

Climate **Leaders Training**

A Guide to Informing and
Empowering Employee
Action on Climate Change

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Program History and Overview

Climate Leaders was launched at Salt Lake City Corporation in 2015 to train the City's municipal employees on the realities of climate change and how staff can help lead an effective response. The program was created to advance existing climate goals at the City, including ambitious emissions reductions targets and enhanced resiliency to the local impacts of climate change. The program itself can be tailored and replicated for use by other local governments and organizations in general. This guide provides details on the Salt Lake City program, along with resources to help in the creation of new climate training programs.

To launch the program in Salt Lake City, staff from the City's Division of Sustainability, with support and direction from the Mayor's Office solicited volunteer participants from every major City department. A total of 22 participants, representing departments such as Airport, Fire, Police, Public Utilities and many more completed the Climate Leaders curriculum. The program involved staff from many levels of leadership who completed the following activities:

- ✓ Nine separate 90-minute monthly workshops
- ✓ Interactive, cross-departmental group exercises
- ✓ Creation and implementation of Citywide "Climate Week" initiative

Climate Leaders included a multitude of topics related to climate change, all geared towards building organizational capacity and enhancing personal leadership skills in areas of climate action. General climate change science, carbon footprinting, strategies for reducing emissions, communicating climate change, local climate impacts and adaptation strategies and transformative community solutions were all covered in the curriculum.

Getting Started and Organizational Buy-In

The Climate Leaders program is primarily for organizations that either have an existing commitment to addressing climate change, or an interest in making climate action a priority in its work. This guide provides background on the "nuts and bolts" of climate training for employees and shares some of the Best Practices and lessons learned from the work at Salt Lake City Corporation.

Climate change is a dynamic social, economic and environmental challenge and solutions similarly transcend the numerous ways in which an organization operates. Energy use, transportation, water use, food systems, and waste and recycling are just some of the core areas where climate solutions can be found. Climate Leaders incorporates content from all of these realms, but most importantly engages and activates employees to be effective problem solvers and leaders.

Climate Leaders was inspired by contemplating a system-level approach to addressing climate change and its myriad challenges. As renowned systems thinker Donella Meadows once noted, the most effective place to intervene in a system is by influencing the "mindset or

paradigm out of which the system – its goals, power structure, rules and culture – arises.” Change the mindset of employees and you change the orientation of your organization as a whole system towards climate change.

Achieving organizational buy-in is not a “one-size-fits-all” task. Much like the content and priorities of the climate training you create for your organization, encouraging participation in the Climate Leaders vision will require your personal touch. Exhibit A of the appendix includes the initial communication sent to Directors of City Departments within Salt Lake City describing the program and requesting participants. Feel free to use or replicate this communication or any other materials included within this guide, including program branding, for your own organization.

Planning Your Workshops

Similar to the diversity of approaches necessary to achieve organizational buy-in, the process of planning workshops must be informed by local context. Having said that, this guide presents some strategies used in Salt Lake City to create a curriculum that is holistic, participatory and (hopefully) inspiring. Climate Leaders leveraged three primary forms of engagement for its workshops:

1. Presentations by in-house staff
2. Presentations and Q&A sessions with local experts
3. Interactive individual, small group and collective exercises

Each 90-minute workshop was organized to embed audience participation and interactive segments throughout. In general, the following climate topics were covered either as part of a dedicated workshop, or weaved throughout the annual curriculum:

- ✓ **General climate change science:** global climate trends and causes
- ✓ **Local climate change realities:** temperature trends and local impacts
- ✓ **Carbon footprinting:** household, organizational and community emissions
- ✓ **Mitigating climate change:** cost-effective strategies for reducing emissions
- ✓ **Organizational commitments:** goals, accomplishments and next steps
- ✓ **Communicating climate change:** best practices and local context
- ✓ **Climate change adaptation:** general principles and local context
- ✓ **Transformative solutions:** national trends and local opportunities
- ✓ **Climate Week planning:** reaching all employees through “Climate Week”

Exhibit B of this document includes agendas and communications that accompanied all nine workshops associated with year one of Climate Leaders in Salt Lake City. These can provide a starting point for creating curriculum tailored to your local audience, priorities and goals.

