







Utilities & Environmental Services Draft Sustainability Outreach Plan

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DESIRED OUTCOME

Behavior changes throughout the Hayward community that result in:

- ✓ Decreased greenhouse gas emissions
- ✓ Decreased resource consumption
- ✓ Decreased litter and pollution

“Initiatives to promote behavior change are often most effective when they are carried out at the community level and involve direct contact with people... Numerous studies document that education alone often has little or no effect upon sustainable behavior.”

-Doug McKenzie-Mohr¹

¹ *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*. New Society Publishers, 2011. Online book at <http://www.cbsm.com/pages/guide/preface/>.

Relevant General Plan Policies and Programs

The following are the General Plan policies and implementation programs that are related to sustainability outreach and education.

GENERAL PLAN POLICIES

NR-2.4 Community Greenhouse Gas Reduction. The City shall work with the community to reduce community-based GHG emissions by 20 percent below 2005 baseline levels by 2020, and strive to reduce community emissions by 61.7 percent and 82.5 percent by 2040 and 2050, respectively.

NR-2.14 Air Quality Education. The City shall educate the public about air quality standards, health effects, and efforts they can make to improve air quality and reduce greenhouse gas emissions.

HQL-2.3 Education about Walking, Cycling and Using Public Transit. The City shall partner with schools, employers, transit agencies, HARD, and community groups to teach bicycle and pedestrian safety in schools and workplaces and to educate residents and businesses about the health and environmental benefits of walking, bicycling, and using public transit.

HQL-7.3 Home Use of Hazardous Materials. The City shall encourage and educate residents, non-profits, and businesses to implement integrated pest management principles, reduce or discontinue the use of pesticides, herbicides, and toxic cleaning substances.

HQL-9.6 Energy Resiliency. The City shall continue to encourage residents and businesses to use less gasoline for transportation, and improve energy efficiency in and renewable energy generation from buildings and industry processes to reduce impacts from rising oil and energy prices.

PFS-7.13 Residential Recycling. The City shall encourage increased participation in residential recycling programs, and strive to comply with the recycling provisions approved by the Alameda County Waste Management Authority Board. The City shall work with StopWaste.org to monitor participation in residential recycling programs and educate the community regarding actual composition of waste sent to landfills.

PFS-7.23 Consumption Reduction. The City shall educate the community about the benefits of reducing overall consumption.

GENERAL PLAN IMPLEMENTATION PROGRAMS

NR-7. Energy Reduction Initiative and Annual Report. The City shall develop and implement a public information and education campaign to encourage every household and every business to reduce their energy consumption by 10 percent by 2020. The City shall evaluate and report to the City Council annually on the community's progress in achieving the ten percent goal, and recommend additional efforts as necessary to ensure the goal is met. (2014-16 and Annually)

NR-16. Green Portal. The City shall develop and maintain a stand-alone Green Portal, or website, that serves as the City's hub for all things green. (2014-16 and Ongoing)

NR-17. Business Engagement in Climate Programs. The City shall engage local businesses and business organizations (e.g., Chamber of Commerce, the Keep Hayward Clean and Green Taskforce, the Alameda County Green Business Program) in climate-related programs. (Annually)

NR-18. Environmental Education Programs. The City shall coordinate with Alameda County, Pacific Gas & Electric Company, non-profit organizations, and other agencies and businesses to develop and implement an Environmental Education Program. (2017-19)



Update Sustainability Website

Lay the Groundwork

WHAT?

Create a website that will house all sustainability related programs and include the following features:

- A calendar of green events
- Photo and video galleries
- Maps of green initiatives that are happening throughout Hayward
- A dynamic dashboard displaying sustainability metrics
- Audience specific pages for individuals, businesses, and the community
- A green government page outlining municipal efforts and celebrating the City's success stories
- A short and simple URL for easy reference

WHY?

