

# Engaging Employees: Greening Decentralized Purchasing

Alameda County  
Green Purchasing Roundtable  
June 28, 2016



Alameda County

**SUSTAINABILITY**

*Local Action, Global Impact.*

# Agenda

§ Why Engage Employees?

§ Workshop: Greening Decentralized Purchasing

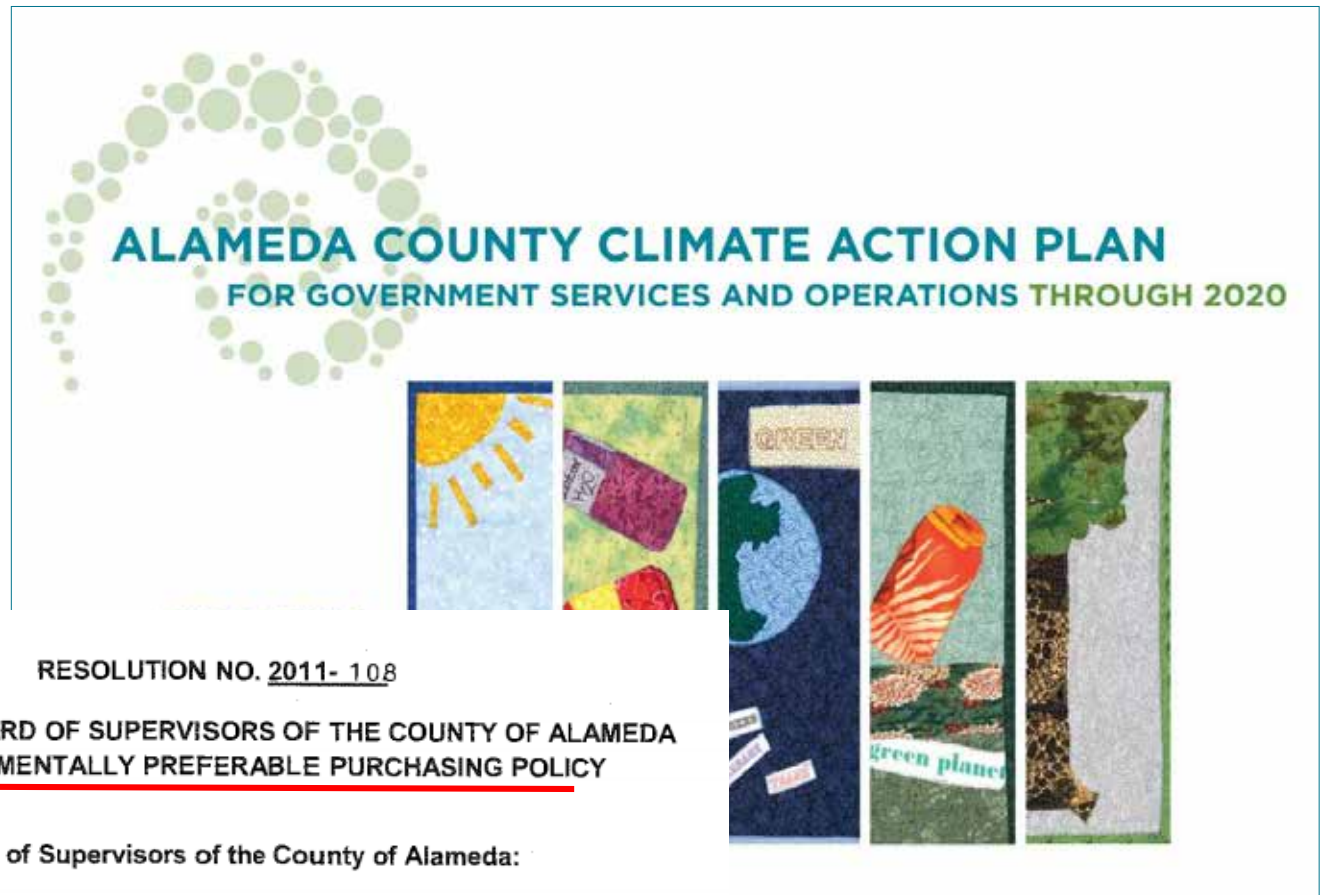
*Sarah Church, Cait Murphy, Emily Sadigh,  
Alameda County*

§ Best Practices for Green Teams & Mini-Panel

*Jennifer Gavin, City of Piedmont  
Ryan Bell, Alameda County*



# Engaging Employees in Green Purchasing



RESOLUTION NO. 2011- 108

RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF ALAMEDA  
ADOPTING ENVIRONMENTALLY PREFERABLE PURCHASING POLICY

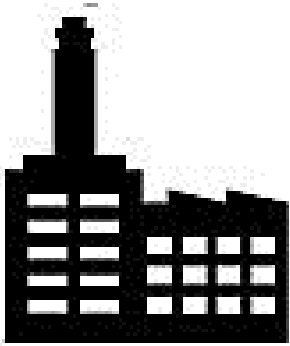
**BE IT RESOLVED** by the Board of Supervisors of the County of Alameda:

**Whereas**, the County of Alameda recognizes its responsibility to protect human health and the environment while supporting a diverse, equitable, and vibrant community and economy; and

**Whereas**, the County recognizes that the products and services the County buys create social, human health, environmental, and economic impacts, and that procurement decisions should reflect the County's ongoing commitment to sustainability; and

**Whereas**, the U.S. Environmental Protection Agency has determined that 37% of greenhouse

# Needed Behavior Change



# Many Assume...

*People will make rational decisions based on the information presented to them....*