In terms of presentations, we recommend avoiding the traditional, bullet-based approach to PowerPoints. You want your audience engaged and inspired throughout the curriculum. The book *slide:ology: The Art and Science of Creating Great Presentations* greatly informed our approach to the content and format of presentations.

Gauging Success and Staying Connected

Soliciting feedback from participants is essential to the design and ultimate success of a climate training program. Salt Lake City accomplished this by polling of participants upfront and throughout the year-long Climate Leaders curriculum. Examples of participant surveys are included in Exhibit D. What we heard from our participants is that they were highly concerned about climate change and interested in learning more and becoming engaged as leaders in the City's climate efforts. Results of the surveys have been uploaded and are available through the Dropbox site.

In addition to surveys, it's essential to stay connected throughout the year and share monthly updates through email. Salt Lake City also leveraged a SharePoint webpage in order to upload monthly presentations and exercises so those unable to attend could stay up-to-date on the program.

Through participant surveys and workshop exercises we learned that participants were highly interested in staying connected beyond the year one curriculum. Ongoing quarterly workshops have been scheduled and participants indicated that general climate science updates, cross-departmental networking, sharing of organizational best practices and theme-based workshops (communicating climate change, etc.) are priority areas for focus. Salt Lake City plans on hosting these exercises simultaneous to training a new class of Climate Leaders in the year one curriculum and will seek opportunities to bring all participants together for future efforts such as annual Climate Week initiatives.

Program Resources and Contacts

More information on Climate Leaders, along with contact information for the organizers in Salt Lake City are included below. Don't hesitate to reach out with questions or clarifications as you create your own curriculum.

Generic information on Climate Leaders is available at:
<http://www.slcgov.com/slcgreen/climateleaders>

Program materials, including branding and exercises are available at:
<https://www.dropbox.com/sh/0inf3p02ygocdlg/AAAkDbEelfAkP-qkN9yz-znoa?dl=0>

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More information on the Salt Lake Division of Sustainability
<http://www.slcgov.com/slcgreen>

Exhibit Pages



Exhibit A – Recruiting Participants: Example Communication



Salt Lake City Climate Leaders Program

Program Overview and Application Details

Overview

Purpose

The Salt Lake City Climate Leaders program will engage municipal employees and develop their knowledge base and professional skills in order to create more effective climate change leaders. The academy will involve a small number of employees who have expressed an interest in professional development and leadership skills related to sustainability. Participants will attend interactive monthly meetings throughout 2015 and build momentum for more effective and strategic action on climate change across all City departments.

Program Goals

The goals of the Leadership Academy are to:

- **Develop Employees:** Engage employees and enhance their technical and leadership skills
- **Build a Multi-Disciplinary Network:** Connect employees to ideas, resources and peers
- **Respond to Climate Change:** Increase the City's capacity to address climate change

Methods and Curriculum

Roughly 25-30 current and emerging leaders within the City will be selected to participate in the program in its first year. Participants will meet monthly to learn about climate issues and opportunities, grow their leadership skills and experiences, and build lasting relationships to influence positive change.

Each workshop will be roughly 90 minutes and will build upon content delivered from subject-matter experts. The workshops will also include interactive activities that enhance skills and assist participants in formulating climate change solutions for their specific departments and divisions.

At a high level, the curriculum will include:

- Understanding and Communicating Climate Change
- Climate Change and Salt Lake City: Local Impacts and Opportunities
- Understanding and Reducing Our Carbon Footprint
- How Climate Change Relates to Your Department
- Leadership Skills and Applying Lessons Learned

Homework activities will be used to advance learning and application of concepts within departments. Leadership Academy participants will also collaborate to launch a "Climate Week" initiative at the City in fall 2015. The goal of Climate Week will be to heighten interest and awareness of climate change

amongst all City departments and act as a catalyst for broader application of related best practices and solutions.

Participation

Who should participate?

