



**Better  
Buildings**<sup>®</sup>  
U.S. DEPARTMENT OF ENERGY

# Driving Efficiency through Behavior Change

Moderator: Sandy Glatt, US DOE

# Your Presenters

- Barbara Buffaloe- City of Columbia (MO)
- Jessica Loeper- Verdani Partners and Commonwealth Partners
- Steve Skarda – Procter and Gamble

# Driving Energy Efficiency through Behavior Change

Prepared by Verdani Partners 2016

**Speaker:**

Jessica Loeper, LEED AP O+M,  
Senior Sustainability Manager at Verdani Partners  
Senior Sustainability Manager for Commonwealth Partners

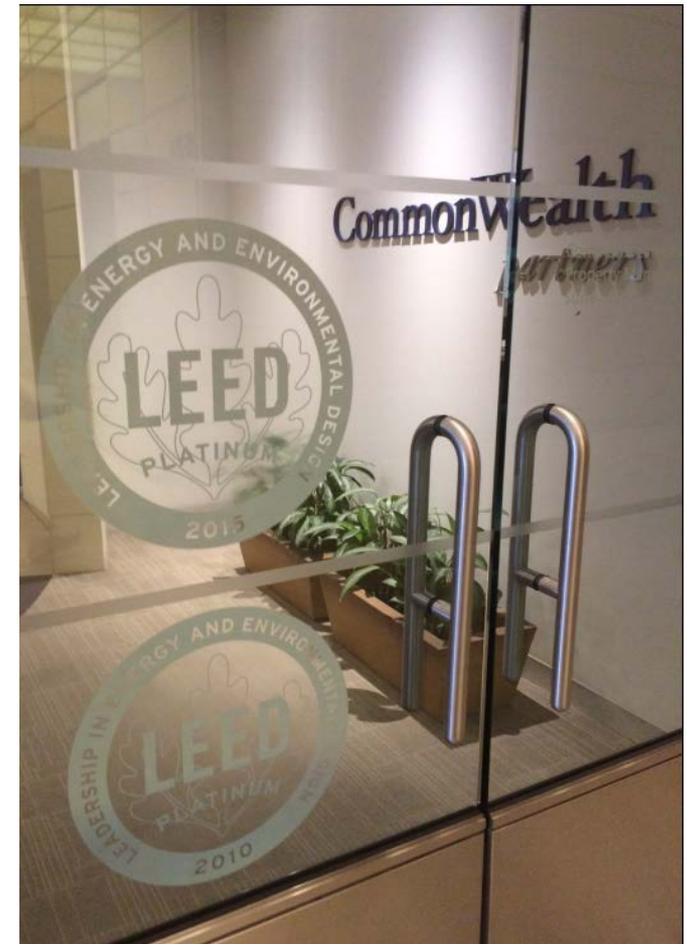
# Tenant Engagement Programs

# LEARNING OBJECTIVES

Learn the value generated from engaging with tenants around sustainability, energy efficiency, waste reduction and responsible operations. Best practices in implementing a sustainable tenant engagement program by presenting compelling case studies.

You will learn how to:

- Connect with tenants by reaching the highest sustainability standards
- Get the best investment value in energy efficient programs; and
- Achieve your sustainability goals with existing tenants by utilizing practical programs and operations.



# OCCUPANT BEHAVIOR PROGRAMS

## Bring Your GREEN TO WORK

with ENERGY STAR®

The small steps you take at work to save energy can make a big difference in the fight against global warming.

Organizations across the country are working with EPA to improve the energy performance of the buildings where we work, shop, play and learn. You can help!

**Click on the blue stars to learn more and start saving energy today.**



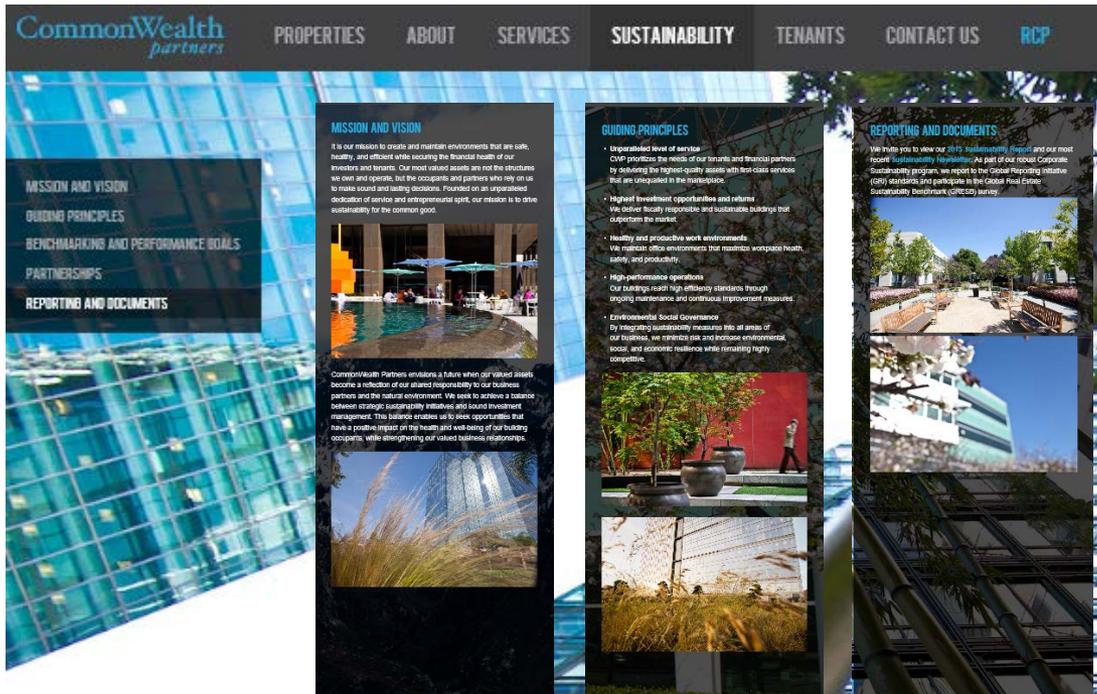
# OUR STRATEGY: TENANT ENGAGEMENT PROGRAMS

Tenants significantly impact building operations. Recognizing the important role that tenants play, Commonwealth Partners educates tenants on an ongoing basis and partners with them to create healthier and more productive workspaces. Commonwealth Partners' Tenant engagement programs include:

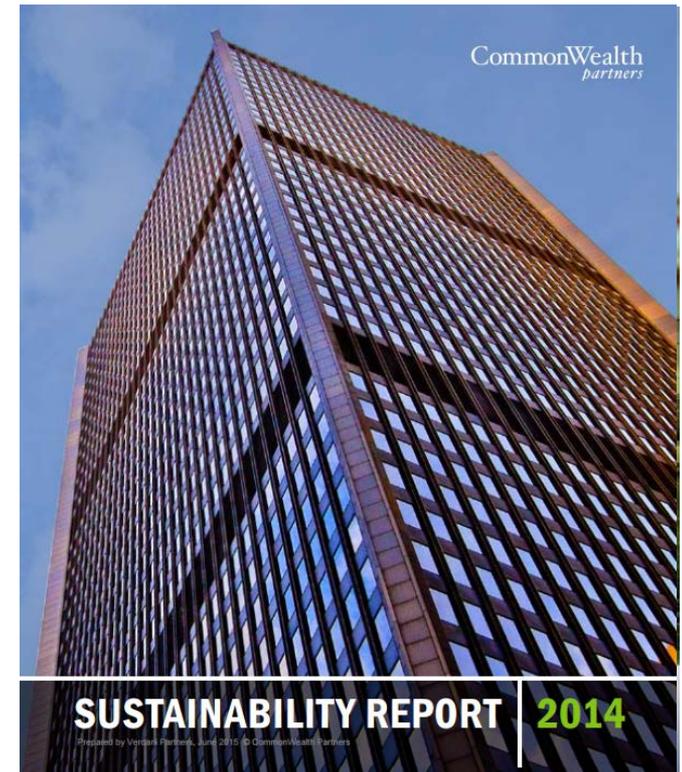
- Corporate Website
- Sustainability Tab at Property Websites
- Sustainability Policies & Resources
- Annual Sustainability Report
- Green Tenant Improvement Guide
- Green Office Program
- Sustainability Signage
- Sustainability Newsletters
- Nationwide Annual E-Waste Drives
- Earth Hour Events
- Tenant Surveys (Kingsley)
- Biannual Occupant Comfort Surveys
- Vendor and Tenant Memos
- Educational Presentations
- Case Studies
- Earth Day Tenant Events



# CORPORATE SUSTAINABILITY WEBSITE



Sustainability Page on Corporate Sustainability Site



Annual Sustainability Report

# ASSET LEVEL WEBSITE | SUSTAINABILITY TAB

Commonwealth  
*partners*

## CITY NATIONAL PLAZA

[contact us](#) [traffic conditions](#) [local weather](#) [search](#)

[forms](#) [building calendar](#) [register visitors](#) [service requests](#)

“ Situated in the heart of the Financial District, City National Plaza is arguably the best located property in Downtown Los Angeles. ”

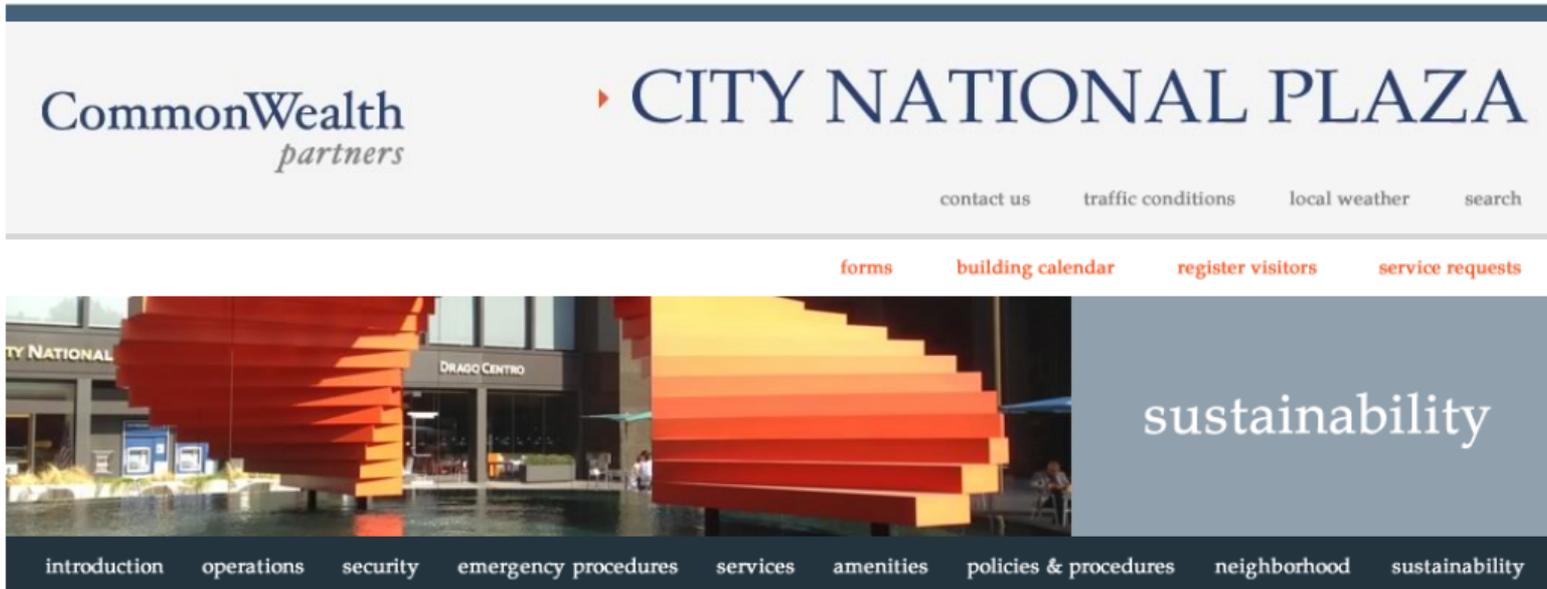
neighborhood sustainability

introduction operations security emergency procedures services amenities policies & procedures neighborhood sustainability

**City National Plaza**  
515 S. Flower Street

▶ **City National Plaza** encompasses an entire city block in the financial district of the Los Angeles central business district. Originally completed in 1972 as the world headquarters for Atlantic Richfield and the Southern California Headquarters for Bank of America, City National Plaza consists of two 52-story office