# How many times per week should we exercise?



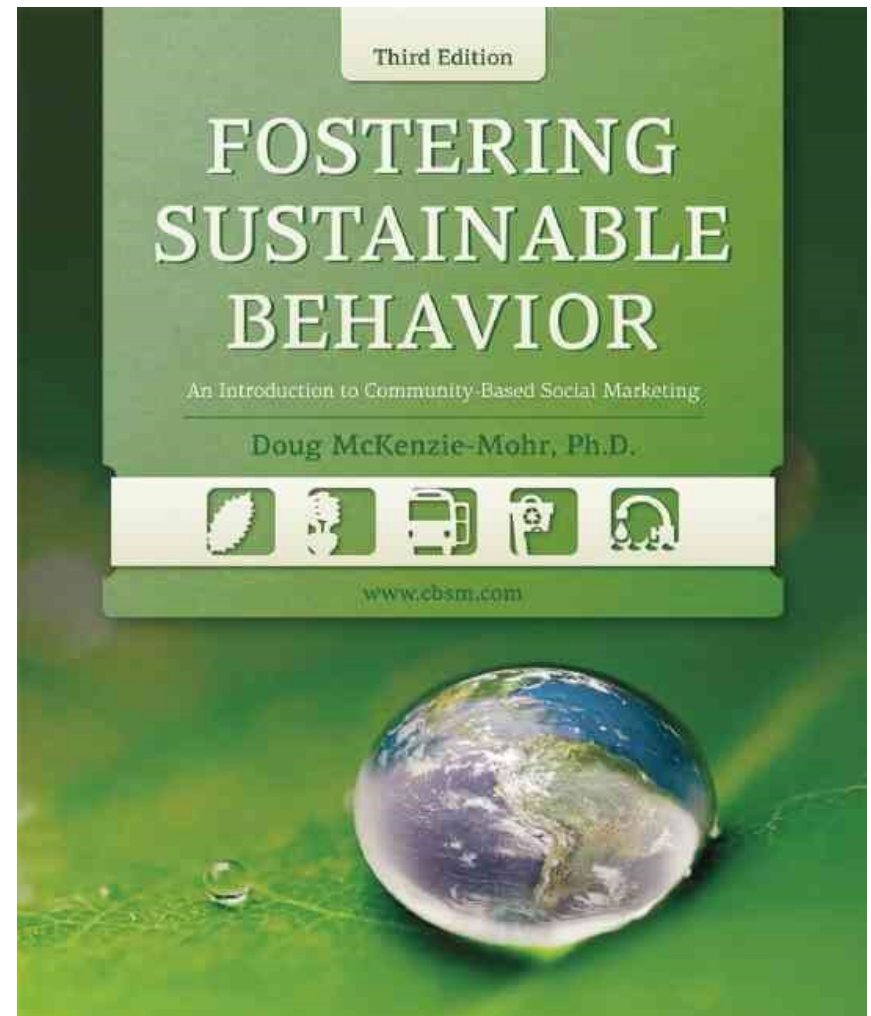


# Greening Decentralized Purchasing Workshop



# Applying Community-Based Social Marketing

- § Doug McKenzie-Mohr
- § Uses social psychology research to understand actions and motivations
- § All about changing behavior



# CBSM Highlighted Tools

§ *Identifying Barriers and Benefits*

§ Social Norming

§ Social Diffusion

§ Feedback

§ More



# Apply Our Lessons to Your Project

- § Write down one project that involves engaging others
- § Write down a person or group whose behavior you will want to affect
- § Narrow it down to a “non-divisible” behavior
- § Keep a log of ideas as we go!



Link for worksheet:  
[bit.ly/CBSMworksheet](https://bit.ly/CBSMworksheet)  
(copy or download)

# 2015-16 Employee Engagement



# What Are “Green & Healthy” Events?

- § Cross-agency employee team designed **Green & Healthy Events certification**
- § Online checklist  
<http://bit.ly/1RRgabS>
  - Required & optional eco-actions
  - For virtual events, trainings, conferences, expos, staff meetings, etc.
- § **Avoids, reduces, and guides** purchasing



# It's Hard to Reach Your Audience by Email

* County Announcement *	Knowledge is Power - Register Today!	Thu 1/7/2016 4:39 PM
* County Announcement *	January Courier	Wed 1/6/2016 1:45 PM
* County Announcement *	Important 2015 Health Care Coverage Tax Information	Tue 1/5/2016 11:20 AM
* County Announcement *	Important 2015 Health Care Coverage Tax Informati...	Thu 12/17/2015 12:15 PM
* County Announcement *	Recruitment for Temporary Registrar of Voter Positio...	Mon 12/14/2015 3:40 PM
* County Announcement *	Your eConfirmation Statement is ready to View in AL...	Mon 12/14/2015 12:22 PM
* County Announcement *	Alameda County Disaster Relief Fund: San Bernardi...	Mon 12/14/2015 11:26 AM
* County Announcement *	County Announcement - Liberty Mutual Insurance	Fri 12/11/2015 5:38 PM
* County Announcement *	December Courier	Tue 12/8/2015 5:43 PM
* County Announcement *	REVISED: Use it or Lose it and Leave Balance Remind...	Tue 12/1/2015 12:57 PM
* County Announcement *	Updated Schedule and Route for Oakland County C...	Tue 12/1/2015 9:23 AM
* County Announcement *	Use it or Lose it and Leave Balance Reminder	Mon 11/30/2015 10:13 AM
* County Announcement *	Alameda County Employees Accept Green & Healthy ...	Tue 11/24/2015 10:09 AM
* County Announcement *	Combined Charities 2015: 8th Raffle Drawing Winners	Wed 11/18/2015 2:46 PM
* County Announcement *	Make Your Adopt-a-Family selection by Nov. 30!	Wed 11/18/2015 2:41 PM
* County Announcement *	January to March 2016 Quarterly Class Schedule	Wed 11/18/2015 12:24 PM
* County Announcement *	Deadline Extended - Take Alameda County's Comm...	Tue 11/17/2015 9:40 AM
* County Announcement *	Timekeeping Schedule Change for PP 15-25- Thank...	Mon 11/16/2015 9:35 AM
* County Announcement *	2015 Combined Charities 2015: 7th Raffle Drawing ...	Thu 11/12/2015 3:18 PM
* County Announcement *	Timekeeping Schedule Change for PP 15-25- Thanks...	Thu 11/12/2015 9:20 AM
* County Announcement *	Deferred Compensation New Payroll Modification, ...	Tue 11/10/2015 9:37 AM
* County Announcement *	Take Alameda County's Commute Survey for Your ...	Tue 11/10/2015 9:35 AM
* County Announcement *	The deadline to donate to Combined Charities has b...	Mon 11/9/2015 3:34 PM
* County Announcement *	Berkeley City College PACE Pathways	Mon 11/9/2015 10:21 AM
* County Announcement *	Time to adopt your family/families: 2015 Holiday Ado...	Fri 11/6/2015 4:58 PM
* County Announcement *	2015 Combined Charities 2015: 6th Raffle Drawing ...	Thu 11/5/2015 2:58 PM

**Agency  
Trendsetter**

**Biggest  
Virtual  
Meeting**

**Best  
Photo**



**Green &  
Healthy Awards**

**SEPTEMBER 10 TO OCTOBER 21**

# Identifying Barriers and Benefits

CBSM Lesson: Effective community-based social marketing requires audience research.

