



# 10% Challenge Action Guide

*An Organizing Resource from Sustainable Hudson Valley*  
C 2012

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10% Participation - 10% Energy use reduction - 10% Closer to a sustainable future



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## Call to Action

*Can you cut your carbon footprint ten percent? Can your co-workers and neighbors do the same? Can you help spark a local movement that will get ten percent of the people around you to live 10% more sustainably and then take leadership in your community, organization or network? Can your city, town or village organize around this seemingly simple goal to make a difference in local quality of life?*

Hatched in New York State by Sustainable Hudson Valley and piloted in the towns of Red Hook and Warwick in 2010 - 2011, the 10% Challenge is a quickly expanding grassroots campaigns with this tool kit that is ready for adoption by cities, towns and villages everywhere.

*It is a spirited, community-based campaign to cut energy use 10%, use the cleanest possible sources for the rest, and to involve 10% of the community as leaders and models for the campaign.*

The 10% Challenge campaign is can-do action campaign focused on tangible waste reduction goals. It's also a subtle structure for bringing people together to create a more responsive and innovative community overall. The 10% Challenge campaign builds political will for better policies in energy, resource management and transportation while restoring a sense of local self-reliance and empowerment. It is an invitation to creatively redesign our lifestyles, work routines, and communities.

The Challenge is a competition among communities. This guidebook is written for organizers who are interested in working at a community or multi-community scale. However, many of the principles can also be adapted for a smaller scale campaign. Businesses, schools, government agencies or neighborhoods can certainly play. At any scale, the 10% Challenge builds momentum while achieving results. It is the 10% participation level, as well as the 10% stretch goal for resource savings, that brings the community 10% closer to a sustainable future and – importantly – prepares it to keep moving forward.

# Chapter 1

## Why 10%?

Gearing up for a ten percent reduction in carbon footprint is an ambitious goal from the perspective of human convenience, and an important first step toward a much-needed transformation in the way we live and use resources.

We now know our climate is changing even faster than scientists predicted only five years ago. The highest concentration of carbon dioxide in the atmosphere considered safe by most scientists is 350 parts per million (ppm). Today, the concentration is around 400 ppm, and emissions of CO<sub>2</sub> are still increasing more quickly than either the earth's natural cycles or our few emissions reductions programs have been able to deal with.

Most climate scientists believe these unusually high greenhouse gas emissions are caused by human activities – mainly the burning of fossil fuels for our many energy needs including heat, electricity and mobility.

We have created this situation, in part, by underestimating our ability to change when necessary for survival. Yes, we need energy. Yes, many people are motivated by convenience. But we can and must live sustainably so that the Earth will still support intelligent life in 100, 1000, and 100,000 years. This is going to require more than convenient little responses. It is going to take creativity and initiative to live differently and substitute people-power for conventional energy sources.

The 10% Challenge is a positive, enthusiastic, and effective response to the need for a global greenhouse gas emissions reduction to help bring us back from the brink, and send us – globally – into a healthier, sustainable future.

## Chapter 2

## Campaign Psychology

The 10% Challenge has been designed to assist with the shift from conventional to reduced and renewable energy use, and to help communities make the smartest choice for their local and global future. But the 10% Challenge will only work effectively when individuals in a community can be motivated as an active and unified group, both to support each other in lifestyle change and to create the community infrastructure – from bike racks to gardens to ride share programs. We begin with a dive into some principles of human behavior that can guide this effort.

The first of these principles is “**bounded rationality**”; people don’t necessarily always try for the best possible outcome to a particular challenge, but instead look for “good-enough” answers that are easier to act upon. We want to think through our choices – but not too hard. It’s important for leaders to remember this tendency when guiding the Challenge process in their communities. Keep it simple and focus on actions that can be taken quickly with short-term results.

The second principle is that most people want to fit in with **social norms**. Humans are guided and goaded by the choices and values of other people around us. One of the best ways to encourage people to act in a particular way is to persuade them the preferred behavior is “what normal people do” – or is supported by people that they respect and hang out with. This may be done by suggesting that a majority of the community actively conserves energy – or that a cool minority does and will influence the rest. The norm of an innovative movement can attract many people of good will and high energy.