A well-maintained website is an essential building block for an outreach campaign. First, this will be a one-stop hub that community members can go for information and updates. Second, the dashboard will keep track of the City's progress towards meeting its sustainability goals. Third, this will help staff from multiple departments keep information organized by centralizing all campaigns and documents.

WHEN?

The Sustainability Website will be created as part of the overall update of the City's website, which will launch in December, 2015.

EXAMPLES (from Baltimore, MD, Santa Monica, CA, Seattle, WA, and Austin, TX)

The collage displays five examples of sustainability websites:

- Baltimore Office of Sustainability:** Features a navigation menu with categories like Cleanliness, Pollution Prevention, Resource Conservation, Greening, Transportation, Education & Awareness, and Green Economy. A main article titled "Baltimore's Climate Action Plan" is highlighted.
- Seattle Office of Sustainability & Environment:** Shows a dashboard with large statistics: "70% of waste recycled by single-family households in 2012" and "30% of waste recycled by multi-family sector in 2012". It includes a "STAY CONNECTED" section and a "Read Our Blog: Greenspace" section.
- Santa Monica Office of Sustainability and the Environment:** Features a navigation menu with categories like Buying Green, Education, Energy, Green Building, Hazardous Materials, Landscape, Resource Recovery & Recycling, Sustainability, Transportation, Urban Runoff, and Water. A "20 YEARS OF PROGRESS" graphic is prominent.
- Austin Office of Sustainability:** Includes a "WELCOME" section, "Our Vision" and "Our Mission" statements, and a "Climate Change" section. It also features a "Retthink! Mobile App" and "Austin Green Business Leaders" section.
- Seattle Office of Sustainability & Environment (Another View):** Shows a "CREATING A WORLD CLASS SUSTAINABLE CITY" section with a detailed overview of the city's sustainability goals and initiatives.

Create Sustainability Dashboard

Lay the Groundwork

WHAT?

Create datasets and infographics that measure and depict the City's sustainability goals. The metrics will be displayed in an online dashboard on the website, in presentations, and on posters. The dashboard will also include historic data and regional comparisons when possible.

The datasets will be updated as frequently as data collection methods allow. Real-time monitoring of metrics is a long-term goal. As technology makes this possible through smart meters and other means, staff will work to incorporate real-time monitoring into the online dashboard.

The City does not currently have the capacity to compile all desired datasets. Staff will create a metric wish list to distribute to professors at Hayward colleges and universities who are interested in creating service-learning projects.

WHY?

A dashboard serves as an information piece about Hayward's current performance and a reminder of the City's goals. Also, a dashboard can also be a motivator for community members who would like to see improvement.

WHEN?

Datasets for the dashboard are currently being compiled. The online dashboard and infographics will be created as part of the overall update of the City's website, which will launch in December, 2015. Staff will report on the primary metrics at each Council Sustainability Committee (CSC) meeting.

EXAMPLE (from MTC's Vital Signs)