Sustainability will solicit nominations from City departments and divisions for the Academy. Any full-time municipal employee with an interest in developing their leadership and professional skills related to climate change is eligible. Some prior knowledge of sustainability issues is preferred, but not necessarily required. Expectations for participants and participating departments include:

- Ability to attend and fully engage in all workshops
- Interest in learning about climate topics and willingness to apply new skills
- Ability to think critically about yourself and the City organization
- Director / Manager / Supervisor involvement in evaluating and possibly deploying strategies developed within the Academy
- Willingness to collaborate with Academy participants and launch Climate Week in fall 2015

Why should employees participate?

There are many benefits to participating in the program, including:

- Development of professional, technical and leadership skills
- Individual mentoring and coaching
- Interdepartmental collaboration and idea cross-pollination
- Relationship building with peers
- Making a positive impact in the City and beyond

Timing and Logistics

Workshops will be held during normal business hours and will be located in or near the City and County Building. Supervisors are expected to authorize the employee to participate in 10-12 monthly workshops throughout 2015, plus 1-2 hours each month to complete related activities while on City time.

Sustainability will confirm a final list of participants in late January and the first workshop will be held in early-to-mid February 2015.

Application

Process

Department Directors should identify 1-2 volunteers from their group to participate in the Leadership Academy. Employees from all levels of the organization are eligible. Upon receiving nominations, Sustainability will collaborate with Directors to ensure diverse representation across City departments while still maintaining a manageable class size.

Directors and/or their staff should email _____ in Sustainability with the name of their department volunteer(s). Nominees should provide a short description of their current role within the City and detail why they are interested in the Climate Leadership Academy.

Deadline

Nominations should be emailed no later than _____.

Exhibit B – Example Agendas and Workshop Invites

Workshop #1: Climate Leaders Kick-Off (2-Hour Session)

1. **15 mins:** Welcome and Introduction
2. **20 mins:** **Exercise** - Group Icebreaker
 - a. Three Best Things about Utah
 - b. Brainstorming local climate impacts
3. **30 mins:** Climate Change Primer Focusing on Temperature Change
4. **30 mins:** Guest Speaker (NOAA) – National Climate Assessment and Utah impacts
5. **25 mins:** Closing Comments and Climate Familiarity Survey
 - a. **Exercise** – survey, including Input on Climate Leaders learning objectives

Workshop Invite

Workshop #1: Climate Leaders Kick-Off

Thank you for your interest and participation in the SLC Climate Leadership Academy. This new initiative will engage a select group of City staff and build our internal capacity to address local climate challenges and opportunities. We promise the meetings will be interactive, worthwhile and fun.

Please plan on attending this initial workshop to kick-off the Academy. Feel free to reach out if you have any questions in advance of February 10th. I'm happy to provide additional details, including the two-page Academy overview, as needed.

Workshop #2: Measuring Success for Utah Households

1. **10 mins:** Welcome, Workshop Intro and Group Icebreaker
2. **10 mins:** Participant Questionnaire Results
 - a. Themes, suggestions and moving forward
3. **5 mins:** “Who Said It?” Climate Quotes
4. **20 mins:** Greenhouse Gas Emissions and Warming
 - a. Overview on GHG molecules
 - b. Historical context on science of greenhouse effect
 - c. Sources of emissions: global, national and local perspectives
5. **20 mins:** Carbon Footprint and the Utah household
 - a. Emissions sources and mitigation strategies
6. **20 mins:** **Exercise** – Climate King / Queen for a Day
7. **5 mins:** What’s Next in Climate Leaders

Workshop Invite

Workshop #2: Measuring Success for Utah Households

We have a great workshop planned for next Tuesday, March 17th. Below are some of the topics and group exercises we’ll cover:

- ✓ It’s Getting Hot in Here: Why Greenhouse Gases Matter
- ✓ Does Bigfoot Exist? Carbon Footprints and the Average Utah Household
- ✓ Climate King / Queen for a Day: Your Policy and Program Ideas
- ✓ Climate Interests and Concerns: Results from the Group Questionnaire

We’re keeping the Mayor in the loop on our progress, and he is excited to be able to attend next month’s session! See everyone on Tuesday.

