

Outreach Plan

for the Codornices Creek watershed



FINAL
FEBRUARY 2007

Prepared by
the Watershed Project
Richmond, California

and the

Codornices Creek Watershed Council
Berkeley, California





Funding for the development of this campaign was provided through a Regional Project Assistance Support (RPAS) technical assistance grant from the Watershed Project. To learn more about the RPAS Grant Program, please contact:

the Watershed Project
1327 South 46th Street
155 Richmond Field Station
Richmond, CA 94804

www.thewatershedproject.org

I. Introduction

The Codornices Creek Watershed Council (CCWC) is a local, volunteer organization made up of stakeholders who live and work in the watershed. The Council was formed in 2005 to improve oversight and management practices and encourage better use of available resources to ensure restoration of Berkeley's most natural and accessible creek. The Watershed Council envisions a thriving Codornices Creek watershed, managed through a balanced comprehensive approach that fosters a viable and safe community asset for its citizens and stakeholders, as well as a balanced healthy ecosystem.

Mission Statement

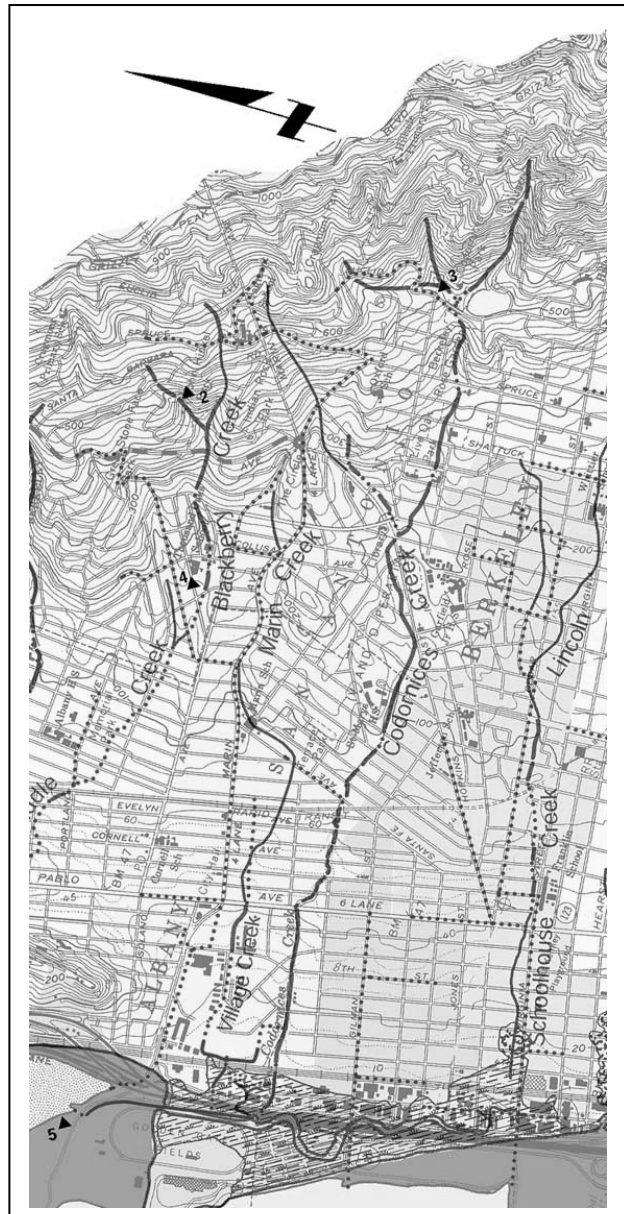
The following is the draft mission statement for the Codornices Creek Watershed Council:

The Codornices Creek Watershed Council (CCWC) is a stakeholder-based organization formed to protect and restore watershed health, expand awareness and stewardship, and facilitate collaborative partnerships with agencies, businesses, organizations, and the community.

This Watershed Outreach Plan summarizes the goals of the organization in terms of public outreach and provides direction and timing of potential outreach campaigns. This plan was developed as part of a service grant awarded by the Watershed Project. Pam Boyle, CCWC Coordinator, and Sapna Khandwala of the Watershed Project, who served as the communications and design expert, facilitated the planning process with the Watershed Council's six-member Planning Group.