# ASSET LEVEL SUSTAINABILITY TAB



## chapter overview

**Overview:** This section provides general information about Sustainability at City National Plaza.

**Corporate Sustainability:** This section provides information regarding corporate sustainability initiatives.

**Sustainability Policies and Procedures:** This section provides tenants with sustainability policies.

**Energy Conservation:** This section outlines the energy conservation program in place at City National Plaza.

**Recycling Program:** This section outlines the recycling program in place at City National Plaza.

**E-Waste Recycling:** This section provides information about E-Waste recycling

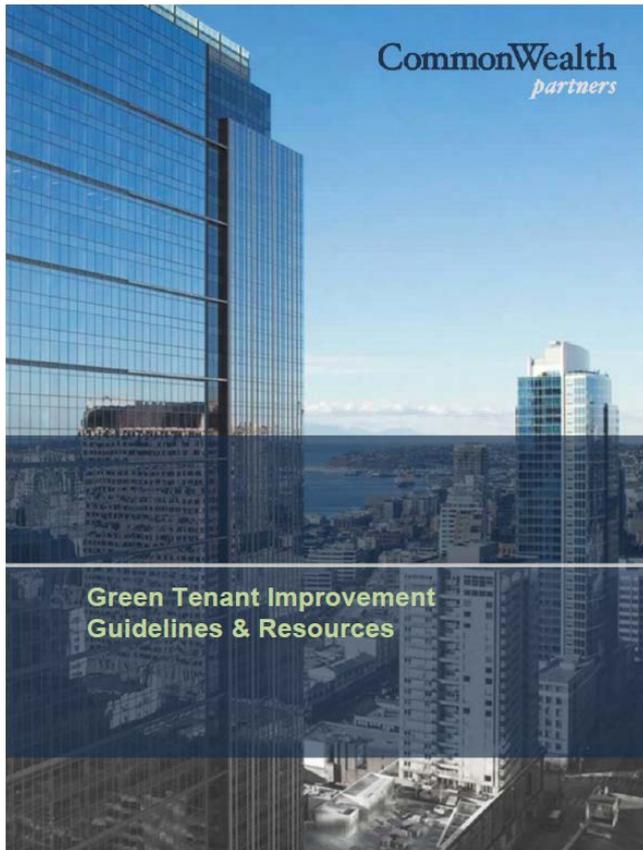
**Transportation Program:** This section provides tenants with information regarding transportation programs

**Indoor Air Quality Reporting:** This section provides information for reporting Indoor Air Quality issues at City National Plaza.

## Section Navigation

- Overview
- Corporate Sustainability
- Sustainability Policies and Procedures
- Energy Conservation
- Recycling Program
- E-Waste Recycling
- Transportation Program
- Indoor Air Quality Reporting

# TENANT IMPROVEMENT GUIDE

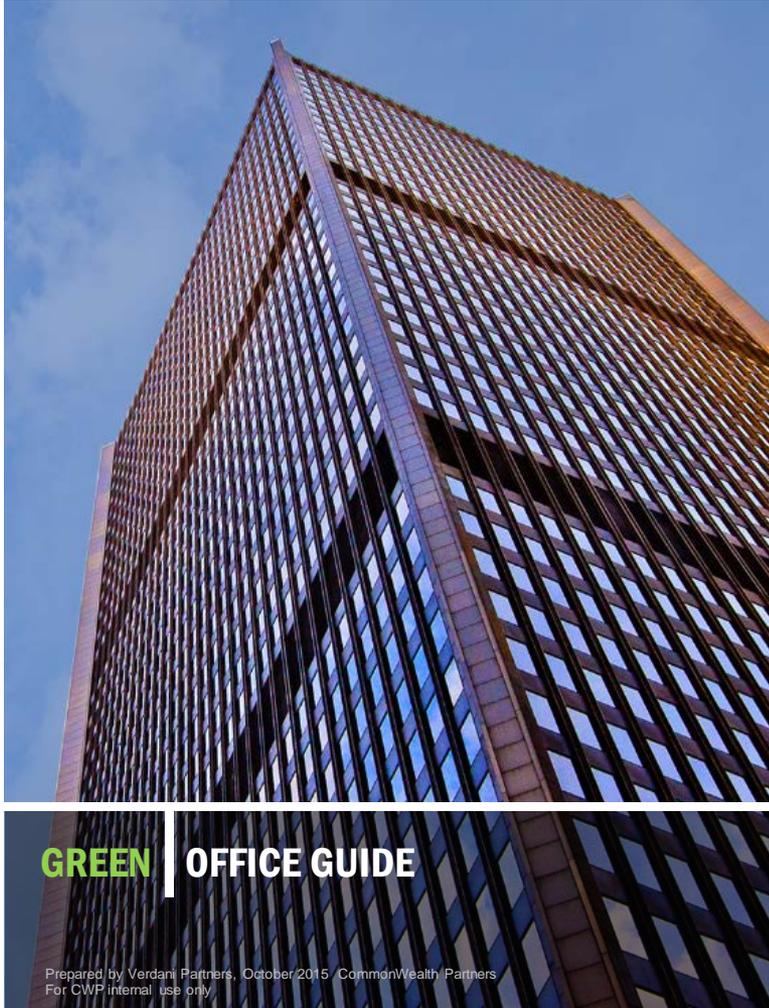


CommonWealth <i>partners</i>	
Corporate Sustainability Policy Green Tenant Improvement Guidelines & Resources	
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## Purpose:

- Educate tenants about the variety of strategies they can use to green their interior spaces
- Minimize the environmental impacts of tenant improvements and retrofits
- Create healthy and productive working spaces.

# GREEN OFFICE GUIDE



## GREEN OFFICE GUIDE

Prepared by Verdant Partners, October 2015 / Commonwealth Partners  
For CWP internal use only

## Resource to educate Tenants on Sustainable behavior & plug load reduction strategies

### How Does the Green Office Guide Work?

This guide provides simple steps to sustainability across five key categories:

1. Transportation
2. Energy and Atmosphere
3. Materials and Resources
4. Indoor Environmental Quality
5. Innovation

### Benefits of Green Operations Include:

- Maximize energy & water efficiency
- Reduce operational costs
- Provide a higher quality product
- Position the office to attract and retain employees
- Stay ahead of pending government regulations
- Fulfill the needs of workers who are increasingly demanding healthy and sustainable work environments
- Increase net operating income and value



# SUSTAINABILITY SIGNAGE



## CommonWealth's Vision

CommonWealth Partners envisions a future where our valued assets recognize the importance of our shared responsibility to our business partners and the natural environment. We seek to achieve a balance between strategic sustainability initiatives and sound investment management. This balance enables us to seek opportunities that have a positive impact on the health and well-being of our building occupants, while strengthening our valued business relationships.

Consistent with our mission, we have set the ambitious task of greening our entire portfolio of existing properties.