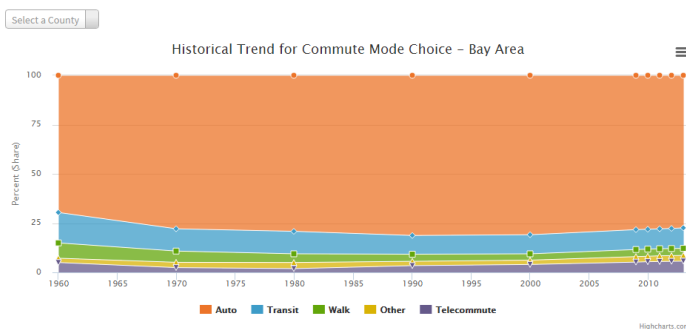


Regional Performance

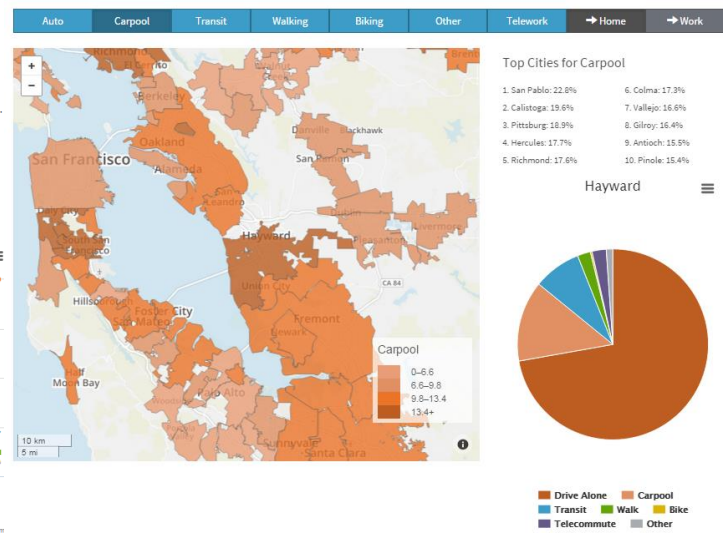
Bay Area commuters are committed to their choice of transportation.

Two-thirds of Bay Area commuters drive to work alone, and this statistic has remained constant for decades. Similarly, the percentage of commuters who take transit has remained constant at 10 percent of all Bay Area commuters since the 1980s. In the most significant shift in recent decades, increasing numbers of residents are choosing to telecommute or bicycle to work. These gains have come at the expense of carpooling, which has declined in popularity over time.

[Read More](#)



2013 Commute Mode Choice for Counties and Cities

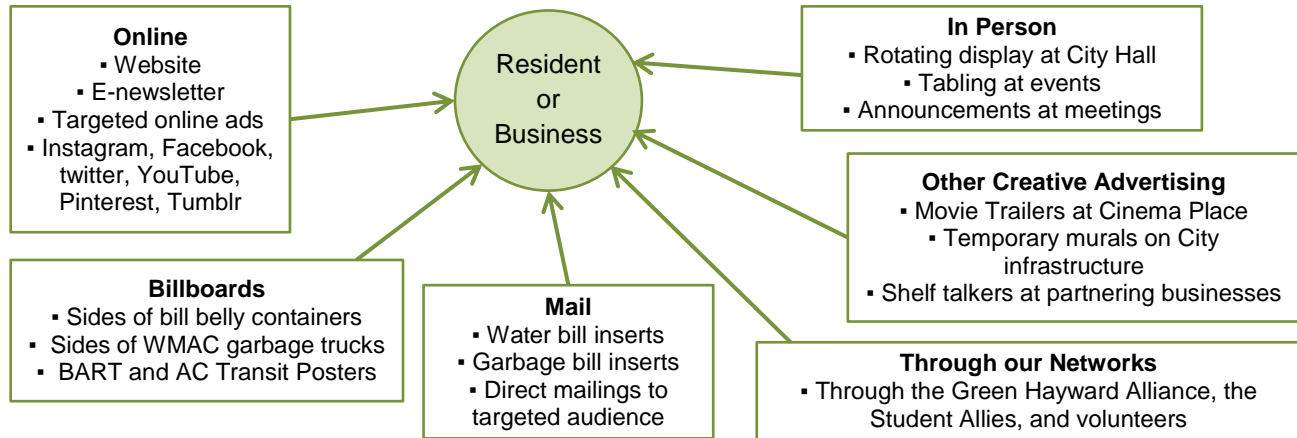


Increase Communication Channels

Lay the Groundwork

WHAT?

Identify and create a diverse range of communication channels. Staff is currently getting quotes to create a “menu” of communication channels and their associated costs. Staff can refer to this menu to select the appropriate channels for future messaging campaigns depending on the targeted audience and available budget. Communicating online is the most cost effective (and greenest) way to keep in regular contact with community members. Therefore, staff is particularly focused on providing ways for community members to pre-sign up for updates through social media and an e-newsletter.