The IRS has applied this wisdom to cut costs by telling taxpayers, “Most people e-file,” and finding that more people do as a result of that messaging. The hospitality industry has learned that hotel guests will help conserve energy and water - by not bothering to have sheets and towels washed every single day, and by turning thermostats down - if they are told that a majority of other guests do the same. Appealing to social norms is a valuable tool in 10% Challenge campaigns. In addition to informing people how much energy and money they could

save by participating, invite them to “join their neighbors” in saving energy. **Establish a social norm around energy conservation**, and publicize it in the formative stages to create a self-fulfilling prophecy.



Spreading new ideas and practices, and changing people’s minds about commonly held beliefs, is not just a result of rational argument. **Creating a positive emotional connection** to healthier, greener lifestyles is essential. The 10% Challenge is a framework to help people experience new possibilities and make new choices as a result.

**Community-Based Social Marketing** is an overall framework for encouraging voluntary behavior change, that invites people to join with their neighbors and save essential resources, reinforcing the invitation with models, incentives, and supports. CBSM works through the following principles and resources:

- *Convenience*: Remove barriers and make it easy for people to feel effective in trying to meet their goals.

*Communication*: Invitations, how-tos, reminders, social opportunities, and kudos will help people feel connected to other participants and will help maintain their motivation.

- *Role models*: Ask community stars – athletes, authors, actors, artists, politicians, etc. – to illustrate and role-model the desired Challenge-related actions. Celebrating the

involvement of respected community members can build enthusiasm among other participants.

*Commitment* Encourage clearly stated commitments:

*I will unplug all my electronics that aren't in use, and make it a habit.*

*I will get help in tightening up this drafty house in the next month.*

*I will get out of my car and onto my bike for local mobility.*

People care about following through on what they have committed to, especially when they have made that commitment in public.

- *Social norms*: Beyond communicating that it's normal, healthy, or patriotic to live an eco-efficient lifestyle, groups can show how easy and pleasant it is with zero-waste banquets, conferences, meetings and parties where the virtuous behavior isn't just talked up – it's practiced and treated as mainstream and expected.

The 10% Challenge campaign also draws on the psychologies of:

- *Peak Performance* - finding "the zone" of challenge and renewal that keeps people mentally and emotionally engaged and working effectively;
- *Prosocial Behavior* - tapping into the sense of responsibility, generosity, and long-range thinking that people can bring into play when they care enough and are not too overwhelmed with the demands of their lives.
- *Social Movement Participation* - engaging individuals as part of a larger process of change and helping people to feel part of something larger than themselves;



- *Social Diffusion* - a marketing psychology that fits elegantly with social movement building by starting with people who are most receptive to the invitation and open to risk-taking, then helping them to serve as models and messengers for others, in waves.
- *Creativity and Creative Problem-Solving* – always useful in overcoming barriers and devising elegant approaches to the challenge at hand;
- *Organizational Learning* - a powerful way of understanding how large groups of people can “learn together” by taking the time to communicate thoughtfully, understand each other’s assumptions and world views, and make a commitment to each other’s success.

Finally, the process requires a subtle yet strong style of leadership from the beginning, and an attention to the human dimensions of each step. A 10% Challenge campaign will be strengthened by organizers’ access to specific skills such as conflict resolution, issue framing and media strategy, and emotional and social intelligence. You don’t need Ph.Ds or consultants – you just need a bit of organizing experience and savvy, and a network of trusted advisors. You will benefit from including the coaches, teachers, sales managers, clergy, psychologists, politicians and others who understand the logic of participation and collaboration, and whose jobs naturally connect them with a large and diverse number of community members. To the

extent that your campaign can work effectively with the brighter side of human nature and understand the systems that work in your community, you will succeed.

## Chapter 3

### Organizing the campaign

The 10% Challenge campaign has two essential ingredients: (1) an ambitious but achievable short-term goal to reduce waste, and (2) greatly expanded, diversified leadership for local sustainability. Together, they serve as a turbo-charge to move the community toward any longer-term, post-Challenge goals it has set for resource conservation and sustainability.

A community's approach to its energy-saving goals should recognize the range of household responses, from gung-ho to no-no. Those who want to make a stretch commitment should be encouraged to go for it. At the same time, recognizing that not every household will step up to participate, the campaign leadership should identify a short list of actions that can be taken by local government, social networks and volunteers, to reduce the communitywide carbon footprint. This means the campaign needs two kinds of efforts:

1. individual and household energy-saving behavior (beginning with “the low-hanging fruit” - switching light bulbs to CFLs, line-drying clothing, carpooling, composting, etc. and advancing to include home energy assessments and upgrades such as insulation, air sealing, and heating system improvements);
2. community-scale projects to reduce overall energy footprint (e.g., creating farmers' markets, bike paths, and ride share systems.). These projects also help support individual behavior changes, and provide opportunities for leadership to gauge community response and refine strategy to engage as many people as possible.