- § Ask our audience: *What are your barriers and benefits?*
- § Helped us to create a relatable message for employees





# How To Find Out

- § Focus group/ interviews
- § Online survey
- § Intercept survey
- § Observe
- § Use existing data/research
- § Learn from similar organizations
  
- § *Green Teams can help collect data!*



# Audience Barriers and Benefits

## Primary motivators for change (benefits)

**Ease and convenience**

**Actions that make them feel good**

**Emotional/values connection**

**Tangible outcomes**

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## Primary challenges to change (barriers)

**Time**

**Culture of workplace**

**Costs**

**Inability to see a connection between their actions and greater sustainability goals**

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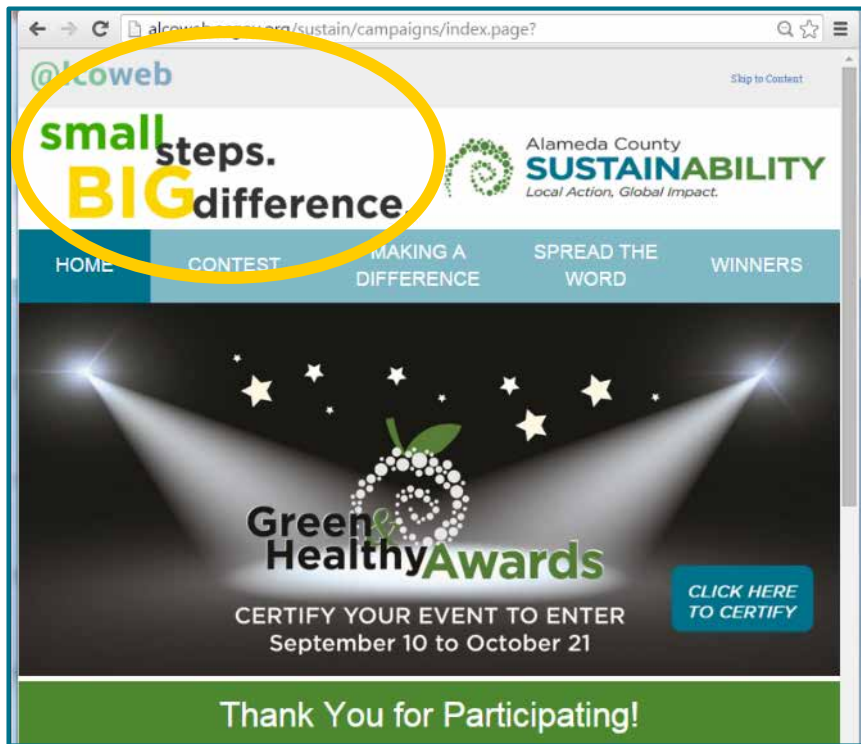
Culture of workplace

Costs

Inability to see a connection between their actions and greater sustainability goals

**small** steps.  
**BIG** difference.

# Messaging With Barriers & Benefits in Mind



## Green & Healthy – Easy as 1, 2, 3!

**1** It's easy to certify your meeting or event as Green & Healthy. Visit <http://alcoweb.acgov.org/sustain/campaigns/> and click "CLICK HERE TO CERTIFY"

**2** Choose from a list of green actions to take, such as...

### Handouts

Use electronic or double-sided

### Stretch Break

Energize your participants!

### Transportation

Provide a virtual or BARTTable option

### Food

Healthy options, waste-cutting

And enter your choices into the form. When you're approved, you're done!

**3** Host your Green & Healthy meeting or event!  
Don't forget to tell your attendees about it – find easy table tents and slides at <http://alcoweb.acgov.org/sustain/campaigns/spreadtheword.page>.

# Applying Barriers & Benefits

- § What's one thing that might motivate your audience? Or one thing that is a barrier for them?
- § How could you find out?

**CBSM Tip: Don't assume what motivates you motivates your audience!**

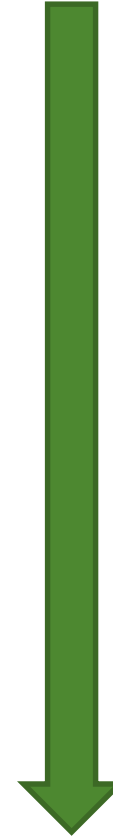


# Social Norming:

“I want to do what my peers are doing”

CBSM Lesson: People are more likely to do something if others *with whom they identify* are visibly doing it.

§ Our Audience: Identifies with colleagues in their agency





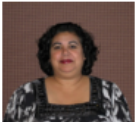









# Trendsetter Award

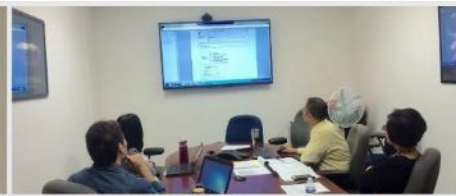
← → ↻ [alcoweb.acgov.org/sustain/campaigns/winners.page](http://alcoweb.acgov.org/sustain/campaigns/winners.page) 🔍 ☆ ☰

## Meet the Trendsetters

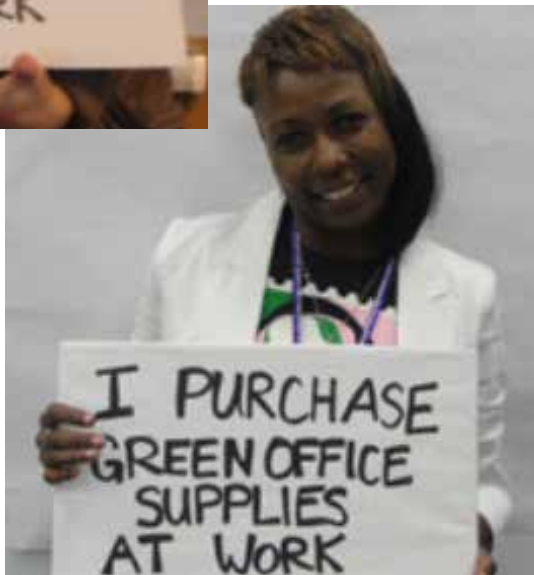
Who are we rolling out the Green Carpet for? The first award winners to be announced were the Trendsetters, who were the first in their agency to certify a Green & Healthy event or meeting this fall.

