCTD & schools to provide electric bus services in connection with free public parking
- Adopt ordinance to limit/excessive car/truck idling
- Create a community Facebook page for a Ride Share, which will help community members seeking rides with those seeking traveling companions and/or gas money
- Initiate “Hertz on Demand”, an hourly car-sharing program, to provide an adequate number of hybrid/EV’s as an alternative for residents who do not own (nor wish to own) vehicles



Community Choice Energy

Community Choice Energy (CCE) is a program that brings local control, freedom of choice, & competition into the electricity marketplace.



How does CCE work?

Community Choice is an agile **public-private partnership** between the CCE and the utility (SDG&E). The CCE program purchases the power supply. SDG&E continues to deliver the power over their power lines and handle the billing. It is truly consumer choice -- customers may opt-out and return to the utility at any time.

Community Choice Energy

How Do We Pay for Community Choice?

- CCE programs are self-supporting (not government subsidized) via an existing revenue stream (electricity bills).
- The electricity rates consumers pay to a retail electric supplier or an investor-owned utility are bundled and redirected to support the group purchase of electricity through a local CCE program.

What are the benefits of CCE?

- In their near decade of operation in California, CCE programs have been able to provide:
 - **Real competition** in electricity markets
 - **More affordable rates** to families and businesses
 - **Higher rates of renewable green energy** helping reduce GHG emissions and meet local and state climate goals
 - **Inclusive local economic development**, and good middle-class green energy jobs
 - **Equitable clean energy programs** to support residents and businesses transition to a 100 percent clean energy future.

We strongly support the city to create or be a part of a CCE program.

Renewable Energy Initiatives



Adopt Community Choice Energy



Require ALL new housing to be 100% solar/electric



Develop energy retrofit program for local Escondido residents



Energy conservation resources/incentives for Priority Neighborhoods



Solar installation programs/incentives for neighborhoods that are traditionally left out of redevelopment



Pursue resources from the new CA's "Solar on Multifamily Affordable Housing" (SOMAH) for focus neighborhoods



Create funding services for target areas residents for energy efficiency, clean renewables, composting, & zero-emission transportation projects



Establish a PV installation goal for non-city owned production



Riparian Restoration



A **1 km** restoration site could contain **~4,419 tons** of accrued carbon in soil & woody vegetation, which is equivalent to the amount of carbon released from:

- **1,478 homes/year**
- **3,411 passenger cars/year**

(US EPA, 2015)



Riparian & Chaparral Habitats Fight Climate Change!

Riparian/chaparral ecosystems absorb large amounts of atmospheric CO₂ & store the carbon in their biomass

Chaparral habitat has the largest biomass per acre in Southern California, making it our largest natural carbon sink