Here are the primary tasks and activities we have found necessary for successful 10% Challenge campaigns, with tips on how to carry them out.

### **I. Establish Leadership:**

Leadership and organizational development are essentials for a successful 10% Challenge campaign. A local government can cut its own energy use by hiring technical experts, but to make a community-wide change, a different approach is needed. It begins with a diverse, initial network of champions – leaders – who are willing to take public stands and work hard to grow the campaign. That leadership network needs to be well versed on energy conservation strategies, be personally committed, and understand what works in the community. The leadership group must establish a shared understanding of the work to be done, commitment from members to carry the work through, and working relationships of trust and cooperation.

The best core leadership group has at least a dozen people representing the governments, institutions, businesses, and regular folks in the community – ideally many more. The responsibility of this group is to plan and lead the campaign for the year, serving as strategists, spokespeople, resource developers, educators, and mentors. A great deal of their work on the campaign will feed, and overlap with, their current work in the community, so this doesn't need to be a daunting task.

## **II. Organize your resources:**

It's also smart to assemble the resources you need early, including at least a little money. You will probably need to fund, or otherwise find, the following:

- supplies (printing materials, postage, etc.);
- meeting spaces;
- incentives/prizes which will not only encourage participation, but show your capabilities and introduce an element of fun;
- subsidization to improve affordability for participants (reduced cost lighting change-outs, weatherstripping and insulation, etc.);
- volunteers;
- paid coordinator(s)<sup>1</sup>.

Funding sources might include: grassroots events and sales of related products like water bottles and reusable shopping bags; sponsorships by area businesses; and utility marketing partnerships and foundation grants. Estimate your costs and start fundraising at least a month or two before you expect to launch the campaign.

Establish some incentives to drive enthusiasm for sticking with the Challenge. For example, the first community to make a convincing case that it has achieved a 10% reduction in energy use and gotten 10% of its citizens meaningfully involved could win a series of prizes. Where the program was piloted in New York, winning communities were awarded with a solar thermal system; a sail on the Hudson River on the Sloop Clearwater for school children; a day at a holistic retreat center for the governing boards or councils; and a community-wide solar opportunity assessment. These prizes were fun, but also educational and appropriate for an environmental awareness campaign like the 10% Challenge.

## **III. Hold a formative meeting:**

If possible, block at least 2.5 - 3 hours for the meeting, and strongly encourage campaign leaders to invest in this time. In this session, participants should be encouraged to share a little

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<sup>1</sup> Volunteers can move mountains, but for an effective execution of a campaign as ambitious as this one, having even a part-time paid coordinator is a gift, if you can manage it.

about what they bring to the campaign and what results they'd like to see come out of the effort. Goals of this meeting:

- Introduce the campaign framework, timeline, methods, expectations.
- Imagine success - visualize, talk, speculate, and take time to open up the possibilities, including what could go wrong.
- Consider the unique way this campaign could unfold in your community that sets it apart from others, like strengths in your school system, in your sports and outdoor community, among your food and farm enthusiasts, in your green industries, your civic engagement, etc.
- Review the campaign's organizational tasks and create an overall timeline (See Appendix C for a sample local campaign timeline), including a meeting schedule. Create a shared vision of what each step will look like, and set goals for the next meeting;
- Establish key responsibilities and delegate them to 1 or 2 campaign coordinators, a media liaison, a fundraising chair, and outreach coordinators, and send small groups off with the task of putting more definition into those volunteer job descriptions.
- Establish an emissions baseline so improvements can be measured from beginning to end, and identify some action starting points. It's helpful to be able to create a "before and after" portrait of your community's energy use.<sup>2</sup>
- Brainstorm opportunities for environmental improvement that will get people enthusiastic and involved and will create economic opportunity. Many simple energy-saving measures taken together can make a significant difference in overall consumption – and the ease of these changes can boost enthusiasm for continued behavior and lifestyle changes in your community. Issue a call to simple actions that can be scaled up over time, and emphasize the positives, like community improvement, money saving, and economic opportunity.