			
Assessor	Auditor	CAO	CDA
			
County Counsel	DA	, DCSS	, Fire
			
GSA	HCSA	HRS	ITD





# Example: Poster



# Example: Newsletter Feature

## CLEAN COMMUTER OF THE MONTH

*Nahid Aria, District Attorney's Office*

**Nahid Aria** has an enviable 10-minute walking commute to her office in Oakland. She has been enjoying this



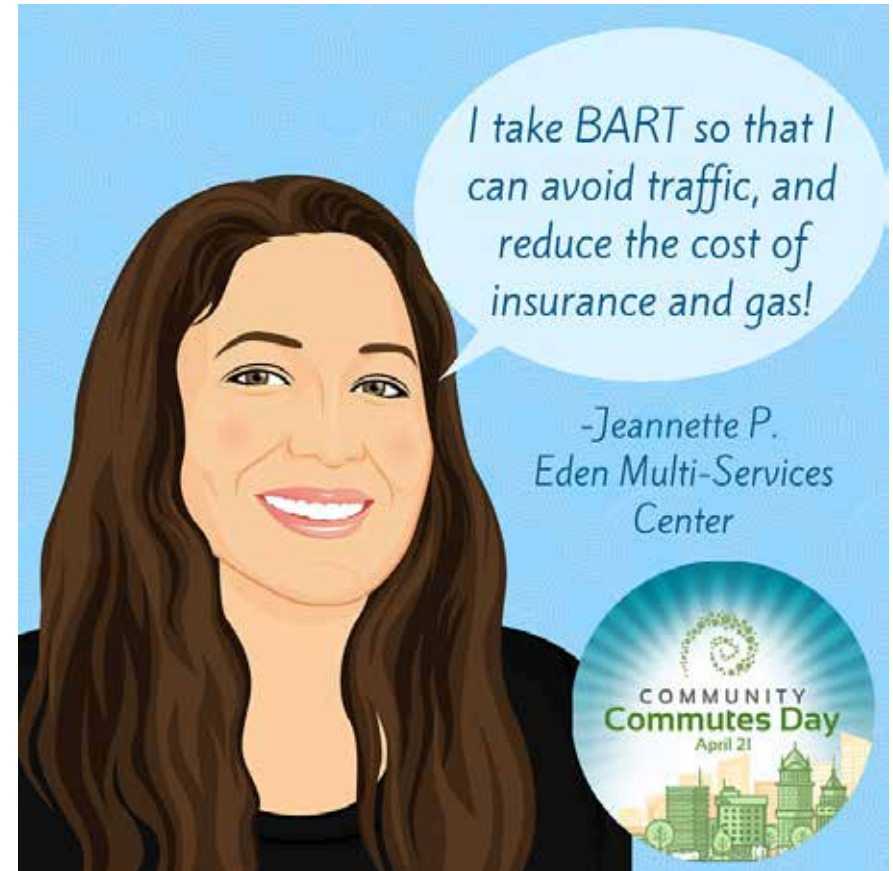
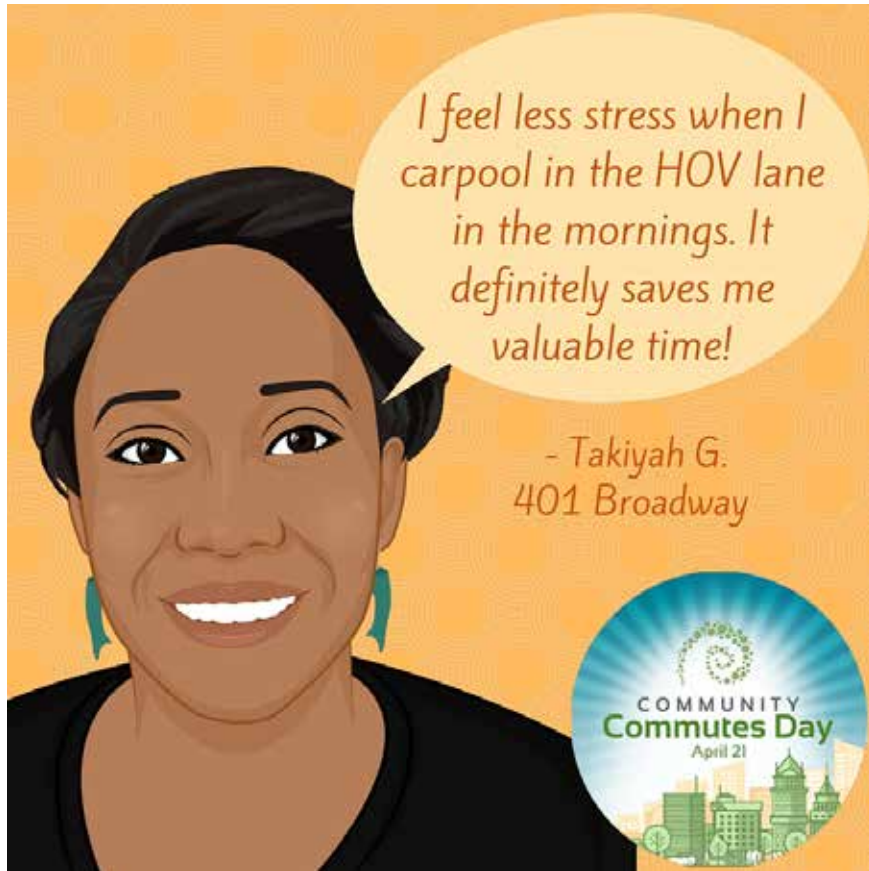
commute for two years, since she decided to move closer to her workplace to have the option to walk to work and enjoy a clean, healthy commute. Not only does Nahid get in a daily walk, but she also has gained time to go to the gym in the morning. Her favorite parts of having a walking commute are seeing the lake and being able to go home for lunch.

Congratulations, Nahid! You've chosen an active, scenic, and very cost-effective way to commute.

Are you a clean commuter? We want to hear your story! Submit to

[sustainabletransportation@acgov.org](mailto:sustainabletransportation@acgov.org).

# Example: Testimonials

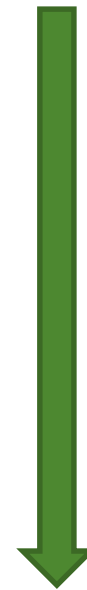




# Applying Social Norming

- § What person or group does your audience identify with?
- § What action might these role model(s) take?
- § How can you make that group's support for the action visible?

**CBSM Tip:** Show that relevant other people are doing or approve of the action.



# Social Diffusion:

“A friend asked me to do it”

CBSM Lesson: Word-of-mouth is very effective for spreading new behaviors.

§ Our Audience: Responds to requests from peers in their agencies rather than emails from people they don't know.



# Green Champions Get Promo Kits



# Award for Most Certifiers in Agency

HCSA: 25



Probation: 16



Assessor: 17





# Example: Clean Commute Champs Training





# Applying Social Diffusion

§ Who could spread your message? How can you equip them?

CBSM Tip: Create an engaging experience that people want to talk about. Train and incentivize champions to spread the word.