Purpose and Use

This Outreach Plan should be used as a guidance document as the Watershed Council refines and focuses the goals of the organization. High priority outreach campaigns have been identified below in Section V and will be addressed in the next year (2007). Future campaign plans will inevitably evolve from discussions of these possible outreach priorities. We welcome these discussions and will use this Outreach Plan as a living document. Briefer versions of this document may be used in funding opportunities when applicable.



Map of Codornices Creek; watershed boundary is not shown. (Museum of Oakland, 2000).

II. Outreach Plan Goals

The Planning Group established the following goals for the Watershed Outreach Plan to support the overall goals and mission of the organization:

- a) **Determine and gather baseline of information and knowledge held by stakeholders in the watershed.**
In order to be clear about the type and extent of outreach the Council needs to carry out, it is important to have an accurate understanding of how much watershed knowledge the stakeholders have. This will also be important in evaluating the future success of the Council's outreach efforts on a short- and long-term basis.
- b) **Raise awareness of healthy practices and stewardship throughout the watershed.**
Because of the many private homes and businesses along the creek, it is important to make sure that healthy practices, including erosion control, stormwater management, restoration of the creek's natural function, and general upkeep of the aesthetic beauty of the creek, are preserved. The creek also runs through several public parks, so it is important that visitors understand its value and can enjoy its existence.
- c) **Increase awareness of ecological/historical significance of Codornices Creek.**
Codornices Creek is the most open creek in the city of Berkeley. It supports steelhead trout, one of the few East Bay creeks to do so, as well as other wildlife and native plant species. In addition, artifacts from the past Native American settlements have been found in the watershed. Increasing awareness of these public amenities will increase Codornices supporters and creek and resource stewardship.
- d) **Increase involvement and/or membership in the CCWC.**
The Council would like to ensure comprehensive representation from all possible stakeholders. For long-term sustainability of the organization, active, consistent participation of a core group of members with varied skill sets will be essential. At the minimum, participation at Council meetings by a diverse group is imperative, so that all points of view are expressed and considered in decisions made. Thus, one of the goals of this plan is to obtain a set of strong committed members, while also ensuring that all information is shared with stakeholders.
- e) **Determine collaborative partnerships that can benefit the overall watershed.** Many organizations within the watershed (such as Friends of Five Creeks) as well as larger watershed groups (such as Urban Creeks Council) may provide opportunities to collaborate on common goals. This could also include city and county governments, other local and regional agencies, elected officials, schools, businesses, and churches, among others.
- f) **Evaluate Outreach Plan implementation.** Because the Council is a relatively new organization with limited funding, it will be important to evaluate how effective the various outreach approaches are and to focus and re-define efforts as necessary. An evaluation plan will be created for each outreach campaign.

III. General Demographics of the watershed

Our general audience for outreach campaigns is anyone who lives or works in the Codornices Creek watershed. Since it is important for us to understand our audience before we implement a successful campaign, this section is a first attempt to describe general watershed demographics. This section will continue to be developed as we gather additional data. Initially, the primary target of our outreach campaign will be creekside residents and businesses. After evaluating this outreach phase and adjusting the message and products, the target will move out to the remainder of the watershed. Finally, where appropriate, the Council’s reach will expand to other watersheds in the Berkeley and Albany areas, eventually reaching a larger Northern East Bay community.

For the purpose of this initial review of watershed demographics, we have separated the watershed into three sections – the upper, middle, and lower watersheds. Official definitions do not yet exist for these various watershed reaches and are generally not referred to by these terms. Work will be carried out in the future to better define these areas using more detailed data and information, such as elevation, drainage patterns, and detailed land use. We used these vague definitions of the watershed reaches to research zip codes within census data (2000) for general demographic trends. For the purposes of this plan, we define the watershed reaches as:

- Upper Watershed = North Berkeley hills south and west to Shattuck Avenue
- Middle Watershed = Shattuck Avenue downstream to Peralta Street
- Lower Watershed = Peralta Street west to the Bay

In general, the demographics of the watershed are significantly different in the upper reaches than the lower reaches. The upper and middle watershed demographics are much more similar, though there are variations in land use. Because of demographic differences, outreach campaigns for these three sections of the watershed may need to have varied messages in order to be successful.