Simple measures:

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<sup>2</sup> A community greenhouse gas emissions inventory is ideal, but there are various ways to work with estimates. Your utility may also be able to find a way to generate this data for you. For participant benchmarking in New York, we use the online tool My Energy Plan ([www.myenergyplan.net](http://www.myenergyplan.net)) developed by the University of New Hampshire in partnership with Clean Air, Cool Planet's New England Energy Challenge.

- Replacing lighting
- Conscientious water use
  - Using power strips
- Simple weatherization measures
- Biking, walking, and carpooling
- Visiting farmers' markets

#### IV. Tips for success:

*General campaign information* should be clear and understandable to anyone. It should have a long shelf life, focusing on points about the campaign that won't readily change over the period of months your community is involved. It should be consistent, getting everyone in the community up to speed on the key ideas and actions in the picture and ensuring everyone is exposed to the same information. Ideally, this kind of information can be posted on a bulletin board or refrigerator, as well as on a website or Facebook page.

*Invitations to participate* should be enticing, brief and direct, with a sense of fun as well as the importance of the issue. Use artful postcards, restaurant table tents, public posters, and/or visually rich emails linked to the campaign's site and energy planning software.

*Feedback, rewards and thanks.* Make information about the initiatives readily available to the public and the participants through any available channels. A website newsletter would be especially useful.. Rewards can cover a vast range, from giveaways like CFL light bulbs or branded water bottles, all the way to discount coupons at local restaurants and supply shops for customers who bring in their personal energy plans. Remember "the law of five thank-yous"; look for multiple, sincere ways to let participants know how their "drops" are "filling the bucket."

*Empower* your participants to get others involved, and consider using incentives or competitions for this purpose. But team building and leadership development events may be best used for this stage to create the "multiplier effect" in the campaign. Plan social events like house parties, cookouts, or happy hours focused on letting people share success stories or concerns.

The 10% Challenge is designed to be simple and flexible. However, it won't necessarily be an easy adjustment for everyone. That's why it's important to ensure participants that your

Challenge leadership is available to provide support and guidance<sup>3</sup>. SHV also recommends public decision makers get involved in making the commitment, through a resolution, from the start.

#### **V. Plan a signature outreach event:**

This first outreach event is vital for setting the tone of your campaign. This event should reach first to a population of early adopters who will help create buzz about the Challenge that will spread to the rest of the community. Approach community members with respect, enthusiasm, support, and an atmosphere of cooperation. Keep your message positive and make it clear that this campaign offers huge benefits - both to individuals and the community at large - that rise above political beliefs. Everyone can benefit from saving money - and if money can be saved by taking action to benefit the environment, it's a "win-win" situation.

Explain the 10% Challenge in terms that are simple and accessible. Produce campaign materials (flyers and information sheets) that are visually pleasing, and not too heavy on data and technicalities. Avoid bringing up sensitive political issues that are not entirely relevant. Getting participants educated on the finer points of energy reduction efforts and effects will come along later in the involvement process.

#### **VI. Gather commitments:**

After the initial "soft launch" outreach event, it will be time to reach out further into the community through a structured, targeted process. It may be a door to door canvass, a series of block parties, or a social media blitz - Create public awareness and extend invitations to participate through social media and networking at community events like festivals.

#### **VII. Create a system to measure and compare before & after:**

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<sup>3</sup> In New York State, Sustainable Hudson Valley has financed its support role in the 10% Challenge through sponsorships and small grants. To support community involvement, we offer hands-on assistance in: outreach, media visibility, energy use measurement and verification, securing local resources for action, event and promotional activities, and program evaluation.

A 10% reduction in energy use can only be accurately demonstrated if before and after usage measurements are taken. Refer to the next chapter for guidance. To win the prizes for the 10% Challenge, participating communities should present a credible, factually documented analysis of before/after energy use and successful 10% reduction in electricity and heating fuel, and some meaningful transportation results.

Participating communities also need to document that they reached, and meaningfully engaged, 10% - *at a minimum* - of households, businesses and institutions, which means obtaining specific commitments and verifying that action has been taken.

The documentation process is every bit as important as the active side of reducing energy use. By building disciplined participation throughout the community, the load on the backs of "the faithful" - the handful of overtaxed volunteers who make the community work - is eased, making it more likely they'll continue to work at the vanguard of the community's environmental action in the future. The process builds an informed local leadership for long-range stewardship of resources: and it builds a stronger community.