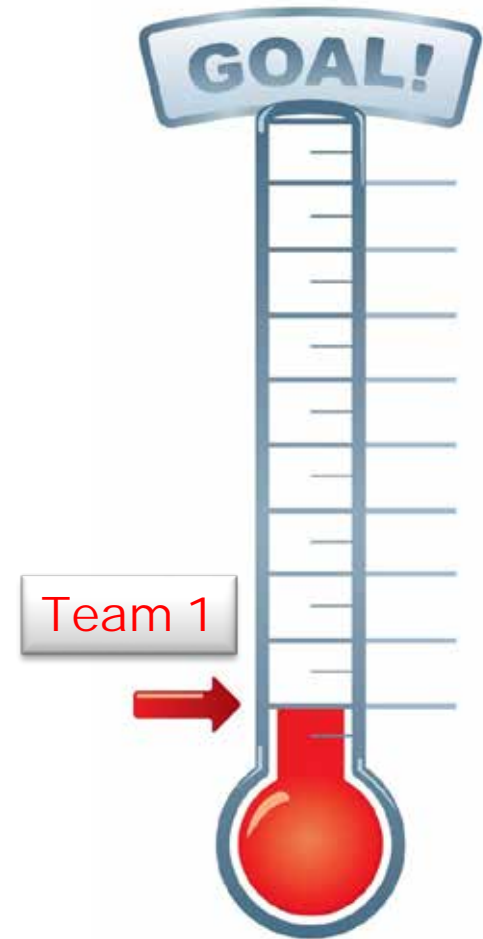


# Feedback:

“My action matters to help my team win”

CBSM Lesson: Provide feedback on progress *toward a goal*.

§ Our Audience: Wants to help their agency win.



# “Most Certifiers in Agency” Award Ranking Email Worked

SUBJ: So Close! Help the Library Win!



**Help the Library Win!**

The Library is in 2<sup>nd</sup> place.

We need only 1 more employee entrant to tie for first!

# Example: Paper Purchasing Progress Reports

	2011	2012	2013	2014	2015	Met 20% reduction goal?
Cases Purchased by Your Agency	700	600	650	550	490	Yes, 30% reduction!

# Example: Ceremony Showing Collective Impact



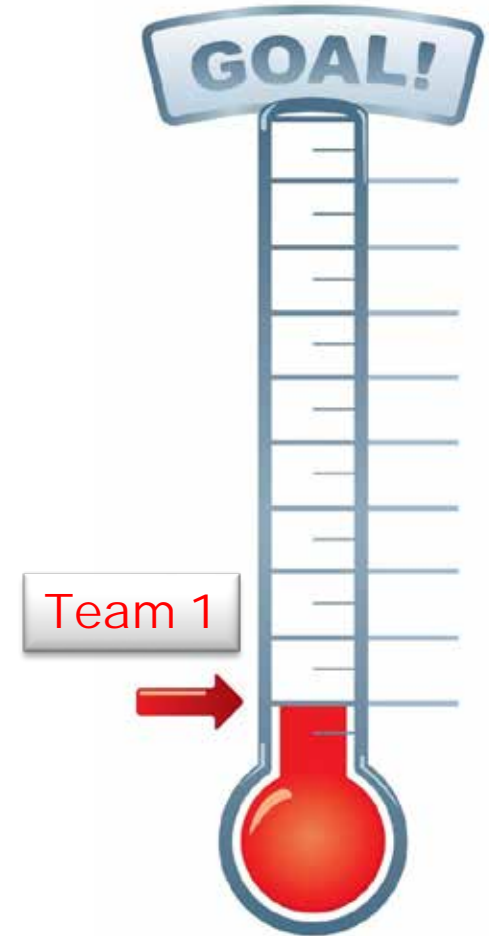
More photos: <https://www.flickr.com/gp/80248593@N03/i820p7>



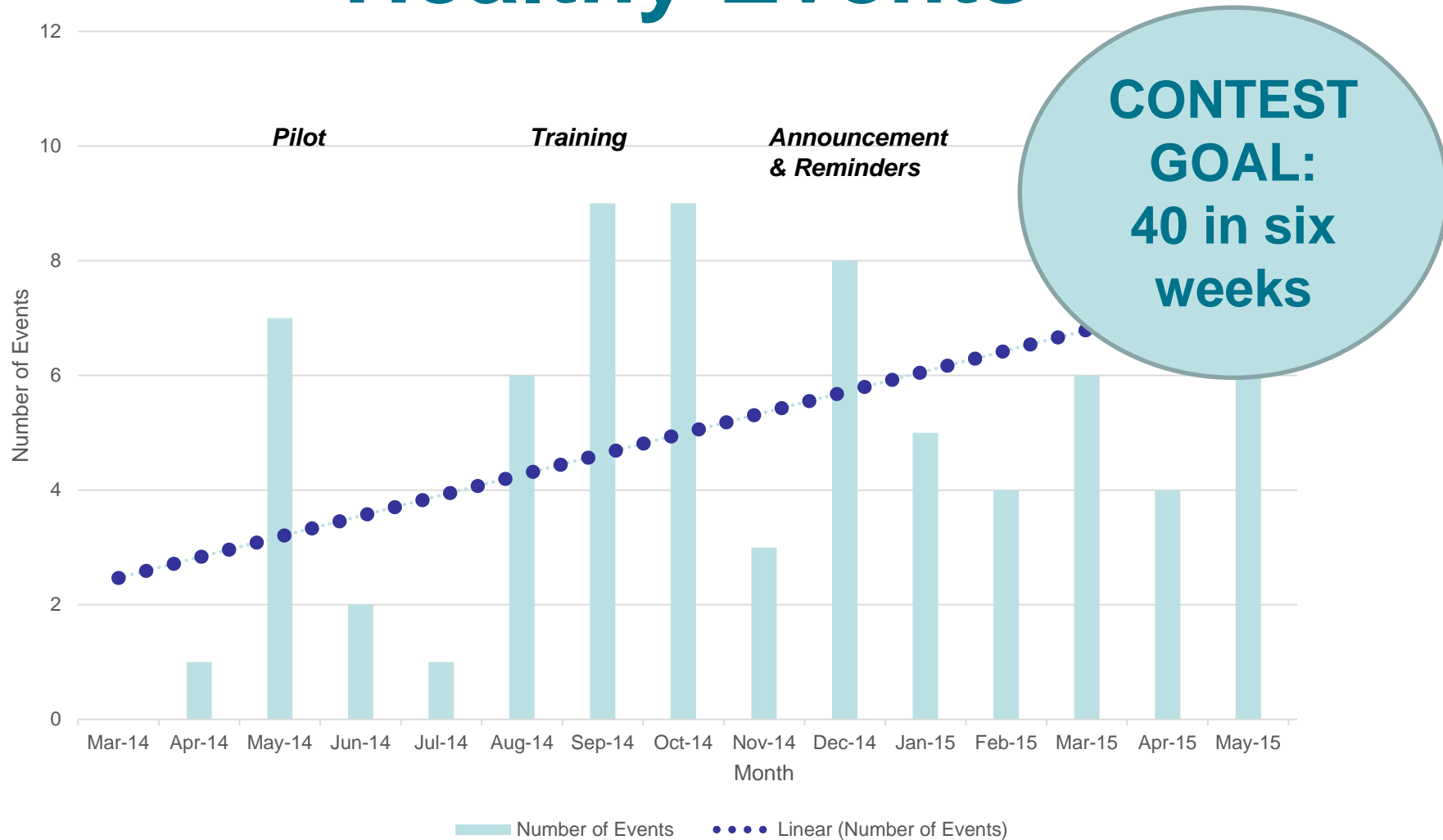
# Applying Feedback

- § What could a **shared goal** be for your audience?
- § How can you **divide** your audience to give them targeted feedback?