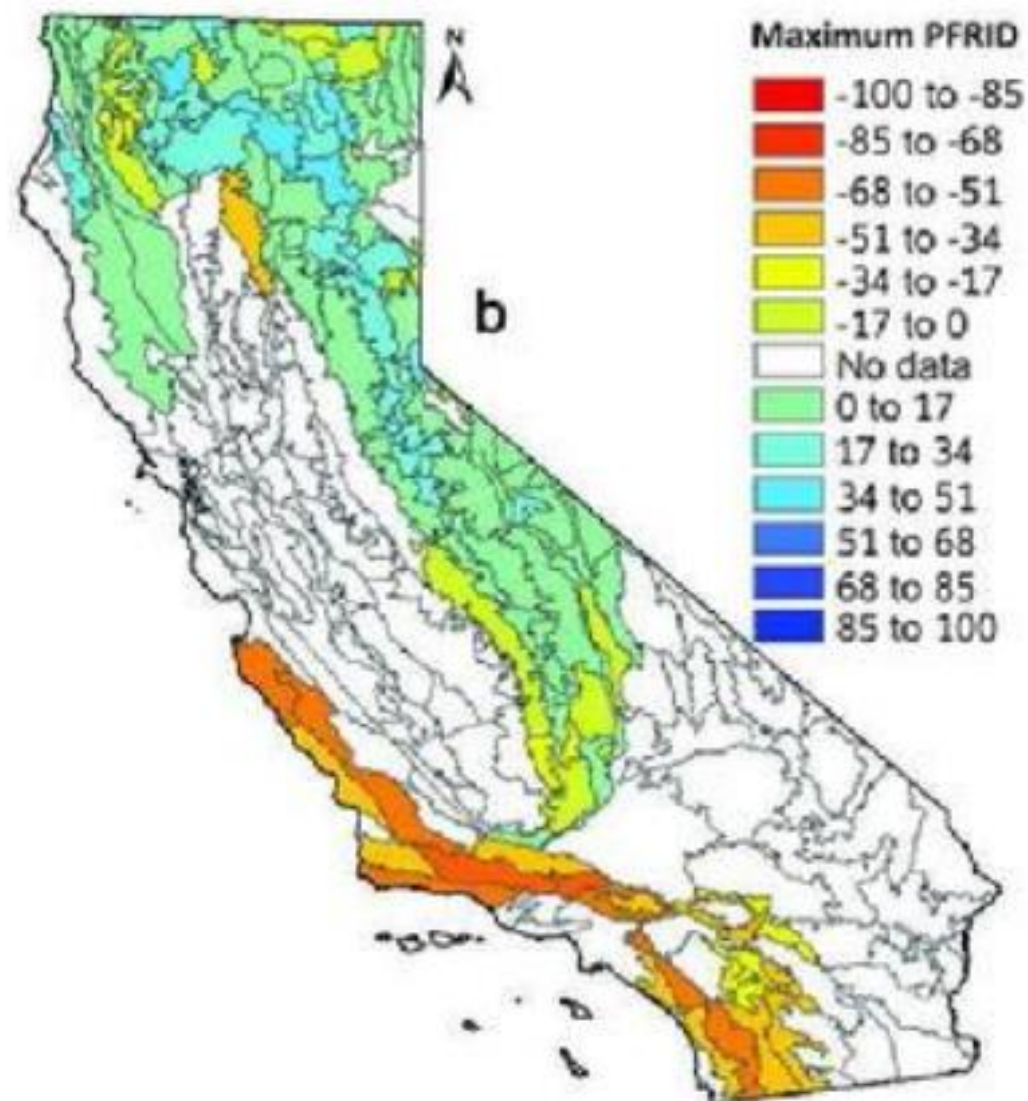
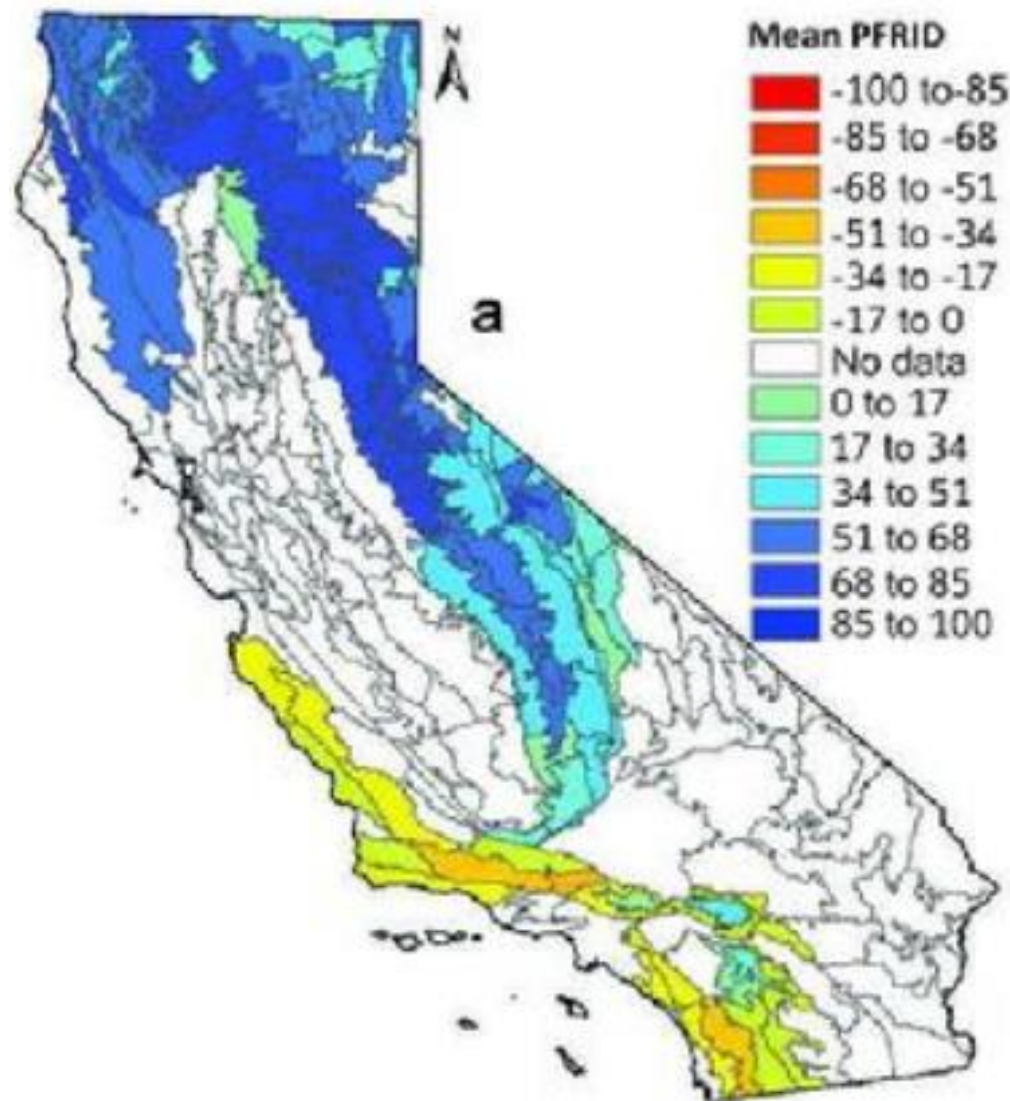
Riparian Habitat improves water quality by filtering nutrients and nitrogen fixation