#### **VIII. Reach out to businesses and institutions:**

Consider: every dollar not spent on energy is a dollar available for payroll, supplies, and other business needs. What's more, area businesses bring us the products and services to improve energy performance - investing in energy upgrades means investing in the other local businesses that offer those products and services. And on top of all that, publicizing that a business has voluntarily chosen a socially responsible, community benefitting "greening" program can contribute to its positive image in the neighborhood or community, and to its engagement with existing and potential customer bases. Local energy companies who offer clean energy options might back your campaign with incentives and maybe financing. So might your Chamber of Commerce. It's community-wide and it's sustained, so it's great for their visibility.

Let business owners know what resources might be available to them. Energy experts throughout the area can help with energy reduction goals. State or local incentive programs,

rebates, and referrals to qualified contractors, as well as programs with local electric utilities, can help them move down this path *and* keep the work affordable.

Agway, a lawn, garden, pet, and agricultural supply business in Red Hook, NY, had a free energy audit performed in August 2010, by Challenge campaign sponsor Central Hudson. When they realized that a lighting upgrade would save 21,235 kWh of electricity per year (a savings of \$3,800 per year) they signed the contract to replace their lighting in the same week. The estimated annual return for their investment is 85%. With the money they are saving on energy, and an incentive from Central Hudson, their new lighting will pay for itself within 2 years. The New Paltz Agway followed suit, as did 23 other Red Hook businesses.

IX. Next, reach out to households

**Reach out to households:**

The message should be simple and empowering:

*“You can do this.”*

Encourage participants to take a thoughtful, non-judgmental look at their lifestyles overall.

Most of the time, it isn't hard to identify where we can save. It may also be helpful to indulge in the reality therapy of looking at money spent that could be saved:

- Look at their electric bills. Calculate 10% savings and imagine how to get there.
- Explore their homes. What can they turn off, turn down, plug into a power strip, or use only when needed? What appliances can be upgraded easily enough?
- Look at their heating bills. Calculate their 10% reductions again.
- Explore spots in their homes that could be allowing heat to escape. An insulated, well-sealed home is a comfortable home. But remind participants that wearing a bit of extra clothing in winter is a totally free way to cut down use of their homes' heating systems.
- Look at their odometers, and recall what they read last year. How many miles less would they need to drive this year (or carpool or cycle) to meet a 10% reduction from last year? Time not spent in the car is time available for life.

In some parts of the country, subscription email services such as EarthAid (.com) can tell

participants how their own electricity use compares to last month's and also to the average usage rates in their community.

In New England and New York, My Energy Plan (<http://myenergyplan.net/>) guides people through a set of energy saving choices with an easy online questionnaire. It gives participating communities regular feedback on the number of individuals using the tool and the pounds of carbon they've pledged to remove from the atmosphere. The same service also provides a "widget" for the community's and leaders' webpages to show the level of participation and its impacts.

#### **X. Tell the story with imagery and imagination:**

This campaign asks people to close the gap between what they know and how they live, walking a path of improved performance. Its symbol is the green footprint.

Generate a stream of inter- and intra-community news and feature stories, as well as in-depth case studies, to highlight and publicize local pledges and successes and the progress of regional campaigns. Building and sharing a compelling story can bring more individuals and neighboring communities on board. Creating a sustainable image for your community or region plays a big role in generating a positive sense of place for people living in and outside the area, in addition to furthering your progress in reducing your energy footprint.

Go where there's enthusiasm and find the stories to be told there. Getting people talking about the campaign could lead to local radio announcers or newspaper publishers tracking the campaign, or an athletic coach in the area organizing a 10K road race to raise funds for the effort. Of course, this "buzz" of conversation also can be manufactured by community members who Tweet about the campaign and its success, or spread the word on Facebook. Authentic buzz, generated by true enthusiasts with trusted networks, is the strongest kind.