Workshop #3: Climate Leadership in Organizational Operations – Part I

1. **10 mins:** **Exercise** - Earth Day Reflections
2. **20 mins:** Understanding Our Municipal Carbon Footprint
 - a. Emissions sources: department breakdowns and costs
 - b. The measuring process and data organization
 - c. Trends: past, current and future expectations
3. **20 mins:** Comments from Mayor of Salt Lake City
4. **15 mins:** Reducing Emissions from Internal Operations
 - a. Municipal energy and climate goals
 - b. Examples of prescriptive approaches to reducing emissions
 - c. Strategic department plans: Climate Response & Tailpipe and Energy Mgmt Plans
5. **25 mins:** **Exercise** - Reflecting on Our Department Climate Response Plans
 - a. Personalized handouts with Climate Response Plans for each department

Workshop Invite

Climate Leaders Workshop #3: Climate Leadership in City Operations – Part I

We have a great agenda planned for this workshop. The Mayor will be joining us to share his thoughts on climate change and Salt Lake City's role as a climate leader. Below are some of the other topics and group exercises we'll cover:

- ✓ Municipal Carbon Emissions: Sources, Impacts and Trends
- ✓ An Interdepartmental Approach to Reducing Emissions and Winning on Climate
- ✓ Personal Reflections on Your Department's Climate Response Plan

Earth Day is April 22nd so we may do something cool for that too.

Workshop #4: Connecting and Communicating Climate Change

1. **30 mins: Exercise & Videos** – Climate Wisconsin Examples
 2. **25 mins: Best Practices in Communicating Climate Change: “A History of Learning the Hard Way”**
 - a. Climate Attitudes State-by-State
 - b. Key messages and Best Practices from national sources
 - c. Momentum Initiative: 13 Steps and Guiding Principles
 3. **25 mins: Guest Speaker - Hydrologist, National Weather Service**
 - a. Presentation and Q&A
 4. **10 mins: Exercise** – Your Climate Elevator Pitch
-

Workshop Invite

Climate Leaders Workshop #4: Communicating Climate Change

This month we'll focus on effectively communicating the risks, realities and solutions related to climate change. An enormous amount of research and applied practice has been conducted on this topic and we'll discuss the most compelling lessons learned.

A special guest from the National Weather Service will join us to share his insights from many years as a hydrologist and climate communicator in Utah. Below are some of the topic areas and group exercises we'll cover:

- ✓ Connecting Through Personal Stories: What We Can Learn From Wisconsin
- ✓ Best Practices in Climate Communication: Avoid “Learning the Hard Way”
- ✓ Special Guest: Stories from the Climate Frontline in Utah
- ✓ Exercise: Creating Your “Climate Elevator Pitch”

Workshop #5: Climate Leadership in Organizational Operations – Part II

1. **15 mins:** **Exercise:** Climate Communications Workshop Recap
2. **25 mins:** Carbon Reduction Strategies: A Systems Level Approach
 - a. “System” definition and how this relates to global emissions
 - b. Applying a systems approach to organizational carbon mitigation
 - c. System levers for reducing emissions
3. **10 mins:** Climate Preparedness in Salt Lake City, General Principles
 - a. Climate preparedness and adaptive capacity
 - b. The role of municipal government in enhancing climate preparedness
 - c. Regional efforts to enhance preparedness
4. **30 mins:** Climate Preparedness, a Public Utilities Perspective
 - a. Presentation on water risks and resiliency by City staff
5. **10 mins:** **Exercise** – Evaluating Vulnerabilities and Adaptive Strategies

Workshop Invite

Climate Leaders Workshop #5: Climate Leadership in City Operations - Part II

Below is the agenda for our Climate Leaders workshop on Tuesday. We have a couple group exercises and a guest speaker in store. See you tomorrow!