Chaparral habitat can adjust to high levels of air pollution; Planting chaparral plants in urban environments could significantly lessen the impact of air pollution

Chaparral habitats are one of the most resilient & sturdy in Southern California, but also one of the least restored

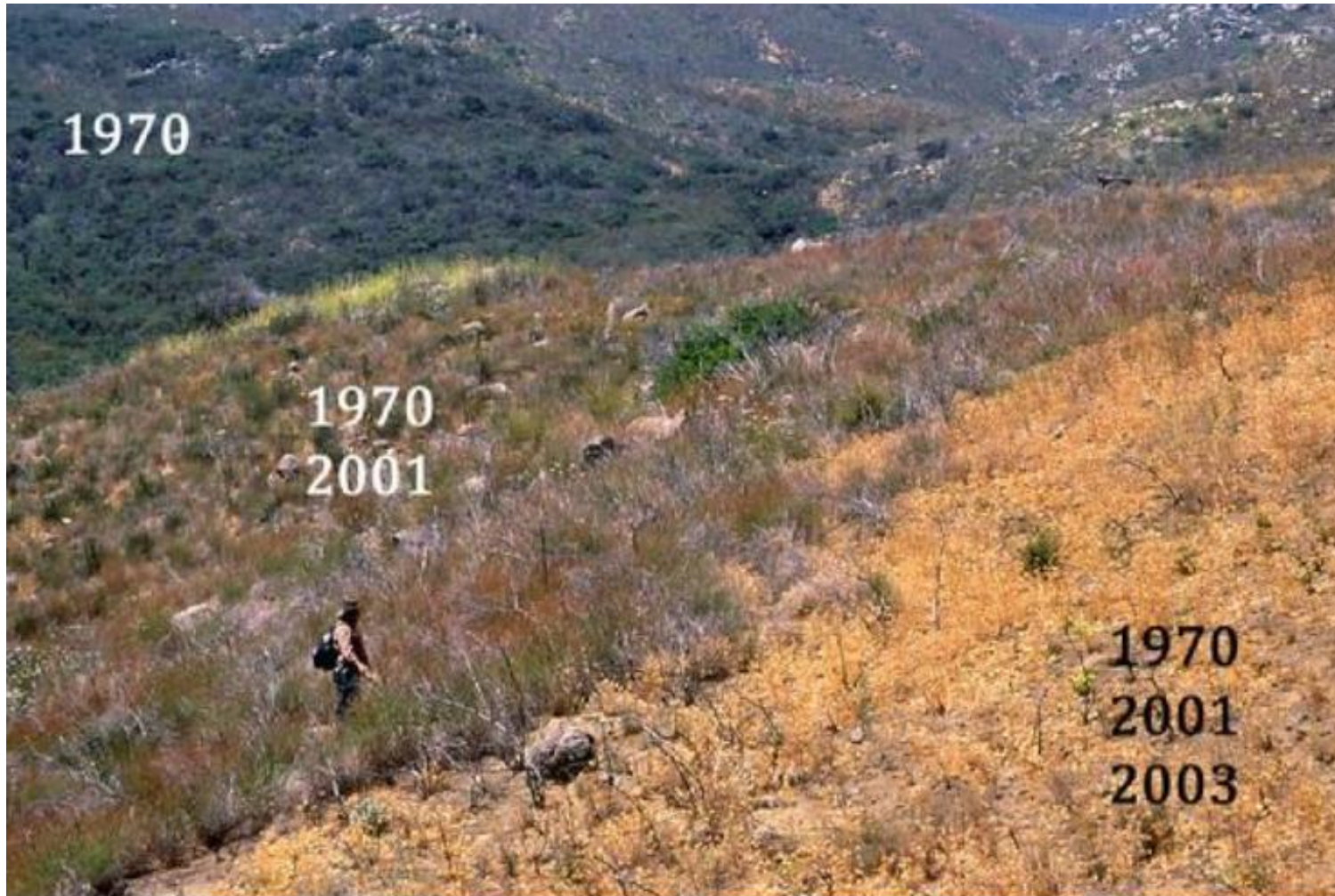
With climate change converting many of our currently forested areas, the role our chaparral habitat plays will be more important than ever





Fire Threat to Chaparral Habitat

Fire Threat To Chaparral Habitat



Human Threat to Chaparral Habitat



Reducing Carbon through Land Use

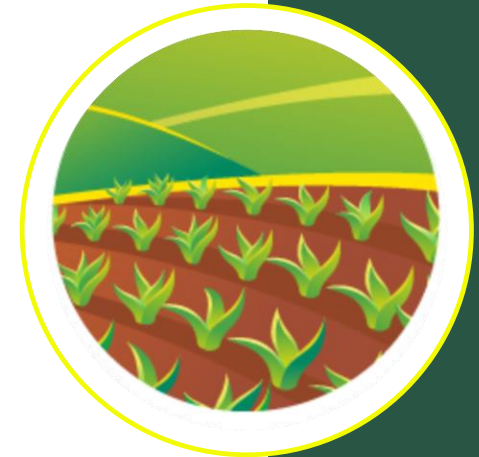
Define/execute a comprehensive policy to conserve key natural habitat areas & agricultural lands by increasing goals and metrics for ‘avoided conversion’ through preservation and restoration for habitat and agricultural lands

With VMT’s a primary GHG contributor in our region, we need measures that halt annexation of lands that are primarily served by individual cars

Restore Escondido creeks and waterways for carbon sequestration, cooling, & habitat/community enhancement

Work with the County & Natural Resource Agencies to ensure the purchase for critical habitat restoration for Safari Highlands Ranch property

Measure to add the removal of 500 units of development from natural habitat



Reducing Carbon through Land Use

Increased “carbon farming” to protect a \$1.7B agricultural industry in SD County