Of course, your community's local media might have the greatest reach. The 10% Challenge has the makings of a good story at the local level, and even more if the campaign reaches a larger scale. And reporters and editors often look for upbeat, inspiring stories to balance out all the

bad news that so frequently fills our airwaves. The 10% Challenge can provide a great positive story because:

- A community's role models and opinion leaders, its goals and milestones, its contests, raffles, foot races, and composting workshops are each a potential news story.
- When a community commits to any new strategy, it's a definite news-worthy story. The Warwick, NY Challenge team attracted media attention when they innovatively used stimulus funds to pay Ed Sattler, a science teacher, to become a dedicated energy outreach coordinator for the community. The Red Hook, NY Challenge team had a similar experience after they created the exciting "Home Energy Plan Party," a fun event with the potential to spread from host to guest households throughout town and raise awareness for the campaign.
- The Challenge is a community project, involving campaign publicity events, community togetherness, and active participation. It can provide great photo-ops for leaders who will want to be quoted and show their involvement.
- The Challenge is controversial: Why 10%? How best do we get there? Does our community have what it takes? It sets an ambitious "stretch" goal, a goal that requires excellent organization, creativity, and public drive to meet the challenge.
- The Challenge is evolving. It's a continuously developing story that can be re-viewed from the various milestones along the path.
- The Challenge is a connector. It's a story of the way a community deals with its household energy issues, transportation, waste and recycling, water, food supply, business priorities, school curricula, and much more.
- The Challenge is a hero-maker. In Red Hook, NY, artist Dan Baxter created a beautiful set of watercolors depicting themes of the local campaign, which not only generated community pride, but spotlighted and rewarded one citizen's enthusiasm.
- The Challenge is an invitation to creativity. The library in Warwick, NY wanted to participate, but had just exhausted its coffers moving into a new energy-efficient building. So instead of working more on their own site, they bought a Kill-a-Watt

meter (which measures the energy use of household appliances) and made it available for library borrowers to check out for home-use, enabling local households to change energy-use habits for the better. The idea has been picked up quickly by other area libraries as an inexpensive way to be involved in the Challenge.

Each aspect of the campaign's story can be publicized on radio interviews, local access cable shows, campaign RSS feeds, Twitter and Facebook, press releases, and in exhibits at local libraries or fairgrounds. The Challenge can also get publicity in partnership with participating businesses.

## Chapter 4

# Measuring before and after

You can only show a 10% energy use reduction if you have a way of measuring before and after. Here is our best guidance to date, on how to do that. Community-wide measurements can be complicated because precision in measuring the energy use is difficult to achieve. It's nearly impossible to track everyone's vacation flights, for example. But you can thoughtfully look at major categories of energy use, make reasonable estimates, and then, after implementing the program, to look back again at the numbers to see if the "needle" has moved.

1. **Electricity use:** Your utility should be able to pull together aggregate electricity use for the households, institutions, businesses and governmental users in your community. For a meaningful comparison of "before" and "after" years, the data must be adjusted for changes in population, and for variations in temperature that influence the use of electric air conditioners and heating systems. We advocate working with the technical staff at your utility to do this, and contacting Sustainable Hudson Valley if you have any challenges. A number of Challenge communities have purchased Kill-a-Watt meters that can be checked out by patrons to measure the amount of electricity used by each household appliance so the sources of heaviest drain can be identified.

2. **Heating fuel use:** Your community is probably served by a small group of suppliers. Again, the best method is to contact them and ask for aggregate data for the households, institutions, businesses and governmental users in your community, and to work with them on adjusting the before/after data to take population and average temperature variations into account. -

3. **Transportation:** This one is tough – it’s literally a moving target. Transportation options are connected to factors somewhat beyond the control of our communities, such as where the trains and roads go, and where people find their jobs. To succeed at the 10% Challenge, you do not have to reduce your entire community's transportation footprint by 10% - but we encourage doing something creative, novel, and challenging that shows how a community can choose to change its own behavior patterns. Could you replace the oldest 10% of cars in your community with hybrids through a concerted marketing campaign working with the various dealers nearby? Could you get the 10% of your people who commute the farthest to make some use of ride-sharing, telecommuting, or transit? Could you advocate for 10% more funding toward mass transit and/or bikeways for your community? Could you come up with some other innovative transportation options that nobody else has thought of yet?

4. **Household by household:** The 10% Challenge has a unique chemistry because it works from two "sides": top-down through the leadership of government, schools, businesses and civic associations; and bottom-up or grassroots, with participating households involving their friends and neighbors and spreading action through social networks. To move the community quickly beyond talk toward clear action, we recommend working with a voluntary group of households - the “Hot 100” early adopters, for example - as a sample group who are willing to measure their before/after energy use, make a commitment to specific changes, and document results. This group can then reach out through their social networks to involve many more in order to build toward achieving the 10% participation goal. The Red Hook, NY pilot team found a way to make this fun through Energy Plan House Parties.