General land use varies between the upper and middle watershed, though they are similar in demographics. The upper watershed is almost all single-family residential housing, while the middle watershed is made up mostly of a combination of single-family housing and mixed housing units with families and students, with a high number being owner-occupied. The middle watershed also has a few major retail/restaurant corridors as well as smaller concentrations of retail and restaurant establishments interspersed in throughout neighborhoods; however, no industry exists. In general, the ages, ethnicities, household incomes, educational and other social characteristics are similar throughout the upper and middle sections of the watershed.

The demographics change significantly in the lower watershed, which is located in the lowlands downstream of Peralta Street. This part of the watershed is also made up mostly of mixed housing units with families and students, though the number that are owner-occupied is significantly lower, almost half that of the upper and middle watershed. In addition, less upscale retail and restaurants exist in this part of the watershed. In addition, several industrial facilities are located in the lowest part of the non-tidally influenced section. These demographic data are further described in the table below:

CRITERIA	UPPER/MIDDLE WATERSHED	LOWER WATERSHED
Median Age	47	37
Ethnicity	84% white, 2% black, 4% Latino	45% white, 31% black, 13% Latino
Education	60%+ has at least Bachelor’s degree	33% has at least Bachelor’s degree
Median household income	\$111,449	\$42,850

The distinctions in demographics demand a different outreach approach in the three sections of the watershed. Further work to delineate the sections of the watershed needs to be completed, including detailed delineation of the overall watershed boundary. Future campaigns should also research business demographics more carefully and determine size (large/small) and type (independent/chain) to determine the best way to interact with this segment of the audience.

Baseline Knowledge

The Council has assumed that watershed stakeholders have little to no knowledge of pertinent issues and information surrounding the Cordonices Creek watershed. However, this should be determined with formal methods to ensure success of the outreach campaigns. Because our group was recently established, it is likely that most stakeholders have no knowledge of the Council and its purpose in the watershed.

Communication Channels and Networks

In order to better reach our stakeholders and increase membership and participation, the Council needs to identify the most effective communication tools and methods with which to reach them. The first step will be to research and create a complete spreadsheet of potential communication vehicles, watershed locations, and outside events through which we can advertise and outreach to stakeholders. In addition, the Council will create a list of potential organizations, cities, agencies and other entities with whom it can partner to advertise as well as to carry out projects and programs to reach similar goals. Although the Council has begun to meet with potential partners and has indeed partnered with some organizations on events thus far, additional relationship-building needs to occur in order to fulfill the plan's and organization's goals. Evaluation programs tied to outreach campaigns should try to determine how people are hearing about events through post-event surveys and evaluations.

IV. Topics for Outreach Campaigns

The Council has determined that there are various types of target messages it wants to convey to its stakeholders. These vary in priority, but have not been ranked. As the outreach plan is updated and amended, additional target messages will be outlined. Target messages outlined through this initial process include:

- Who the CCWC is and what we do
- Definition of a watershed and description of the Codornices watershed
- Stormwater management and flood control
- Stewardship by creekside residents and businesses
- Watershed stewardship by all stakeholders
- Steelhead recovery/restoration
- City of Berkeley Creek ordinance and regulations and City of Albany regulations – interpretation and implications for watershed residents and businesses
- Applicable state and federal regulations
- Ecology/habitat/environment
- Ways for stakeholders to get involved (creek restoration activities; citizen monitoring; creekside property bank stabilization; native planting)

V. Possible Outreach Campaigns

Through the various meetings with the Planning Group and the general Council body, possible outreach campaigns were identified. Short-term priorities for possible outreach campaigns are presented below. Funds

will need to be raised to carry out some of these items. These items are listed below, though in no particular order aside from the Council's brochure:

- 1) Top Priority: brochure to describe the CCWC
- 2) Watershed poster/map (to give stakeholders an understanding of what a watershed is, especially in reference to where they live)
- 3) Spring watershed tour (to follow up on the first tour that occurred in fall 2006)
- 4) Restoration workday(s)
- 5) Website (improvement of current site)
- 6) Welcome packet (to be given out to new members or for general inquiries)
- 7) Lecture series (discussion topics and format to be identified).
- 8) Phone campaign to assess baseline knowledge of watershed issues and/or evaluation of other outreach campaigns

Additional identified outreach campaigns that may be considered in a longer-term period include:

- Town Hall meetings (Creeks Ordinance, etc.)
- Co-sponsorship of a Watershed conference with the Alameda County Watershed Forum
- Fun Run, such as a 5-mile organized run throughout the watershed, perhaps in conjunction with Earth Day
- Online newsletters
- Community involvement, such as photographing your favorite spot on the creek and collecting these images for a book, calendar, or display
- Spring waterfall hikes; partnerships with organizations that carry out similar events will be sought
- Display board for events and festivals
- T-shirts
- Partnership opportunities, such as restoration activities or a conference (as mentioned above)
- Meetings with businesses within the watershed to explore ways to partner – through sponsorships or donations; increase business' awareness of watershed issues

VI. Process for Developing Outreach Campaigns

Once the Council is prepared to choose its next outreach campaign, considerable research and information-gathering will need to occur. In order to carry out successful outreach campaigns, the following list needs to be identified. Each is discussed in more detail below.

- Outreach type
- Target Audience
- Goal of outreach
- Objectives of outreach
- Target Message
- Distribution options
- Timing
- Lead time required before finishing
- Staff time required (hours)
- Approximate cost of materials associated with type (printing, mailing, other)
- Approvals/partnerships that need to be established before going forward
- Evaluating the outcome – determining success of outreach campaign

Outreach Type

This is the type of outreach to be done, whether it be a print campaign of some sort, a web campaign, or a workshop or meeting of some kind. The outreach type may be developed in advance or may be refined after the discussion of the rest of the components.

Target Audience

Defining the target audience will help to determine how to craft and deliver the message. For example, a brochure created for creekside residents may be crafted and worded differently than a brochure created for creekside businesses – even though the target message is the same.

Goal of Outreach

Goals are general statements that express the broad focus of the campaign. These are meant to be general and over-arching. The objectives section is more specific.

Objectives of outreach

The objectives of the campaign need to be specific, measurable, action-oriented, relevant, and time-focused. Make sure to remember your desired goal as the objectives are developed. The objectives should be specific enough to lend themselves into task lists – making it easier to plan the entire campaign.

Target message

It is important to determine the specific message that will help to achieve the particular campaign's goals and objectives. Messages should contain specific calls to action, and should be clear and concise. Some other thoughts to keep in mind as we develop and craft the target message:

- Messages should resonate with the target audience – in relevancy, accessibility and language.
- Create a hook – to make the message interesting to the audience given all the other messages that are out there.
- Make sure the message does not become outdated easily (especially for print campaigns) – keep contact information general, and try to send people to websites where more updated information can be found, allowing for printed materials to be used for a longer period (alternatively, do smaller print runs!).
- Ask people to 'do' something in the message – and make it relatively easy.

Distribution Options

In this step, the Council figures out how the message will be distributed. Is it best to mail or hand deliver? Will the message be distributed at events? If it is a meeting or workshop – how will the Council publicize for the event?

Timing

In some cases, the timing of an outreach campaign may not matter. In others, the Council may want to plan around upcoming local or national events surrounding watersheds or watershed issues to maximize impact or combine publicity efforts with other organizations. Timing of events/campaigns around local events where members of our target audience are likely to attend may sometimes make sense. Some of these may include:

Earth Day –April 22

Watershed Awareness Month - May

Himalayan Fair (@Live Oak Park) – late May

California Invasive Weeds Awareness Week – third week in July

Solano Stroll – second Sunday in September
California Coastal Cleanup Day – third Saturday in September
'How Berkeley Can You Be' Parade and Festival – late September

In addition, some of the campaigns described above are seasonal (e.g., spring waterfall hike) and would need to be considered well in advance of the event date.