## What is a Green Building?

A green project is one that incorporates design, construction and operational practices that significantly reduce or eliminate the negative impact of development on the environment and occupants with strategies for addressing:

- smart growth
- energy efficiency
- greenhouse gas emissions reduction
- water conservation
- waste avoidance, reuse and recycling
- pollution preventing – noise, water, air, soil & light
- enhanced biodiversity
- reduced natural resource consumption
- productive & healthier environments
- flexible and adaptable spaces
- triple-bottom-line performance



LEED-EB O & M is the US Green Building Council protocol for Leadership in Energy and Environmental Design for Existing Buildings Operations and Maintenance. LEED is a third-party certification program and the nationally accepted benchmark for the operation of high performance green buildings. LEED promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

To learn more about LEED Certification and its benefits you may visit the USGBC's website at: [www.usgbc.org](http://www.usgbc.org)

## Cottonwood Corporate Center

### Sustainability Highlights

- Working towards LEED EB O&M Certification
- Energy Star Partner - 54 ENERGY STAR Score out of 100 max (average across four buildings).
- 100% of durable goods like batteries, computers, and printers are diverted from the waste stream
- Building Automation System (BAS) controls key building systems, reducing building energy & maintenance costs
- Comprehensive indoor air quality program in place
- Targeting 90% use of green cleaning products



### Sustainability Policies and Programs

- Building Exterior & Hardscape Management Plan
- Integrated Pest Management, Erosion Control, and Landscape Management Plan
- Water Efficiency Program
- Cooling Tower Management Plan
- Refrigerant Management Policy
- Energy Policy
- Sustainable Purchasing Policy
- Solid Waste Management Policies
- Green Cleaning Policy
- Indoor Air Quality Management Plan
- Indoor Air Quality Management Plan for Facilities Alterations and Additions
- High Performance Cleaning Program
- Lamp Purchasing Program
- Indoor Integrated Pest Management Plan
- Climate Adaptation Policy



# SUSTAINABILITY NEWSLETTERS

CWP's Sustainability Newsletter

[View this email in your browser](#)



SUSTAINABILITY ISSUE #01

## CommonWealth Sustainability

Welcome to the first issue of Commonwealth Partners Sustainability newsletter. This newsletter kicks off our long-standing commitment to sustainability—from increasing energy efficiency and lowering operating costs to exceeding expectations in top quality management for our assets. Our sustainability mission is to create and maintain environments that are safe, healthy, and efficient while securing the financial health of our investors and tenants. Greater health and productivity, better quality space, and lower energy costs matter to our tenants and investors. Our strategic approach addresses the specific goals of our stakeholders while driving sustainability for the Common Good.



### 2013 Sustainability Report

"Sustainability for the Common Good"

We are excited to have published our first Sustainability Report that highlights the top initiatives from our Corporate Sustainability Program. Completed in accordance with the Global Reporting Initiative (GRI) G4 guidelines, this report summarizes data from across the portfolio, showcases our current leaders in building performance, and provides an "at a glance" synopsis of our sustainability initiatives.

Take a moment to read about all the great work our property teams have been doing to make our buildings more efficient and sustainable.

[Please click here to access the full report.](#)

### Global Real Estate Sustainability Benchmark (GRESB): CWP Ranked as a "Green Star" and took the 9th place in the US Office Peer group!

We are proud to have submitted our first GRESB survey and are excited to report that Commonwealth Partners ranked as a "Green Star" in the "Top Quartile" and taking the 9<sup>th</sup> place in the US Office Peer group which is an incredible accomplishment. This was a total team effort and is a great testament to all the great work that CWP is doing with its sustainability programs.

GRESB provides the global industry standard for the assessment of the environmental, social and governance (ESG) performance of real estate portfolios. In 2014, GRESB had a total of 46 Investor members and 537 respondents representing \$2.1 Trillion in total Property Value. [Click here](#) to learn more about GRESB.

Learn more about the 2014 GRESB Report and related articles:

- [2014 GRESB Report](#)
- [The power of benchmarking: GRESB comes of age](#)
- [Real estate benchmark takes sustainability to the social market](#)
- [Leading Ahead: 41 Trends That Will Shape Real Estate Investment in Years To Come](#)

### PERFORMANCE DATA REPORT

As we grow our portfolio, our goal is to certify the majority of our properties, map and reduce our baseline, and exceed current industry standards for energy efficiency. In 2013, we were proud to be on track to meet our overall reduction targets in Energy, Water and Green House Gas Emissions (GHG).



### ULI GREENPRINT REPORT

Commonwealth Partners is a proud ULI Greenprint Center for Building Performance Member and we are excited to have been part of their [Government Performance Review, Volume 4](#). As the largest global collection of transparent, verifiable, and comparative data about the environmental performance of buildings, this report provides aggregate benchmarks and performance trends for the real estate industry.

### LEED & ENERGY STAR STATS



### NEW SUSTAINABILITY SITES

In case you haven't noticed, we have added a new [Sustainability Site](#) to CWP's main corporate website to communicate our Sustainability Mission, Vision, Guiding Principles, Performance Goals and Sustainability Programs. We invite you to check it out and help us spread the good news when inquired about CWP's Sustainability programs from our stakeholders.

Each individual property site also had a Sustainability Tab added to its website and LEED and Energy Star logos added to their name pages so we can better communicate our property-specific sustainability programs with our tenants and vendors. See the [360 Mission](#) site as an example.



### WHAT IS IT LIKE GOING THROUGH THE LEED PROCESS?

The team at Cottonwood Corporate Center spent the last few months working hand-in-hand with the Sustainability team to complete their LEED certification. Here's what they have to say about their experience.

"The LEED certification process was a wonderful experience for the Cottonwood management team. It was an absolute pleasure working with Denise and the Verant team. They were always willing to help and were very responsive to our needs. It was a collaborative effort and at the end of hours of work I feel we really came together as a team."

-Holly Westbrook, Property Manager at CCC



### CWP JOINS THE BETTER BUILDINGS CHALLENGE

CWP has accepted the U.S. Department of Energy's Challenge to reduce its energy consumption by 20% from a 2010 baseline within 10 years. Neven Muhammed, Property Manager for Hamilton Square, attended the White House Sector Buildings Challenge Summit to represent CWP. [View CWP's data](#) on the Department of Energy's site.



What is the Better Buildings Challenge? The U.S. Department of Energy created the [Sector Buildings Challenge](#) (SBC) in order to encourage the large-scale reduction of energy use across participants' building portfolios. Participants share their solutions and their data in order to encourage others to follow—the goal is to show the full transparency of a building's energy performance. [Read More](#)



CWP was also the recipient of a BEC Award earlier this year for its commitment to the program.