WHY?

To reach as many segments of the Hayward community as possible.

WHEN?

The e-newsletter will launch in February, 2016. Over the coming year, staff will build the email list by tabling, creating promotional events (such as an opportunity to win a toilet), and allowing people to opt in when they pay their water bill.

EXAMPLES (Brisbane, Australia e-newsletter, Seattle, WA twitter feed, Middlebury College touch screen display, North Carolina State University creative advertising on dumpsters)



Expand Volunteer and Internship Programs

Build Our Capacity

WHAT?

Formalize a volunteer program for community members who are passionate about sustainability and increase opportunities to host local interns.

Staff is exploring several venues to host interns. As part of its budget, the Utilities and Environmental Services Department annually hosts one half-time intern in its Wastewater Division and one half-time intern in its Water Division. Last year, the Water Pollution Source Control Division hosted a Cal State intern through the University's Pioneers for Change program, which pays students to intern as part of their studies. There are also opportunities to host interns through the Civic Spark and Coro Fellowship programs.

Staff is currently working with the Keep Hayward Clean and Green Taskforce to expand their volunteer program to include additional green activities. In specific, staff is looking to train volunteers to help run City-sponsored events and be able to table at community events and meetings. Staff will be offering orientations three times a year, which will introduce volunteers to City programs and review the materials used when tabling.

WHY?

Hayward is fortunate to have a culture of volunteerism and quality institutions of higher education. By formalizing opportunities to contribute, the City can use that energy and passion to scale up our work. In addition, volunteers can help deliver information to community members that City staff would not otherwise reach.

WHEN?

In addition to the budgeted interns, the Environmental Services Division is expecting to host at least one Cal State East Bay intern this school year. Staff will continue to explore other opportunities and host additional interns this school year and summer if funding is available.

Staff plans to host the first formal volunteer orientation in February, 2016.

EXAMPLES (from San Francisco, CA – SF Environment and SFPUC)

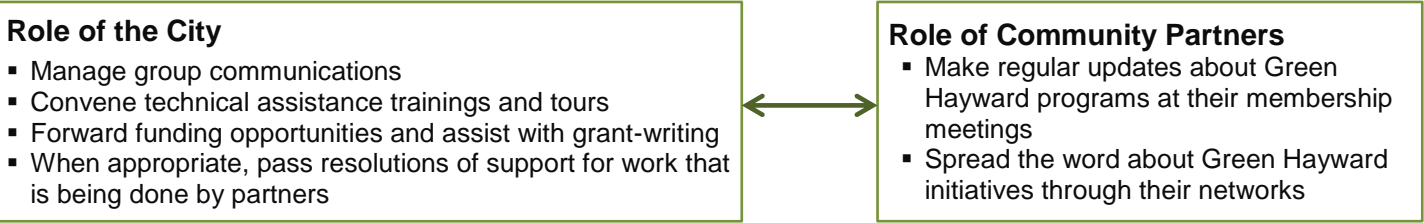


Leverage Community Partners

Build Our Capacity

WHAT?

Develop a Green Hayward Alliance for Hayward businesses, schools, HOAs, civic groups, nonprofits, and apartment managers. The time commitment for members will be minimal. Members will receive monthly e-newsletters and be invited to optional workshops and networking opportunities. The benefits of being an Alliance Member are outlined below.



In addition, convene a Student Allies program, which will have representatives from each of the environmental clubs and councils at Hayward middle schools, high schools, and colleges. The Allies will meet six times a year.

WHY?

Community partners are already passionate about sustainability. The Alliance will enhance their work through sharing of best practices, surfacing opportunities to partner, and creating coalitions to attract funding to Hayward. Non-profit partners are able to apply for foundation funding to do community work, which is often not available to government agencies.

WHEN?

Staff will convene the first class of the Green Student Allies in the fall of 2015. Staff will recruit members for the Green Hayward Alliance this winter and send the first newsletter in March, 2016.