CBSM Tip: Create a community goal. Give regular feedback on progress and their contribution.

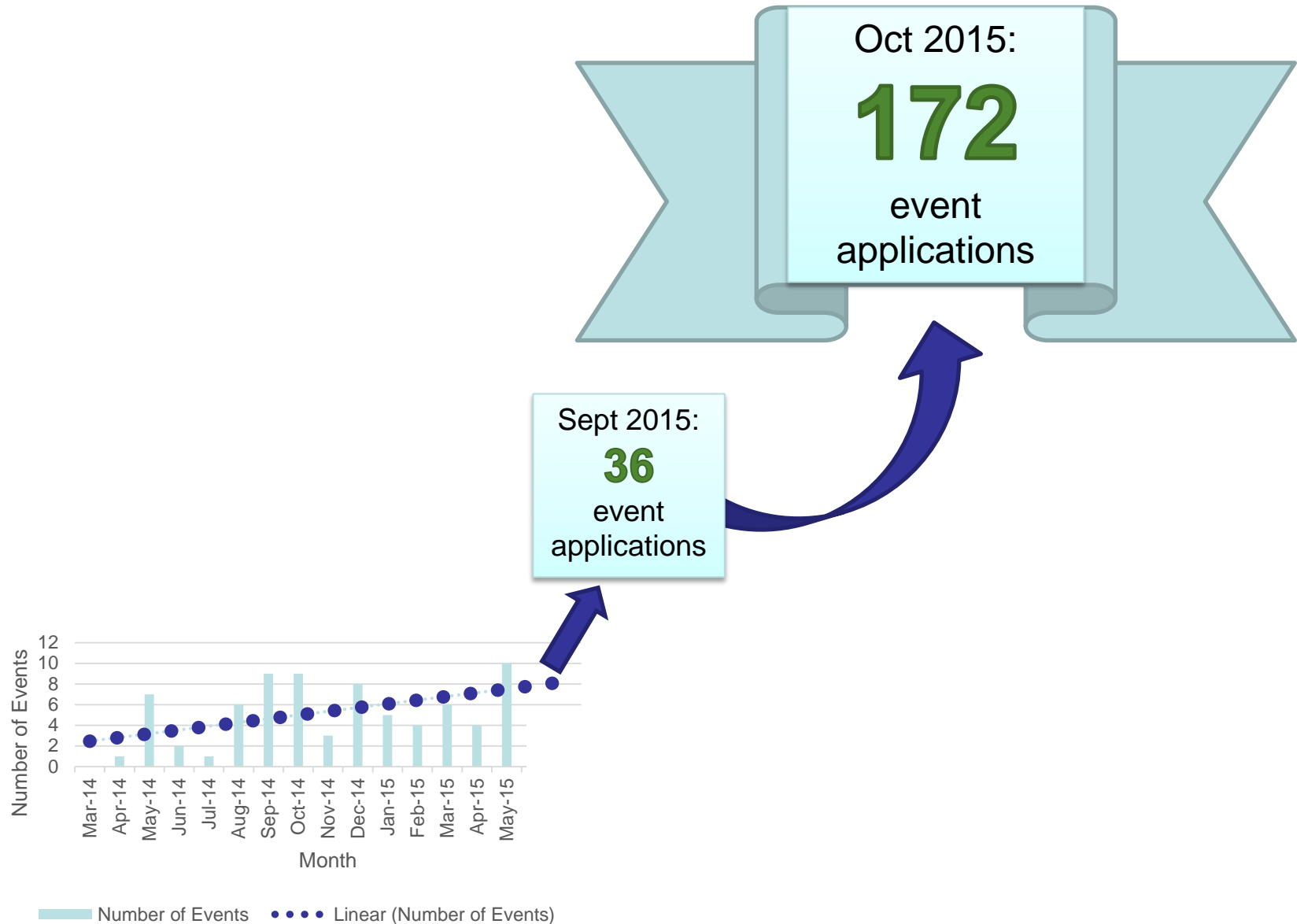


# Number of Certified Green & Healthy Events





# Goal Exceeded



# Campaign Impact

**192** events  
certified

**9248**  
participants  
reached

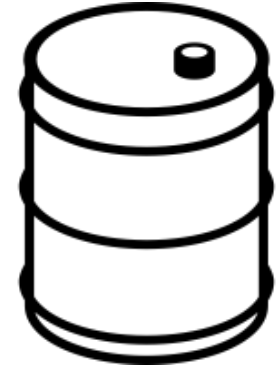
**20** agencies  
participating

**144** new  
event  
planners

# Small Steps. Big Difference.

## Plastic Bottles > Reusable Pitchers

One standard water bottle can take about **1/4** of its capacity in oil to produce.

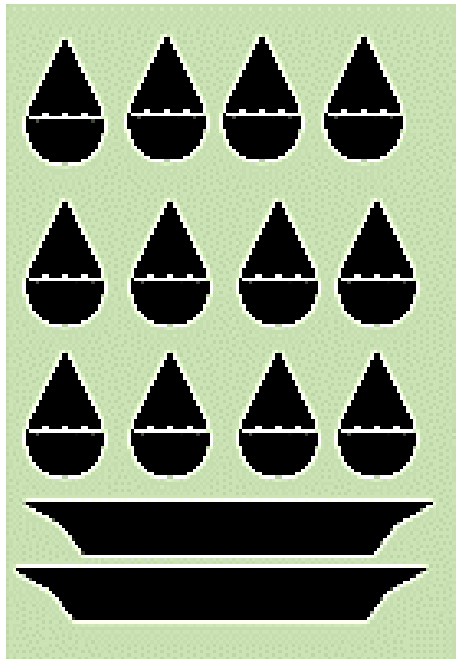


**Savings =  
197 gallons  
of oil**



# Small Steps. Big Difference.

## Paper Plates > Reusable/No Plates



**Savings =  
1384 gallons  
(80 showers)**



*Questions?*

# Bonus Strategy: Pledges



## IDLING REDUCTION PLEDGE

I, \_\_\_\_\_ hereby pledge to my child, \_\_\_\_\_,  
*Parent/Guardian's Name* *Student's Name*

that I will **IMPROVE AND PROTECT AIR QUALITY** in our community by turning off my vehicle's engine when I am parked or waiting.