### URBAN GREEN'S EBIE AWARD WINNER

The Urban Green Council's Ebie Awards (short for Estating Buildings) recognize improved environmental performance in existing buildings and put a spotlight on the leaders who have found replicable solutions that cut energy and water use, reduce waste, make lighting more efficient, and engage tenants in green initiatives.

Congratulations to John Smith and the City National Plaza team who secured "The All-Rounder: Performance Excellence in Multiple Categories," also recognized was 360 Mission as a Finalist.

[Check out the list of Ebie Award winners here](#)



### IN THE SPOTLIGHT: Russell Investments Center

Russell Investments Center LEED Platinum High Rise boasts a perfect 100 ENERGY STAR score, making it the most efficient high rise in Seattle. This means more value for our tenants with lower operating costs than comparable buildings. Additional Sustainability Highlights include:

- Near bus and light rail stations
- Zippers, bike lockers, and showers available
- Dual-Flush and low-flow fixtures
- Robust recycling and composting program
- Awarded "The Outstanding Building of the Year" 2013

### SAFECO PLAZA'S GREEN ISSUE

Safeco Plaza created a great sustainability newsletter to communicate their LEED and Sustainability programs with their tenants. [This space layout newsletter](#) features tips for tenants to contribute to the greening of their offices, including health tips and guides for waste diversion in tenants day-to-day operations. We encourage our properties to keep their tenants informed and engaged in ongoing sustainability efforts.



# SAMPLE TENANT ENGAGEMENT EVENTS

## Earth Hour

Many buildings turned off their non-emergency lights on March 19th between 8:30 pm and 9:30 pm to show their commitment to this global movement and climate action.



## Earth Day E-Waste Drives

While CommonWealth Partners implements e-waste initiatives throughout the year, Earth Day is a great way to reiterate their goal of diverting 100% of all e-waste.



## National Bike to Work Day

Encourage healthy practices such as biking to work helping staff and tenants to save gas and burn calories in the process.



## Tenant Surveys

CommonWealth Partners utilizes the robust Kingsley Survey to assess the current tenant satisfaction levels across the many service functions the entity provides.





“You want me to do what???”

---

# Case Study 1

# CASE STUDY 1: TENANT ENERGY INCENTIVES



LOS ANGELES  
**GREEN  
BUSINESS**

HOME ABOUT FAQs SIGN UP CERTIFIED BUSINESSES CONTACT

## The City of Los Angeles Green Business Program

The City of Los Angeles provides a FREE business assistance program to help you "Go Green" and become more efficient, profitable and sustainable.

Your efforts will be recognized with an official certification!

[Register Here](#)

<http://www.greenbizla.org/>

# CASE STUDY 1: TENANT ENERGY INCENTIVES

## Los Angeles Green Business Program

Part of the City of Los Angeles Green Business Certification Program

The City of Los Angeles is offering a **FREE** business assistance program to help you "Go Green" and become more efficient, profitable and sustainable.



*There are five main benefits to the program:*

### 1. SAVE MONEY

There are many ways you can save money on your energy, water and waste bills. You're busy running your business, so we do the work for you and sort through all the opportunities.



### 2. MAKE MONEY BY HAVING A MORE VALUABLE BRAND

Angelenos enjoy supporting businesses that care about the greater good of the community and environment. Being a Green Certified business lets everyone know you're serious about helping out the community, resulting in more products sold and/or services rendered.



### 3. OFFICIAL CERTIFICATION FROM THE CITY OF LA

Once you go through this green program, we award you with an official certification from the City of LA that you can proudly showcase at your business and/or on your website.



### 4. A POSITIVE RELATIONSHIP WITH THE CITY

It's always beneficial to have a strong relationship with the City and all other government and regulatory agencies.

We are the liaison between your business and many public sector entities.



### 5. BECOME A PART OF A LARGER NETWORK

We have hundreds of businesses in our database that may also want to do business with you and vice versa.

Some businesses already certified and in our network include

Collective bargaining: because we have so many businesses in our program, we work with manufacturers and others to get you lower prices on items you already buy.



**Q: Is this really FREE? Why is it being offered?**

**A:** Yes, it is 100% free and all voluntary – you're under no obligation at any time to the program.

Passed by LA City Council in 2009, The City of LA wants you to be a leader in the community by implementing more sustainable practices in your business.

**Q: What type of businesses does the program assist?**

**A:** We assist businesses in three sectors:

1. Office/Retail
2. Restaurants
3. Automotive (Repair & Body)

The businesses must be located in the City of Los Angeles.

*For more information please contact:*

Sandrine Cassidy  
cassidsm@email.laccd.edu  
310.384-5682  
www.greenbizla.org

Johnson & Johnson



UCLA



# QUESTIONS RELATING TO THE BUILDING

Dear Property Manager,

The Business contacting you with the questions below is going through the process of getting recognized as a Green Business by the City of LA Green Business Program. Some questions and points relate directly to the building. We are requesting your assistance in answering them. Please note these answers have no incidence on you or the Business. We are here to provide free environmental consulting and the program is voluntary. Feel free to call Sandrine Cassidy at 310-384-5682 with any questions. Thank you for your assistance.

Measure	Question	Assessment Notes
<b>Cleaning Products</b>	Please provide a list of cleaning products used.	Checked. All good.
<b>HVAC</b>	Is the HVAC system maintained at least twice a year?	Please confirm.
<b>Lighting</b>	Lighting bulbs: mainly T-8 & T-5 and MR-16 (halogen?LED?).	Please confirm for both floors
<b>Pest Control</b>	Name of company and if Integrated Pest Management is included in the contract.	Please confirm.
<b>Universal Waste</b>	Do you have any events during the year? How do you dispose of office hazmat including e-waste, batteries, bulbs, paint and toner?	
<b>Water</b>	The faucet in auxiliary kitchen (on 2)	Needs an aerator
<b>Recycling</b>	Yes	All good.
<b>Composting</b>	Yes	NA to this Business.