EXAMPLES (from GTECH Strategies, a non-profit in Pittsburgh, PA and Oceanside, CA)



GTECH Strategies is on the ground in Pittsburgh neighborhoods connecting residents to funding, education, and technical resources. They work closely with the City and convene the region's sustainability coalition and Social Capital Council.



The City of Oceanside has an award winning partnership with their educational institutions. Above, Coastal Music Studios and the Discovery Isle Child Development Center celebrate Earth Day with a Recycled Drum Corps and a "Bug Out."

Run Coordinated Messaging Campaigns

WHAT?

Centralize the City’s sustainability messaging and focus on four campaigns each year. The purpose of targeting one simple behavior change at a time is to create a gateway for community members to get further involved in conservation and efficiency activities. For each campaign, staff will measure the baseline, use diverse and creative communication channels to reach the targeted audience, and measure the results. The criteria for selecting campaign topics are:

- The behavior change should be concrete (“compost” is too vague, “compost your coffee cups” is better)
- The behavior change should be applicable and attainable for a sizable group of Hayward community members (at least 5,000 residents and/or 100 businesses)
- The behavior change should be a positive action (“bike and walk more” instead of “don’t drive”)
- The behavior change should be measurable for staff

WHY?

Staff is currently running separate messaging campaigns from within various City departments and divisions. Because of this, community members are receiving many messages from the City. Research shows that too many unrelated messages can lead to tuning out the information. By centralizing the messaging effort and focusing on one message at a time, the campaigns will hopefully make a greater impact on desired behavior changes. By measuring the impact of each campaign, staff can evaluate what is working and what can be improved.

WHEN?

The first messaging campaign will launch in January, 2016. There will be a new campaign every quarter and staff will report on the previous campaign at each Sustainability Committee meeting.

EXAMPLES (from Livermore, CA and Vancouver, WA)



This Livermore, CA campaign included a marketing video, a photo contest, stickers on pizza boxes of participating businesses, tags on green carts, online ads, bill inserts, and social media.



This Vancouver, WA campaign uses a positive message and is displayed in highly relevant public areas.

Streamline Outreach at Community Events

WHAT?

Create three go green pre-assembled tabling kits that can be used by staff or volunteers at community events. One kit will be comprehensive for larger events and two kits will be more compact for community meetings and other small events.

In addition, staff will create a display that will accompany trash and recycling carts at community events. The display will explain the three waste streams and possibly market the City's recycling programs.

WHY?

Intentionally designed, attractive displays are good marketing for the City and its sustainability programming.

Staff currently assembles materials each time there is an event. A pre-assembled kit will allow staff to train volunteers and interns, who can set up and run the tables. This will allow the City to be at more events and spend less time preparing for each event. For 2016, staff is looking to have a table at most of the downtown events, such as Cinco de Mayo and the Blues Festival. By 2017, staff is hoping to have enough volunteers trained to expand the effort to smaller events like the farmer's market and school registration days.

WHEN?

Staff is currently working on creating the tabling kit. Interns and volunteers will be trained on an ongoing basis, starting in the fall of 2015.

EXAMPLE (from the San Francisco Green Festival)



Each tabling kit will include attractive posters, display cases for handouts, signup sheets for the e-newsletter, surveys, giveaways, and other compelling visual elements.

Scale Up City-Sponsored Green Events

WHAT?

Evaluate existing events to determine high-impact opportunities for growth and involve volunteers and partners to grow and improve each event. Staff will streamline existing events by creating standard procedures that can be replicated by staff, volunteers, and community partners. The ultimate goal of this effort will be to identify and train community partners that are willing to entirely take over and expand the events in the future.

In addition, launch two new events in 2016 with community partners: an environmental film series and an online photo contest. The film series will show three films at several locations throughout Hayward and be followed with panel discussions and an online forum. The Hayward Library has run similar successful events in the past. The photo contest will be run on Instagram, a free social media platform. Winners will be displayed on the website and outside the Council Chambers in City Hall.