A short list of tools for measurement:

- **Measure Your Footprint: Households**

Use My Energy Plan, the Personal Energy Planner (<http://myenergyplan.net/estimator/>)

Reward yourself with "EarthAid" (<https://www.earthaid.net/>)

Create a support system with the "Low Carbon Diet" (<http://www.empowermentinstitute.net/lcd/index.html>)

- **Measure Your Footprint: Businesses/Institutions**

EnergyStar's Portfolio Manager ([http://www.energystar.gov/index.cfm?c=evaluate\\_performance.bus\\_portfoliomanager#estimate](http://www.energystar.gov/index.cfm?c=evaluate_performance.bus_portfoliomanager#estimate))

- **Additional Resources for the Community**

A broader set of questions to evaluate your community's progress on environmental issues, including toxics reduction, recycling, and local policies, at "How Green is My Town?" (<http://www.grassrootsinfo.org/hgimtindex.html>)

## **Conclusion**

The essence of the 10% Challenge is engaging a sizeable part of any community in action toward a personally meaningful, specific, and sustained lifestyle change.

Progress moves household by household, but also involves new programs and resources for the community as a whole, from ride-sharing programs to solar buying clubs. “Walking the talk” with pride is the theme, and most people can get behind that. You won’t win everyone but you can build a strong sense that this is our shared project, worth making a priority.

The advantages in getting involved are many-fold. You can enhance your community’s economy and sense of connection; strengthen its relationship with surrounding towns and communities; help people save money; and help your community play its part to reduce global greenhouse gas emissions.

The 10% Challenge offers a chance at revitalization – on an individual, community, and global level.

## **APPENDIX A:**

### **Resources:**

#### **American Institute of Architects, Architecture 2030 Initiative:**

[www.architecture2030.org](http://www.architecture2030.org)

Email: [info@architecture2030.org](mailto:info@architecture2030.org)

The 2030 Challenge asks the global architecture and building community to work toward implementing innovative sustainable design strategies, generating on-site renewable power and/or purchasing renewable energy and/or certified renewable energy credits. Suggestions include adopting targets such as designing new buildings, developments and major renovations to meet fossil fuel, GHG-emitting, and energy consumption performance standards.

#### **American Wind Energy Association:**

[www.awea.org](http://www.awea.org)

Phone: 202.383.2500

Fax: 202.383.2505

The mission of the American Wind Energy Association is to promote wind power growth through advocacy, communication, and education.

#### **EPA climate action toolkits:**

[www.epa.gov/climatechange](http://www.epa.gov/climatechange)

Phone: 202.343.9990

This site provides over 25 easy steps you can take not only to reduce your greenhouse gas emissions, but also to reduce air pollution, increase the nation's energy independence, and save money. It also provides a personal greenhouse gas emissions calculator to help estimate a household's annual emissions and identify ways to lower them.

#### **Glynwood Center:**

[www.glynwood.org](http://www.glynwood.org)

Phone: 845.265.3338

The Glynwood Center's mission is to help communities in the Northeast save their farms (though the resource is relevant to farmers in agriculturally similar regions outside the Northeast). Working at the intersection of the needs of communities and the opportunities available to farmers and landowners, their unique niche is to empower communities to support farming and conserve farmland, while also working the Center's own land to demonstrate the economic viability of environmentally sustainable agriculture.

**Green Roofs for Healthy Cities:**

[www.greenroofs.org](http://www.greenroofs.org)

Phone: 416.971.4494

Fax: 416.971.9844

Green Roofs works to increase awareness of the economic, social, and environmental benefits of green roofs and green walls, and other forms of living architecture through education, advocacy, professional development, and celebrations of excellence.

**National Grid - Smart Grid:**

[www.nationalgridus.com](http://www.nationalgridus.com)

This international electricity and natural gas company uses Smart Grid, an "intelligent" electricity distribution network that can help reduce customers' energy use, improve the efficiency and reliability of the electricity grid as a whole, and optimize the integration of renewable energy systems. Includes in-home energy management systems and intelligent controls in appliances, saving consumers money and allowing National Grid to run more efficiently. Smart Grid will play an important role in reducing greenhouse gas emissions and other pollutants, especially in how it can facilitate the connection of large amounts of renewable energy. It is also expected to be an important enabler for electric vehicles and plug-in hybrid vehicles, two promising technologies that can help dramatically reduce oil consumption.