# GREEN BUSINESS PROGRAM RESULTS

- **5** tenants have independently completed the certification with **3** more in progress.
- Tenants are now engaged in a tracking system that they never would have taken note of before.
  - Lower energy bills
  - Lower water usage
  - Disposable electronic costs
- Market Recognition
- Measuring new metrics
- Benefits the building as a whole



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

# Case Study 2

# CASE STUDY 2: TENANT BUY-IN WITH COMPOST



Exhibit: Recycling Stations

# SIGNAGE

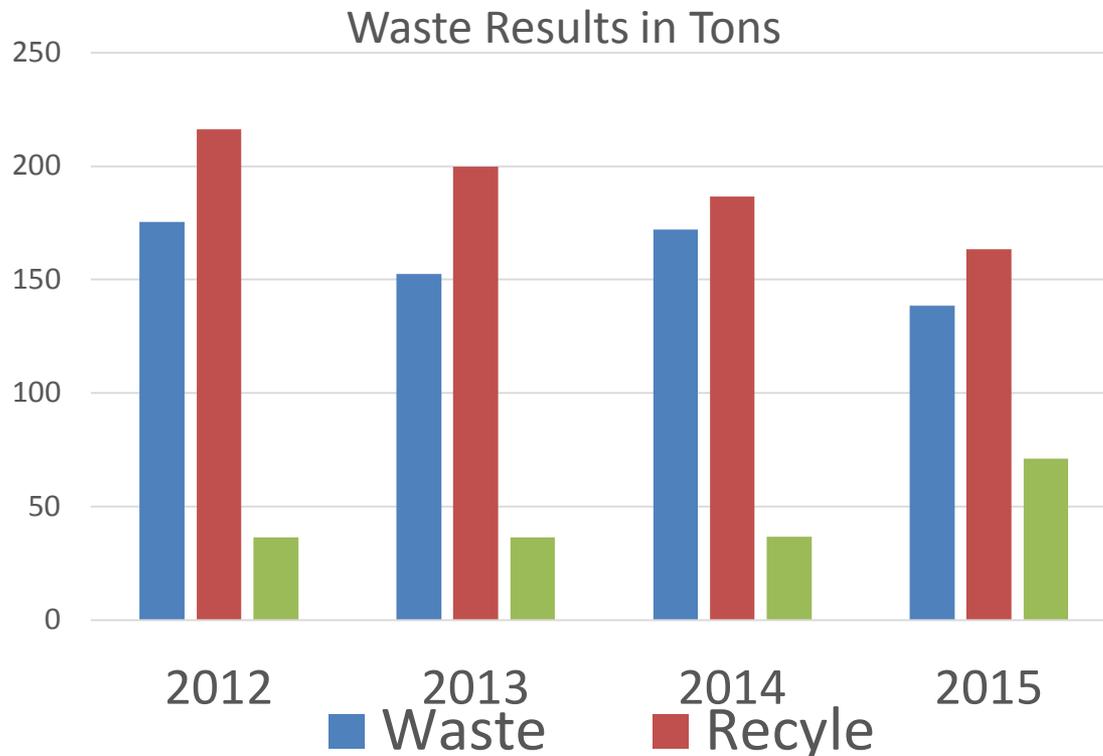


Provide plenty of signage for each recycling location

# EDUCATION WITH WASTE RESULTS

## 2015 Annual Environmental Statistics

Recycling in lbs.	1,147,736
E-Waste Recycling in lbs.	6,121
Greenhouse Gas Savings (MTCO2E)	-2,192.18
Total Number of Trees Saved	6,730
Cubic Yards of Landfill Space Saved	1,836



### 2015

19% compost

44% recycling

37% landfill directed waste

34% Increase in compost  
from 2014

# Main Take-Aways

# EARTH DAY TENANT EVENTS

**560 Mission Green Event**

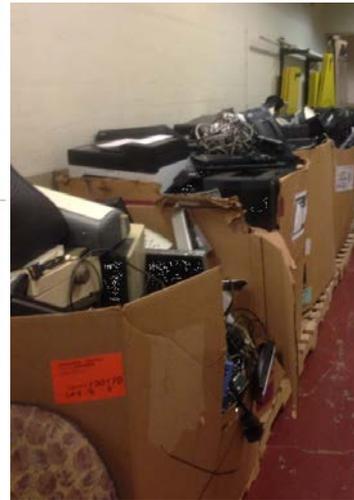


Join us for an afternoon of snacks, beverages and great music, and help us celebrate all the ways we are green!

**Thursday, March 27<sup>th</sup>**  
**3:00 p.m. – 5:00 p.m.**  
**Plaza & Lobby**

Learn about the building's sustainability initiatives from our vendors, including GreenCitizen, Recology, Zipcar, WAXIE Sanitary Supply & more!

CommonWealth  
*partners*



# FUTURE MEASURES TO TAKE NOTE



- Make it easy for tenant buy-in.
- Engage building occupants and landlords in saving energy
- Signage is key. Located in places where individuals are standing around. Spark the tenants interest using percentage goals.
- Submetering energy consumption making the bills more transparent to reduce tenants' energy consumption.
- Incorporate energy efficiency in tenant improvements
- Structure agreements to benefit both parties by sharing the cost and benefits of the improvements.
- Host lobby events for all tenants!

CommonWealth  
*partners*

515 S. Flower Street, 32 Floor  
Los Angeles, California 90071

**Presenter:**

Jessica Loeper

Sr. Sustainability Manager, Verdani Partners

[jloeper@verdani.com](mailto:jloeper@verdani.com)