Lead Time Required

In most cases, a minimum of two months planning will be required before an outreach campaign can be completed. Leaving sufficient time allows the planners to consider all the possibilities and not feel rushed into hasty decision-making to meet deadlines. The Council should make an effort to create a general timeline for outreach campaigns for the upcoming 6 months and revisit this list at every Planning Group meeting.

Staff Time Required

Each of the outreach campaigns will be funded and staffed differently – through outside grants, through service grants, and/or by existing members of the Council. Once the Council knows what funding is available for the campaign, time and materials may be allocated appropriately. In some cases, the Council may want the expertise of outside contractors. In other cases, the Council may be able to use the expertise of existing members. Estimating the number of hours it will take to complete the campaign will help to better manage projects and priorities.

Approximate Cost of Materials

Printing and postage costs can often be much higher than initially expected. It is a good idea to obtain several quotes to determine the best course of action for any printed materials. For events, room and equipment rentals, refreshments, photocopying, and cost of publicity should be considered when coming up with a budget for the campaign.

Approval Process

It is important to determine early in the planning process what approvals will be necessary before moving forward with the campaign. Will the Planning Group make all of the decisions, or will something need to be taken to the entire Council for review? Establishing the chain of command early and having a person in charge who is responsible will make sure the entire Council buys in to the campaign.

Evaluation

Each campaign should have an evaluation component to ensure that we have met our objectives. How will the Council know that the target audience received the message? Evaluation techniques, surveys, and tracking can be used to evaluate the campaign.

IV. Top Priority Campaign: CCWC Organizational Brochure

Throughout the development of this document, it was clear to the Planning Group that a general brochure describing the CCWC and its role in the watershed was important to create. As we developed the process for this Outreach Plan, we concurrently worked on developing more specifics for our first outreach campaign: a CCWC organizational brochure.

The planning process for each campaign need not be formal, but we should go through the exercise of addressing each of the points outlined in the section above. Below, the process is completed for the organizational brochure.

OUTREACH TYPE	BROCHURE
Target Audience	Creekside residents and businesses, but applicable to the wider watershed community. Will also be sent to elected officials and city staff. See below for more details.
Goal of outreach	Provide a means to communicate about the CCWC to stakeholders within the watershed
Objectives of outreach	<ul style="list-style-type: none"> • Create single, easy-to-read/digest brochure that describes watershed and unique qualities, projects we have completed and what we are doing/planning. and clearly defines who we are and what we can do for a creekside resident or business • Develop a current list of creekside residents and businesses for future outreach (addresses and phone numbers) before mailing in February • Increase participation at CCWC meetings and workdays by reaching out to creekside stakeholders and other interested parties – aim for increase in attendance/inquiries/follow-up or discussion by new potential members by at least 15 people <p>(10% of what we are planning on mailing) in the next 6 months</p>
Target Message	Defining CCWC and what do we do
Distribution/Publicity	<ul style="list-style-type: none"> • Mail to ~150 creekside addresses • Distribute at fairs/festivals • Distribute at community meetings and to other organizations • Post PDF to website
Timing	ASAP; Goal is to complete by February 2007 so we have plenty of time before next outreach events and Earth Day
Lead time required	2.5 months
Staff time required (hours)	<ul style="list-style-type: none"> • Planning Group – 5 hrs each (helping to craft message, design review, editing, finalizing) • Designer – 15 hrs (collecting images, draft designs, final designs, printing)
Approximate cost of materials	<ul style="list-style-type: none"> • Printing cost for 500 full color brochures (8.5x11in) = \$300 • Addressing/labeling for 150 brochures = \$35 • Postage cost for mailing 150 brochures = \$60
Approvals/partnerships that need to be established before going forward	Approval of Planning Group on final design and contents
Evaluating the outcome – how do we know the outreach was successful?	<ul style="list-style-type: none"> • Develop phone or in-person survey for a subset of creekside residents/businesses (neighbors of CCWC participants?) to gauge response and usefulness of brochure. • Evaluate residents’ knowledge of the issue – i.e., did they find the brochure helpful or filled with new information? We can use this to further develop the description of our target audience. • Evaluate whether printed material like this is a good way to reach them – would they prefer other means of communication?