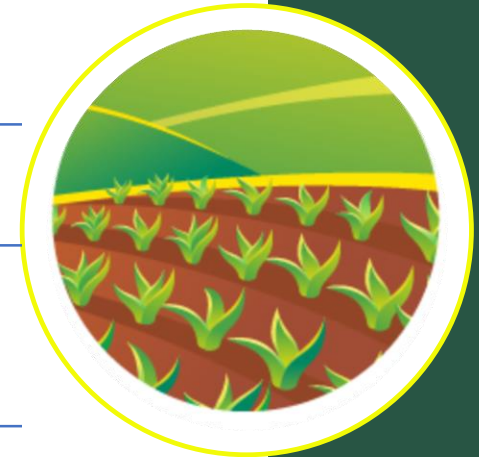
Take lead on land acquisition to be conserved as open/natural space. Solicit funds from SANDAG for acquisition & management

Apply for state funding support for applicable land use actions in the ECAP

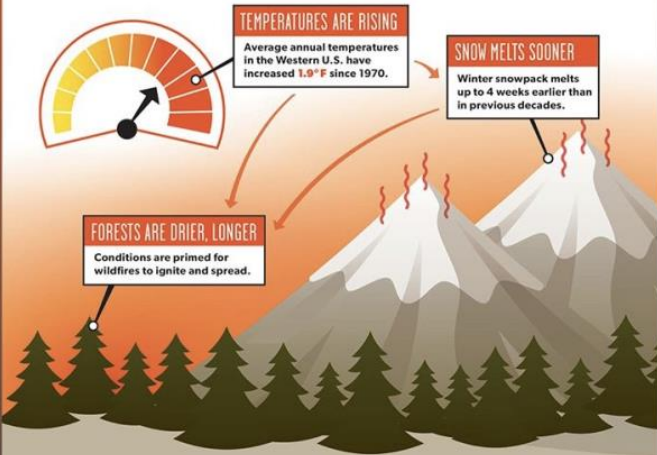
Regarding carbon offsets, if unable to be fully mitigated on site, purchase of subsequent carbon offset credits must occur within the city limits

Divert city compost to regenerate damaged natural ecosystems where appropriate & restore natural carbon sinks

Adopt a Sustainable Development Codes for Vegetation Protection Areas



Climate change is driving up temperatures and **increasing wildfire risk.**



Wildfires are projected to **burn more land** as temperatures continue to rise.

Projected increase in annual burn area with an additional 1.8° F rise in temperature

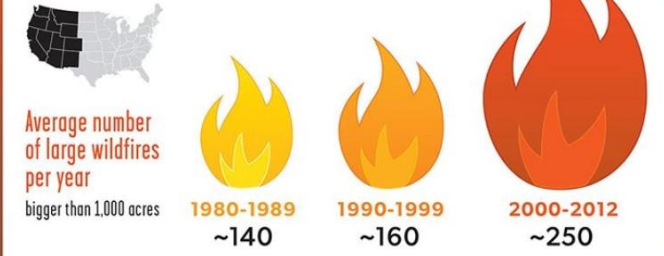


By mid-century, temperatures in the Western U.S. are expected to increase even more (2.5°-6.5° F) due to heat-trapping emissions from human activity.



The choices we make **today** will determine how much temperatures increase this century, how long and damaging wildfire seasons become, and how prepared communities are for the growing risks of wildfires.

Wildfires are **increasing** and wildfire season is getting **longer** in the Western U.S.



Average length of wildfire season



Wildfires & Climate Change

Primary cause of wildfire? Human Activity!