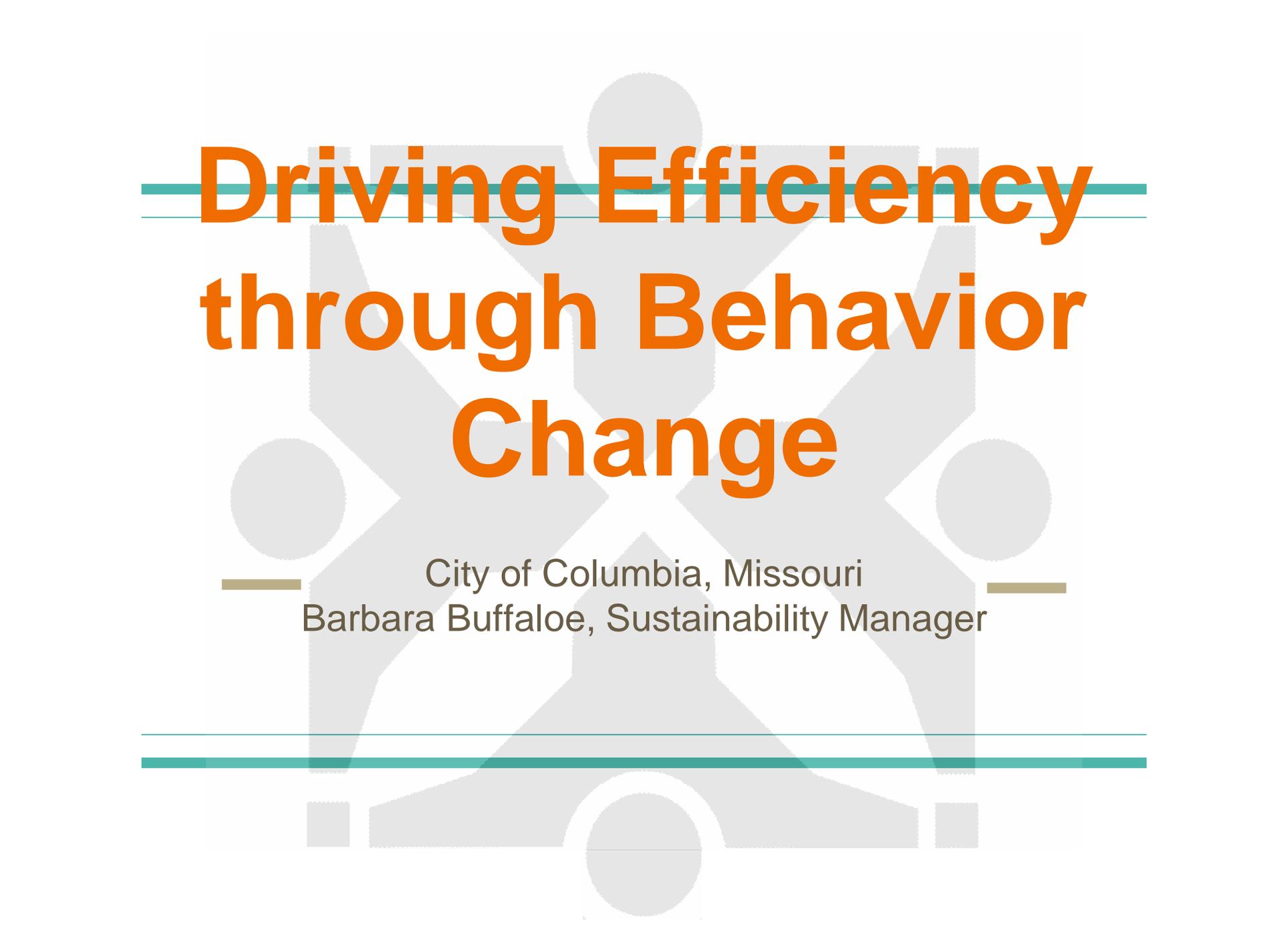
Sr. Sustainability Manager, CommonWealth Partners

[sustainability@cwpla.com](mailto:sustainability@cwpla.com)

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VERDANI  
PARTNERS



# Driving Efficiency through Behavior Change

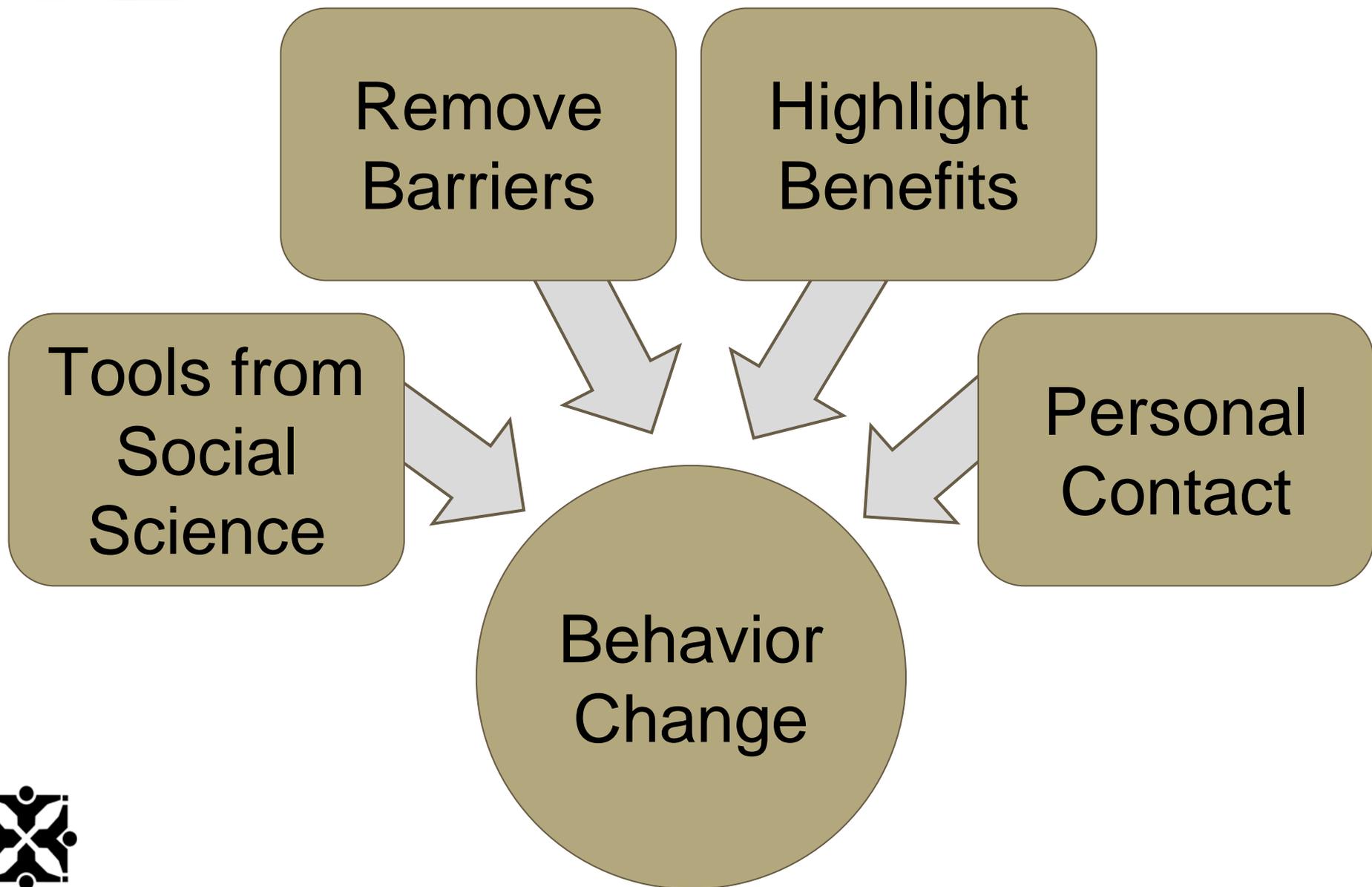
City of Columbia, Missouri  
Barbara Buffaloe, Sustainability Manager

# Community based social marketing

Employee Computer and Monitor Shutdown  
Program USDN pilot

# Community based social marketing

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# Target Behavior

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- Program was designed for a single behavior
  - Turn off computers and monitors at the end of the day
- Must have support for the turnkey to be applicable



# Barrier and Benefit Research

- Focus Groups with employees
- Interviews with IT
- Online survey for employees

## USDN MUNICIPAL EMPLOYEE WEB SURVEY

The [City/County of \_\_\_\_] is interested in learning about employees' computer-use habits and existing efforts to manage computer power usage. Your responses will be used to develop new energy-saving programs that fit with the computer access needs of employees. Please answer as honestly and completely as possible. Your responses will remain confidential and will not identify you as an individual.