- Lessons Learned in Climate Communications
- Thinking in Systems: How to Initiate BIG Carbon Reductions in SLC Operations
- Public Utilities: Climate Change and SLC Water Planning
- Climate Preparedness Exercise: Evaluating Local Vulnerabilities

Workshop #6: Climate Week Planning

1. **20 mins: Exercise** – SLC Vulnerabilities & Climate Resilience
 2. **5 mins:** Brief Overview of Climate Week Concept
 3. **15 mins: Exercise** – Assessing our Starting Point for Climate Week
 - a. What's right? What's wrong? What's missing? What's confused?
 4. **20 mins: Exercise** – The What: Vision and Goals for Climate Week
 5. **20 mins: Exercise** – The How: Envisioning Implementation
 6. **10 mins:** Wrap-up, final thoughts and next steps
-

Workshop Invite

Climate Leaders Workshop #6: Climate Week Planning

We're transitioning to a more action-oriented phase in Climate Leaders! At this workshop, we'll focus on an outreach campaign that connects City staff with climate information and empowers a larger audience to assist with implementation of goals. Here's some of what we'll cover:

- Workshop #5 Recap: Climate Vulnerabilities & Adaptive Strategies
- Group Assessment of Current Climate Work in SLC:
 - What's right? What's wrong? What's missing? What's confused?
- Building a Roadmap to Climate Week 2015

Come with lots of energy and ideas to get things started!

Workshop #7: Climate Week Planning & Local Climate Champion

1. **5 mins:** Intro and Overview of Today's Goals
 2. **30 mins:** Guest Speaker – Local Climate Action Champion Presentation and Q&A
 3. **25 mins:** Various Climate Topics and Updates
 - a. Latest in local climate and energy news
 - b. Reviewing last month's workshop and climate week concept
 4. **30 mins:** **Exercise** – Planning “My Climate Week”
-

Workshop Invite

Climate Leaders Workshop #7: Climate Week & Local Climate Champion

We have a great workshop in store for Tuesday. We'll continue our Climate Week planning and have a local climate celebrity joining us to share their experiences. Agenda items are included below:

- Connecting on Climate Change in Utah
- Month in Review: Local Climate & Clean Energy Stories
- Group Exercise: Building “My Climate Week”

Our guest speaker this month is a Salt Lake City resident that will share their experiences as a climate communicator and motivator in Utah. Hear their story as they've tried to inspire fellow Utahns to make climate change a priority.

Workshop #8: Transformative Change & Clean Energy Guest Speaker

1. **5 mins:** Intro and Description of Workshop
 2. **25 mins:** Transformative Change Examples and Relevancy to Salt Lake City
 - a. 100% renewable energy
 - b. Deep carbon reduction implementation
 - c. Co-benefits of climate action
 - d. Pathway forward locally
 3. **35 mins:** **Exercise** – Finalizing “My Climate Week” Department Actions
 4. **25 mins:** Guest Speaker – Local Clean Energy Leader
-

Workshop Invite

Climate Leaders Workshop #8: Transformative Change & Clean Energy Guest Speaker

This week we'll explore stories of communities striving for transformative, positive change to solve our climate dilemma. From cities with 100% renewable electricity to towns implementing deep carbon reductions, we'll discuss ways local governments are winning on climate and how Salt Lake City plans to do the same.

We'll also be joined by a special guest speaker focused on implementing clean energy, clean air and climate solutions. They will share personal experiences as a clean energy advocate partnering to bring successful programs, projects and policies to Utah.

Please bring your “My Climate Week” worksheets from last month to the workshop. We'll build upon these worksheets with some new group exercises. Contact me if you missed last month and need to get caught up.

Workshop #9: All Hands on Deck!

1. **10 mins: Exercise** - Climate Attitudes Survey
 - a. Email survey to participants not in attendance
2. **10 mins:** Intro and Description of Today's Workshop
3. **15 mins:** Climate Week De-Brief
 - a. Summary & Lessons Learned
 - b. Individual report outs on department and division actions
4. **25 mins: Exercise** – Individual Perspectives on 2015 Climate Leaders Program
 - a. Year in Review
 - b. Worksheet / Questionnaire (*page 1 of 2*)
 - c. Small group consensus and report out
5. **25 mins: Exercise** – Maintaining Momentum Going Forward
 - a. Worksheet / Questionnaire (*page 2 of 2*)
 - b. Small group discussion and identification of trends & priorities
 - c. Group report outs & timing on next steps
6. **5 mins:** Wrap-up celebration & next steps

Workshop Invite

Climate Leaders Workshop #9: All Hands on Deck!