Findings from a 2017 NAS study of wildfires over the last two decades:

- 84% of U.S. wildfires were caused by human-related activity
- Human activity has tripled the length of the fire season
- Human cause fires have dominated an area seven times greater than lightning (16%) fires
- 95% of fires the California Department of Forestry and Fire Protection responds to are caused by humans
- Regional policy efforts to mitigate wildfire-related hazards would benefit from focusing on reducing the human expansion of the fire niche



Preventing
one of the
biggest
emitters of
carbon...
Wildfire



Reduce fire risk by STOPPING home building & development in fire prone zones



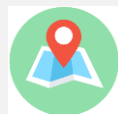
Preserve natural riparian ecosystems & chaparral habitat



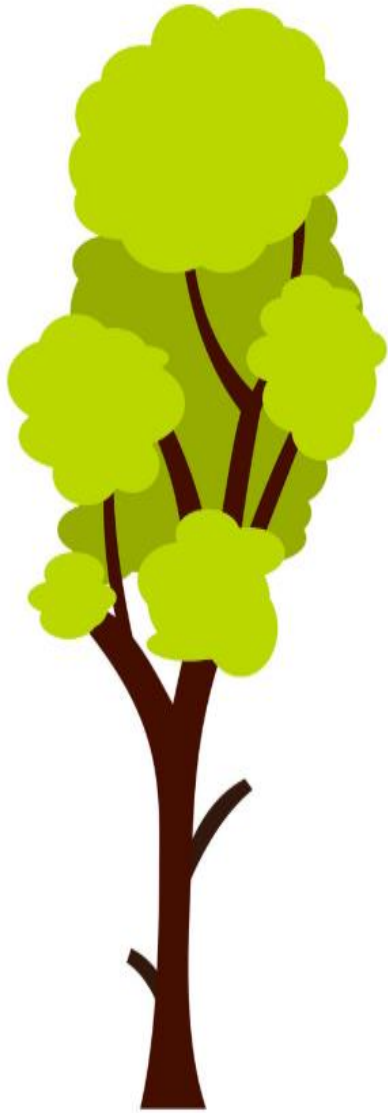
Replace roadside vegetative clearings w/ natural habitat to mitigate invasive & flammable species proliferation



Reduced fire risk will reduce infrastructure/habitat loss which will in turn reduce carbon emissions resulting from wildfires



Modeling of future climate conditions to identify at risk areas. Integrate fire hazard maps to identify areas most susceptible to fire



The Many Benefits of Trees!!

A single mature tree **sequesters 50lbs of carbon** per year

Trees provide beautification & **increased property value**

Trees allow for soil & **stormwater retention** - 1000g/y per mature tree

Trees are **critical for wildlife** habitat to thrive

Trees **reduce heat island effects** via shading & “evapo-transpiration”

Trees **reduce energy bills** via the shade they provide buildings

Trees **absorb pollution**

Trees improve well-being & have been linked to **crime reduction**



Measures to Increase & Protect Urban/Suburban Tree Canopy

Create a City Forestry Team led by certified arborists. Assess current canopy coverage & identify areas of deficiency in business & residential sectors

Develop a master plan to fund, maintain, & improve our urban forest

Ensure city master plan incorporates increased & funded street tree & median plantings. Initiate capital improvement programs & leverage public works/parks budgets

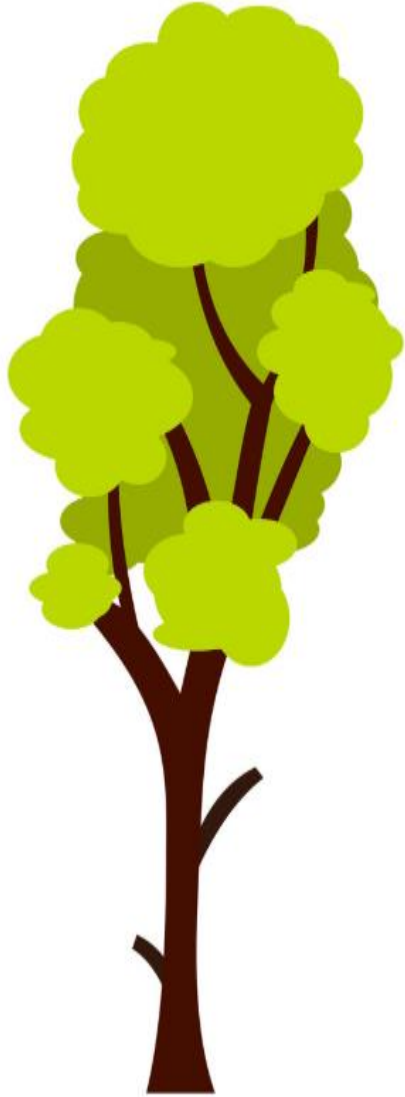
Emphasize use of water wise & drought resistant native trees & shrubbery