City of Hayward staff currently hosts the following green events:

- The annual Environmental Awards
- Water efficient landscape classes and gardening workshops
- The annual citywide cleanup in May
- The environmental poster and essay contest
- An Earth Week display in the rotunda

WHY?

Events are an important outreach tool, but running events can demand large amounts staff time. Standardizing the procedures from year to year will streamline event planning, allowing staff to focus on improving and expanding the events. It will also allow staff to delegate tasks to volunteers, interns, and community partners.

WHEN?

Staff will evaluate and standardize procedures for all 2016 events. The film series will run from February through April. The first photo contest will also launch in February.

EXAMPLES

- Earth Day Celebration in Nyack, NY hosted by the Chamber of Commerce
- San Diego beach cleanup hosted by the Surfrider Foundation and local surf shops
- Summer Film Series in Lafayette, CA hosted by the non-profit Sustainable Lafayette



Launch Go Green Challenges

WHAT?

Launch challenges that result in concrete, measurable behavior changes and environmental results. These challenges will be modeled on community based social marketing principals, which stress neighbor-to-neighbor outreach and creatively removing barriers to participation. To provide motivation, participants will be given opportunities and tools to make pledges and track their progress alongside their peers.

WHY?

The desired outcome of the outreach plan is community behavior changes. The Go Green Challenges will take the community involvement and awareness gained in the first year to that next level. As noted above, “education alone often has little or no effect upon sustainable behavior.”

WHEN?

Staff is planning to launch the challenges in 2017.


EXAMPLES (University Park, Maryland STEP-UP Program and OneChange’s Project Porchlight Program)



STEP-UP SMALL TOWN ENERGY PROGRAM

Measurable Impacts

- **32%** of owner-occupied homes in town signed up for STEP (275)
- **25%** of owner-occupied homes in town had a HPwES audit (215)
- **18%** of homes in town completed a whole-house retrofit, avg 15% savings
- **65%** audit-to retrofit conversion rate



Success.

The Small Town Energy Program for University Park (STEP-UP) used town hall meetings and house parties to sign up homeowners for energy audits. The program then used a one-on-one coach to help homeowners find a contractor and financing to complete a retrofit. As a result of their efforts, 18% of homes in the town completed a whole-house retrofit. The US Department of Energy is now working to replicate this model elsewhere.



Project Porchlight partners with utilities and sponsors to provide free CFL bulbs. The bulbs are distributed door-to-door by neighbors and volunteers, who also assist with installation. Their philosophy is that “when people participate in that first simple action (changing a light bulb) they become empowered to believe that their simple actions matter and they can make a difference.” Up to this point, Project Porchlight has changed 3,588,000 bulbs.

Timeline

Tasks	2015			2016												2017												
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Lay the Groundwork																												
Create content for new sustainability website																												
Collect datasets for dashboard																												
Create menu of communications channels																												
Plan 2016 messaging campaigns																												
Create tabling kit for community events																												
Create internal metrics to evaluate 2016 events																												
Design city hall display																												
Create content for social media and e-newsletter																												
Build Our Capacity																												
Convene Green School Allies																												
Host school year intern(s)																												
Create volunteer program with KHCG taskforce																												
Volunteer/intern orientations																												
Host summer interns																												
Develop and recruit for Green Hayward Alliance																												
Convene Green Hayward Alliance																												
Educate																												
Launch and maintain sustainability website																												
Launch dashboard and maintain datasets																												
Run and evaluate messaging campaigns																												
Publish monthly e-newsletters																												
City-sponsored green events																												
Outreach at other green events																												
Install and update city hall display																												
Evaluate events and tabling and propose updates																												
Engage																												
Design and find funding for go green challenge(s)																												
Launch and measure go green challenge(s)																												