Thanks for your support, time and energy throughout 2015! We've made it to the final workshop and want to focus on the future of Climate Leaders in Salt Lake City:

- Would you recommend the program to other City employees?
- What worked and what didn't?
- Where do we go from here and how do we stay connected?

We'll be asking these questions, and more, as we collectively decide the future of Climate Leaders. This discussion is also about the role of City employees, in general, in terms of making the City's climate ambitions a reality.

Please join us for this "All Hands on Deck" workshop, and to celebrate the conclusion of Climate Leaders 2015.

Exhibit C – Climate Leaders Exercise Example (Communication)
More worksheet examples available on Dropbox page

Salt Lake **Climate Leaders**

Activity #1: **Climate Wisconsin Videos**



Video 1: Birkebeiner

How does this video make you feel?

What themes resonated?



Video 2: Extreme Heat

How does this video make you feel?

What themes resonated?



Video 3: Phenology

How does this video make you feel?

What themes resonated?

Activity #2:
Your Climate Elevator Pitch

Who is your audience?

What is your pitch? (Bullet points, key messages)



Exhibit D – Climate Leaders Surveys

Climate Leaders Opening Survey

Participant Questionnaire

Please rate the following questions on a scale of 1-5.

- 1) How interested are you in learning about climate change?
A Little 1 2 3 4 5 A Lot

- 2) How much do you already know about climate change science?
A Little 1 2 3 4 5 A Lot

- 3) How much are you doing to reduce your personal impact on the climate?
A Little 1 2 3 4 5 A Lot

- 4) How much do you know about how you can further reduce your impact on the climate?
A Little 1 2 3 4 5 A Lot

- 5) What is your department doing to reduce its climate impact?
A Little 1 2 3 4 5 A Lot

- 6) How much do you know about how your department can further reduce its climate impact?
A Little 1 2 3 4 5 A Lot

- 7) How much are you worried about the potential impacts of climate change?
A Little 1 2 3 4 5 A Lot

- 8) How much do you feel Salt Lake City can impact the outcomes of climate change?
A Little 1 2 3 4 5 A Lot

9) What are your personal motivations for participating in Climate Leaders?

10) Are there any specific questions / topics that you want to see covered in Climate Leaders?

11) What are the biggest challenges we will face as an organization as we attempt to meet ambitious targets for reducing emissions related to our internal operations?

12) What are the biggest challenges we will face as an organization as we attempt to meet ambitious targets for reducing emissions on a community level?

13) Do you have any other questions / comments?

THANKS FOR COMPLETING THE QUESTOINNAIRE!

Climate Leaders Year-End Survey

Participant Questionnaire

1. How would you rate the Climate Leaders curriculum in the following areas?
- a. General climate science
 - b. Local impacts of climate change
 - c. Offering viable solutions to the problem
 - d. Inspiring personal leadership on climate change issues
 - e. Improving personal professional skills, in general

1 **2** **3** **4** **5**
Poor **Average** **Excellent**

2. How would you rate the different types of sessions offered during Climate Leaders?
- a. Presentations by Sustainability staff
 - b. Special guest speakers
 - c. Individual and group exercises

1 **2** **3** **4** **5**
Poor **Average** **Excellent**

3. How would you rate the frequency and duration of Climate Leaders workshops (monthly, 90-minute sessions)?

1 **2** **3** **4** **5**
Too Little **Just Right** **Too Much**

4. How would you rate the total number of Climate Leaders workshops (nine workshops)?

1 **2** **3** **4** **5**
Too Little **Just Right** **Too Much**

5. How would you like to stay connected with this year's class of Climate Leaders?

- a. Email
- b. SharePoint
- c. Quarterly Workshops
- d. Bi-annual Workshops

1	2	3	4	5
No		Maybe		Yes

6. After Climate Leaders, do you feel more informed and inspired to help our organization achieve its climate goals?

1	2	3	4	5
No		Maybe		Yes

7. Would you recommend Climate Leaders for other employees?

1	2	3	4	5
No		Maybe		Yes

8. Do you have any other feedback to help improve Climate Leaders?