Signed by \_\_\_\_\_ Date \_\_\_\_\_  
*Parent/Guardian's Signature*

Witnessed by \_\_\_\_\_ Date \_\_\_\_\_  
*Student's Signature*



  Printed on 100% post-consumer recycled paper with vegetable-based inks

CBSM Lesson: Public, enduring pledges motivate sustained behavior change.

# Example: Shutoff Pledge

## GREEN PLEDGE 6th FLOOR

IN THE MONTH OF MARCH THE GREEN TEAM IS FOCUSING ON SAVING ENERGY. TWO EASY THINGS THAT YOU CAN DO IS TO TURN OFF LIGHTS AND COMPUTERS WHEN YOU AREN'T USING THEM.



VS.



THESE PEOPLE HAVE PLEDGED TO TURN OFF THEIR LIGHTS AND COMPUTERS EACH NIGHT BEFORE THEY LEAVE FOR HOME, consider joining them.

**Pedro Valencia**  
**Amanda Dalnoki**  
**Dimitria Jackson**  
**Rosalinda Aquino**  
**Chi Mui Cheng**  
**Kimberly Gasaway**  
**Veronica Ismael**  
**Michele Redman**

**Nancy Reilly**  
**Alicia Baptista**  
**Randall Hagar**  
**Mercedes Balmonte**  
**Sandra Espejo**  
**Alga Ghebremedhin**  
**Neva Jacob**  
**Ed Roscher**

CONTACT: Nivi Gupta ([nivi.gupta@acgov.org](mailto:nivi.gupta@acgov.org)) or Eric Strimling ([eric.strimling@acgov.org](mailto:eric.strimling@acgov.org)) for any questions.

## GREEN PLEDGE

IN THE MONTH OF MARCH THE GREEN TEAM IS FOCUSING ON SAVING ENERGY. TWO EASY THINGS THAT YOU CAN DO IS TO TURN OFF LIGHTS AND COMPUTERS WHEN YOU AREN'T USING THEM.

I Hereby Pledge to Turn Off My Lights and Computers at the End of Each Day-

Signed \_\_\_\_\_ Date \_\_\_\_\_

*Post this pledge near your computer or lights as a daily reminder until it becomes habit.*

# Example: Clean Commute Challenge



Expert suggestion: “leaves” in the shape of your mode of transit





# Applying Pledges

§ What pledges could your audience make? How could they be made public and/or long-lasting?

**CBSM Tip:** Start with a small commitment. Making pledges public encourages people to stick with them.

The form is titled "IDLING REDUCTION PLEDGE" and features a circular logo on the left that says "the green team" with "ALAMEDA COUNTY SUSTAINABILITY" around the perimeter. The text on the form reads: "I, \_\_\_\_\_ hereby pledge to my child, \_\_\_\_\_ that I will IMPROVE AND PROTECT AIR QUALITY in our community by turning off my vehicle's engine when I am parked or waiting." Below this, there are lines for "Signed by" and "Date" for the parent/guardian, and "Witnessed by" and "Date" for the student. A small icon of a car with a slash through it is in the bottom right corner.

# Bonus Strategy: Prompts

CBSM Lesson: A reminder placed right near the decision point can prompt behavior change.



# Example: “Check Your Range” Reminders



Tools can help address barriers associated with **use of** a greened product or service

# Example: Office Supply Cabinet Reminders

**Buying Recycled Office Supplies Is Easy**

**Online:**  
Add  
“recycled” to  
your search

**Catalog:**  
Look for 

**Questions? Contact:**

More info: [alcoweb.acgov.org/gsa/green](http://alcoweb.acgov.org/gsa/green)



**Join Us In Purchasing Green Office Supplies**



 Alameda County  
**SUSTAINABILITY**  
Local Action. Global Impact.

[alcoweb.acgov.org/gsa/green](http://alcoweb.acgov.org/gsa/green)



# Applying Prompts

- § Where are the members of your audience when they need to decide to make the change you're asking?
- § How can you bring your message to them?

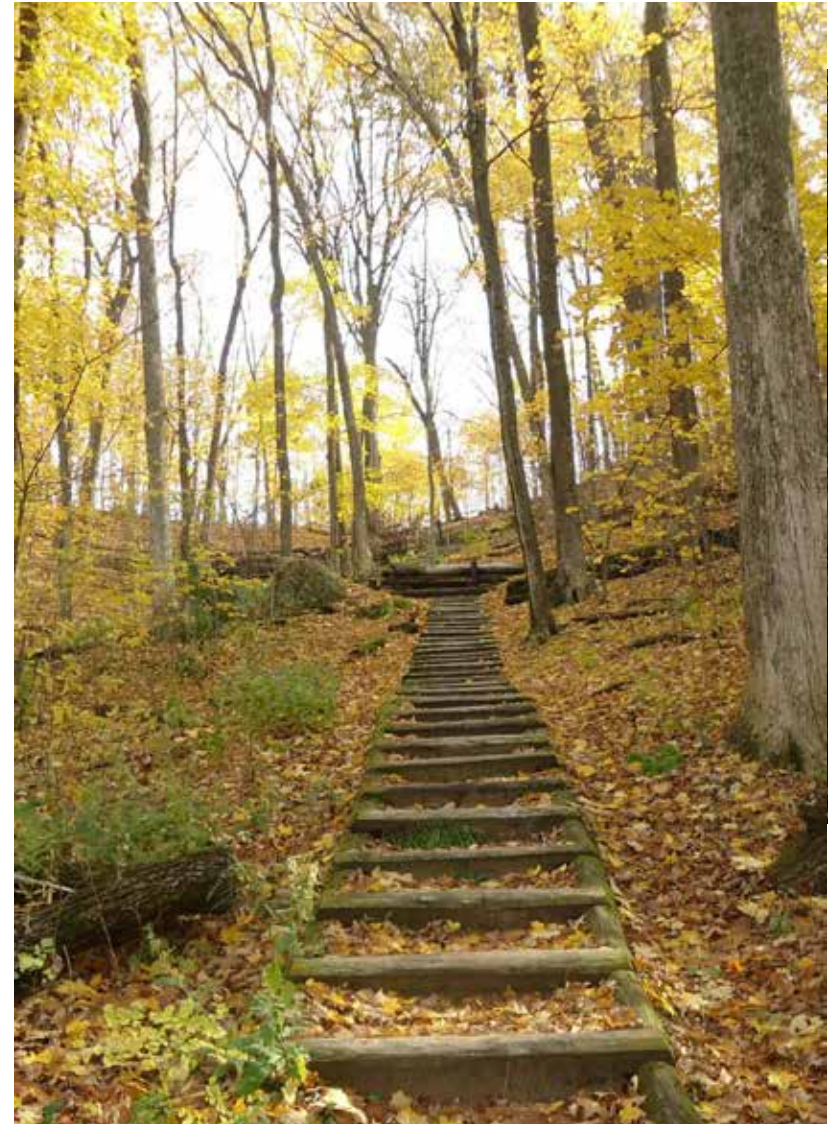
**CBSM Tip: Put noticeable reminders in the right location.**





# Applying CBSM: Next Steps

- § Which strategies will be **most useful** for your audience?
- § What is your **very next step** to apply learnings?