Require street trees to be planted in new commercial developments

Adopt ordinances to require tree preservation, w/ enhanced inspection, enforcement, & maintenance capabilities

Replacement and planting program for private development, & with highest priority going toward low equity residential neighborhoods

Pursue an aggressive timeline that begins planting in 2021 and targets 15% total canopy coverage by 2035.



Urban Forest Support Initiatives

Consider replacing invasive Mexican palms with more favorable waterwise species that can provide both shade & urban habitat

Account for irrigation & maintenance requirements for new plantings, & consider offset costs via planned community facility rate charges

Pursue the funding of tree planting projects via The Escondido Community Foundation and Community Group Development Grants

Create a community-led Go Fund Me to solicit donations for specific tree planting projects

Continued participation in Cool Parks, where recently volunteers planted 300 trees in Kit Carson Park and other local parks

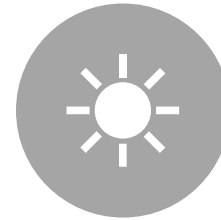
Provide cost-sharing for planting of shade trees. Encourage incentive programs with local utilities/SDG&E

Increased City of Escondido & Community collaboration w/ Arbor Day Foundation

ECAP Initiative Pillars



**BUILDING
EFFICIENCY**



**RENEWABLE
ENERGY & CCE**



**URBAN FORESTRY
& LAND USE**



**WATER
EFFICIENCY**



**CLEAN &
EFFICIENT
TRANSPORTATION**



**PRIORITY
INVESTMENT
NEIGHBORHOODS**



**COMMUNITY
INVOLVEMENT**

California Climate Action Plan Framework

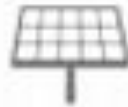
CALIFORNIA'S CLIMATE POLICY PORTFOLIO



Double building efficiency



Cleaner freight and goods movement



50% renewable power



Slash potent "super-pollutants" from dairies, landfills and refrigerants



More clean, renewable fuels



Cap emissions from transportation, industry, natural gas, and electricity



Cleaner zero or near-zero emission cars, trucks, and buses



Invest in communities to reduce emissions



Walkable/Bikeable communities with transit



Protect and manage natural and working lands

ECAP Implementation, Administration Suggested Mandates



Ensure CAP is legally binding with CA requirements & preserve/improve elements that align with best practice



Set Zero Carbon target goal in alignment with Executive Order B-55-18 of carbon neutrality by 2045



Include DETAILED timeline of strategies along with cost analysis & expected GHG reduction results for each



Produce a GHG inventory every 3 years, & annually monitor each initiative implemented



Establish/fill a Climate Coordinator position accountable directly to City Manager or Mayor

ECAP Community Support Activities



Climate Coordinator to create a Climate Task Force, open to the public, to implement ECAP & to maximize grants/funding



Create Resident Advisory Sustainability Commission to advise the city on CAP, environmental, & quality of life issues.



Create a Climate Justice Ambassadors program to assist with outreach in Equity Priority neighborhoods



Hold an annual Escondido Climate Event (or week!) to focus education & attention around carbon emission reduction



While measures/metrics are critical aspects to a CAP, we must ensure that a comprehensive & detailed “Plan” is put forth

Initiate &
sustain ECAP,
achieve GHG
reductions,
protect our
community!



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

Thank You! / Next Steps



Submission of a “supplemental” that expands on local climate impacts and includes more detailed initiative recommendations & references.



Facilitate City invitation of Scripps Institute of Oceanography climate change presentation/seminar on the topics of impact, mitigation, & adaptation.



We look forward to creating the most **EFFECTIVE** & most **EQUITABLE** climate plan in the county!

Escondido Community Advisory Group Sub-Committee



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