**US Green Building Council**

[WWW.USGBC.ORG](http://WWW.USGBC.ORG)

With goals of demystifying green building and helping to make it the standard for building in the Hudson Valley, USBGC works to create economic opportunities for green building services, products, and projects. They offer a robust program of education, training, standard-setting and advocacy through chapters nationwide.

## **APPENDIX B:**

### **Sample municipal resolution**

Whereas energy waste costs citizens, businesses, and governments money that can be captured to enhance local economic security;

Whereas our community has made a commitment to energy/ climate action [if so, e.g. Climate Smart Community, Energy Star, appointing energy task force];

Whereas the Hudson Valley 10% Challenge is a cost-effective way to raise the profile of our commitments and build participation;

Now be it resolved that \_\_\_\_\_ [name of community] adopts the 10% Challenge and commits to its two principles: cutting our fossil fuel use and increasing energy-efficiency 10% communitywide in the next year or less; and getting at least 10% of our citizens involved as models and leaders.

The Conservation Advisory Council [or other governmental body] is charged with creating a cost-effective, realistic Action Plan to meet the Challenge and recommending specific strategies to do so, seeking opportunities in the buildings, electricity use, transportation, materials use and other sectors throughout the community.

- The Action Plan should include a credible approach to measuring or estimating initial energy use in order to document reductions.
- The Action Plan should include regular public communication within the community, and sharing of news among the competing communities through the 10% Challenge website.

The community agrees to register its commitment with Sustainable Hudson Valley, an educational nonprofit organization coordinating the Challenge. This registration will make the community eligible to compete for prizes awarded to the first community to meet the Challenge, including a solar thermal system, a sail on the Sloop Clearwater for the winning community's schools, and other prizes that may be arranged at no cost to the community.

No funds are authorized by this enabling legislation. If affordable investments in efficiency are recommended within the Action Plan, these will be subject to subsequent review and approval by this body.

## **APPENDIX C:**

### **Sample Timeline for a 10-month Campaign:**

#### Months 1 – 2

- form leadership team and outreach network
- design launch event
- establish baselines, measurement methods, benchmarks, and verification system
- develop strategy and campaign milestones
- raise funding
- line up rewards for winning performance

#### Months 3 – 4

- general community outreach and education (canvass, media)
- stir up participation with a contest, rally, etc., and:
- build up Energy Plan commitments
- action on “low-hanging fruit” items, e.g. weatherization, lighting change-outs, appliance swaps, education on and implementation of natural cooling methods, biking and public transportation commitments, etc.
- design special campaigns for the rest of the year

#### Months 5 - 6

Special campaign: e.g. transportation

#### Months 7 - 8

Special campaign: e.g. water-efficiency

#### Months 9 – 10

- Evaluate progress toward goals and assess community benefits
- Report publicly on the campaign
  - Celebration, awards event, media contact, etc.

## **APPENDIX D:**

### **Sample statement of expectations for participating communities**

We at Sustainable Hudson Valley ask, in exchange for our support and for devising the framework for the 10% Challenge, that participating communities:

1. Agree to share their results and activities in an "open source" manner for the benefit of all participants;
2. Use the "green footprint" logo and the name 10% Challenge (can be within a longer, community-specific, name such as "The Red Hook 10% Challenge")
3. Link prominently to the Sustainable Hudson Valley website ([www.sustainhv.org](http://www.sustainhv.org)), and give SHV credit for devising and supporting the campaign on communities' online campaign sites or forums;
4. Register on behalf of the community, including specific goals for energy reduction and public participation, and baseline measurements; designate a spokesperson/contact person for interfacing with SHV;
5. Pass a formal resolution on behalf of the local government or other lead agencies that are advancing the 10% Challenge in the community. A lead agency can be a business association, government, school district, faith community, college, or other organization with the resources to take on the 10% Challenge;
6. Send representatives to occasional meetings, training events and other gatherings of nearby Challenge communities every few months, and participate in monthly coordinators' conference calls ;
7. Communicate regularly via the Challenge's social networks (chiefly Facebook) to keep the larger community aware of efforts, successes, and lessons;
8. Work with the coordinating organization to create a campaign support framework that's as helpful as possible to your community in meeting the Challenge.