# Resources

§ **Alameda County** (more about our engagement strategies):

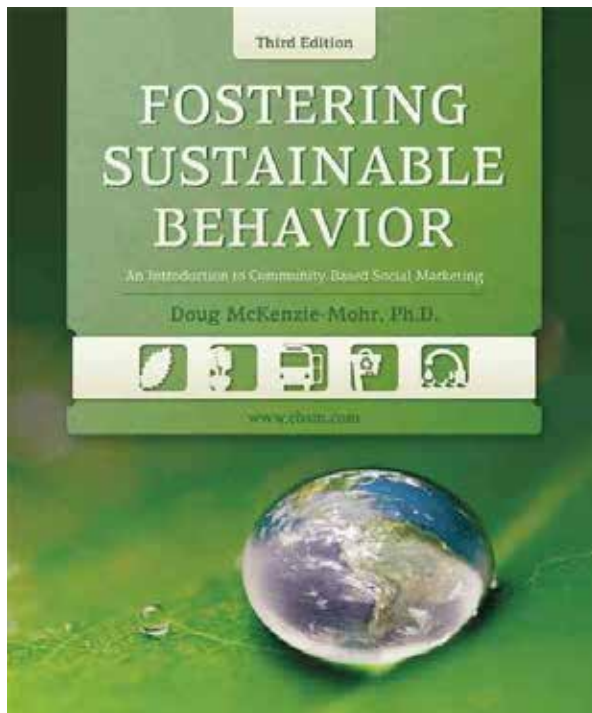
[www.acsustain.org](http://www.acsustain.org)

§ **CBSM.com** (articles, case studies, forums):

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

§ **Tools of Change** (free social marketing planning tools and resources)

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





# *Exercise Break*



# Best Practices for Green Teams

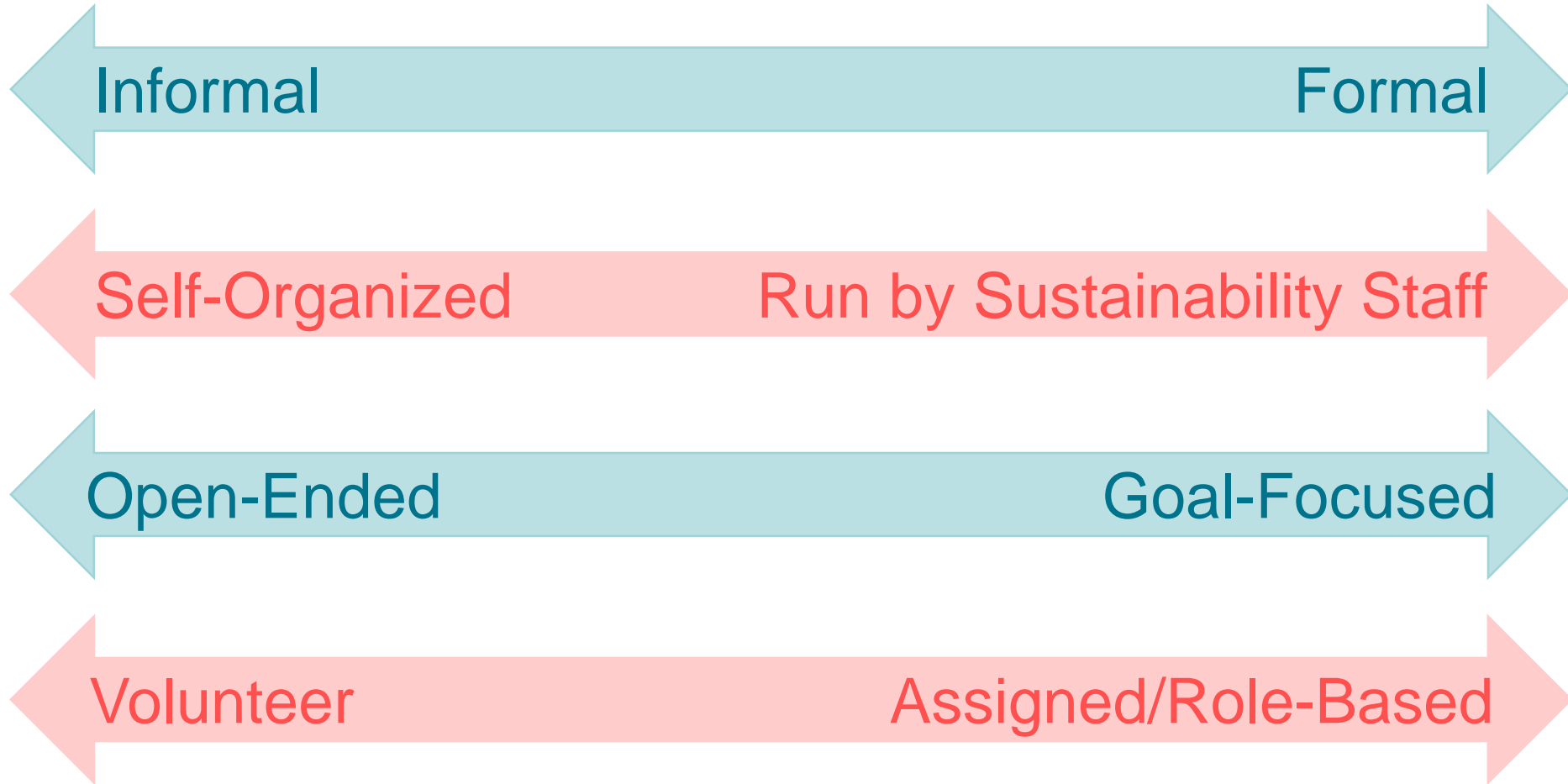
# What Is a Green Team?

§ Group of employees or decision-makers

§ Become informed about, promote greening



# What Type of Green Team?



# Things to Think About

- § Sustainability goals
- § *Barriers/benefits* of potential members (ask!)
- § Degree of top-level support
- § Project suggestions



# Panel Discussion: Green Teams

Jennifer Gavin, *City of Piedmont*

Ryan Bell, *County of Alameda*



# *Panel Discussion*



# *Sharing Green Team Experiences*



***Thank you!***  
***Please fill out your evaluations***