### Employee Computer use Characteristics

1. What kind of computer do you use for the majority of your workday? (Check all that apply)

- Desktop
- Laptop
- Tablet
- Other \_\_\_\_\_

2. Which best describes your work situation?

- I have my own computer
- I share my computer with another user or users
- Other \_\_\_\_\_

### Current Behaviors

3. Which best describes your actions at the end of a workday, where 0 equals "Never" and 10 equal "Always."

I turn off my computer.

0 1 2 3 4 5 6 7 8 9 10

I turn off my monitor.

0 1 2 3 4 5 6 7 8 9 10

I turn off both my computer and monitor.

0 1 2 3 4 5 6 7 8 9 10

I leave my computer on, but locked or logged off.

0 1 2 3 4 5 6 7 8 9 10

# Treatment program

1. Pre-treatment observations of selected control and treatment groups (two floors at City Hall)
2. Marketing materials created
3. Treatment group received email and in-person visit with commitment card signed

USDN Shutdown Data Collection Pre-Post

Home Insert Page Layout Formulas Data Review View Add-Ins Acrobat

Cut Copy Paste Format Painter Clipboard Font Alignment Num

Calibri 11

Wrap Text Merge & Center

L11

	A	B	C	D	E	F
1	Pre-Treatment Observations					
2	2 obs/comp/observation period		Control Group			
3	Comp/Mon#	Day (Week of: )	Computer ID	Computer	Monitor	
4	1	M - T - W - Th - F		ON OFF DK	ON OFF DK	
5		M - T - W - Th - F		ON OFF DK	ON OFF DK	
6	2	M - T - W - Th - F		ON OFF DK	ON OFF DK	
7		M - T - W - Th - F		ON OFF DK	ON OFF DK	
8	3	M - T - W - T				
9		M - T - W - T				
10	4	M - T - W - T				
11		M - T - W - T				
12	5	M - T - W - T				
13		M - T - W - T				
14	6	M - T - W - T				
15		M - T - W - T				
16	7	M - T - W - T				
17		M - T - W - T				
18	8	M - T - W - Th - F		ON OFF DK	ON OFF DK	

2



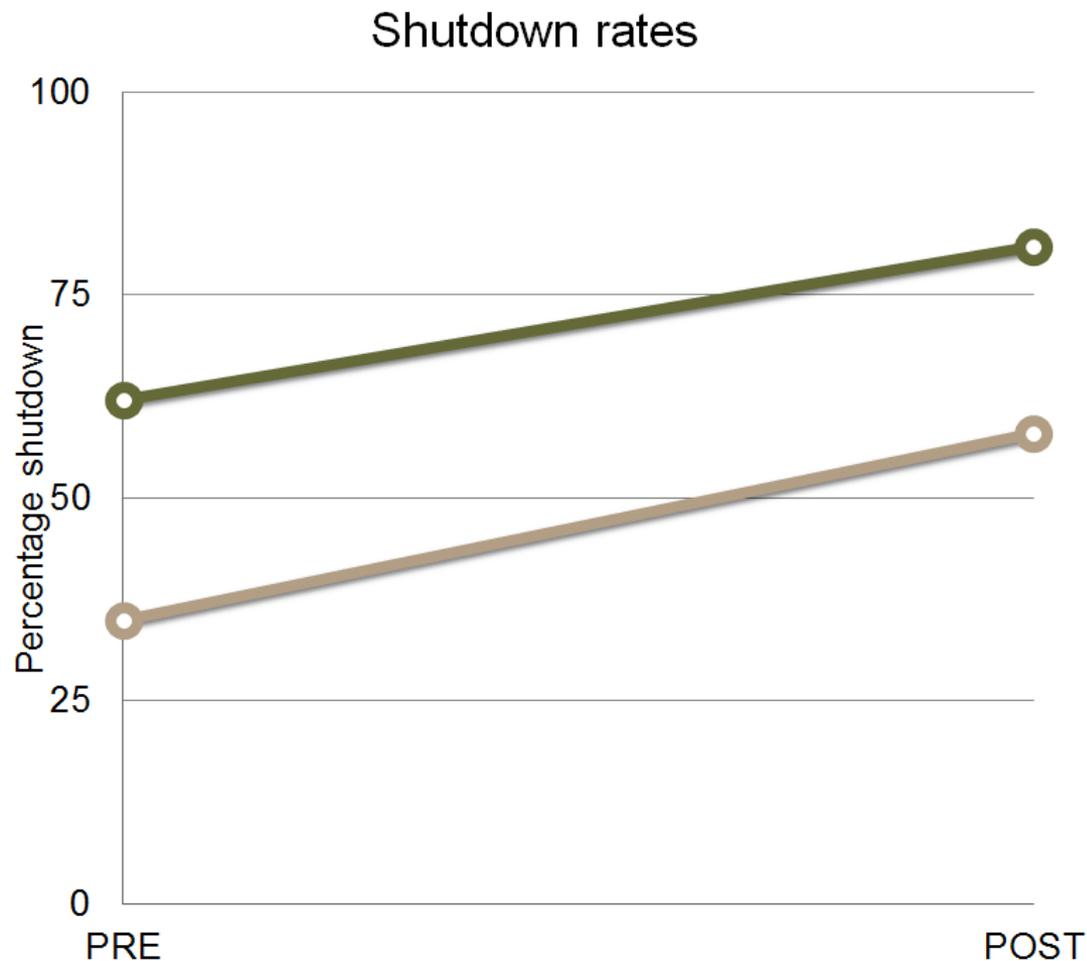
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## In-Person Visit Checklist

- Communicate the organization's policy regarding shutdown.
- Communicate that employees are conscientious and interested in energy and money saving computer-related behaviors.
- Communicate the real numbers on computer power-up time.
- Instruct employees on how to properly shutdown the computer and monitor.
- Deliver the flyer and commitment card.
- Attach card to employee's monitor.

# Outcomes

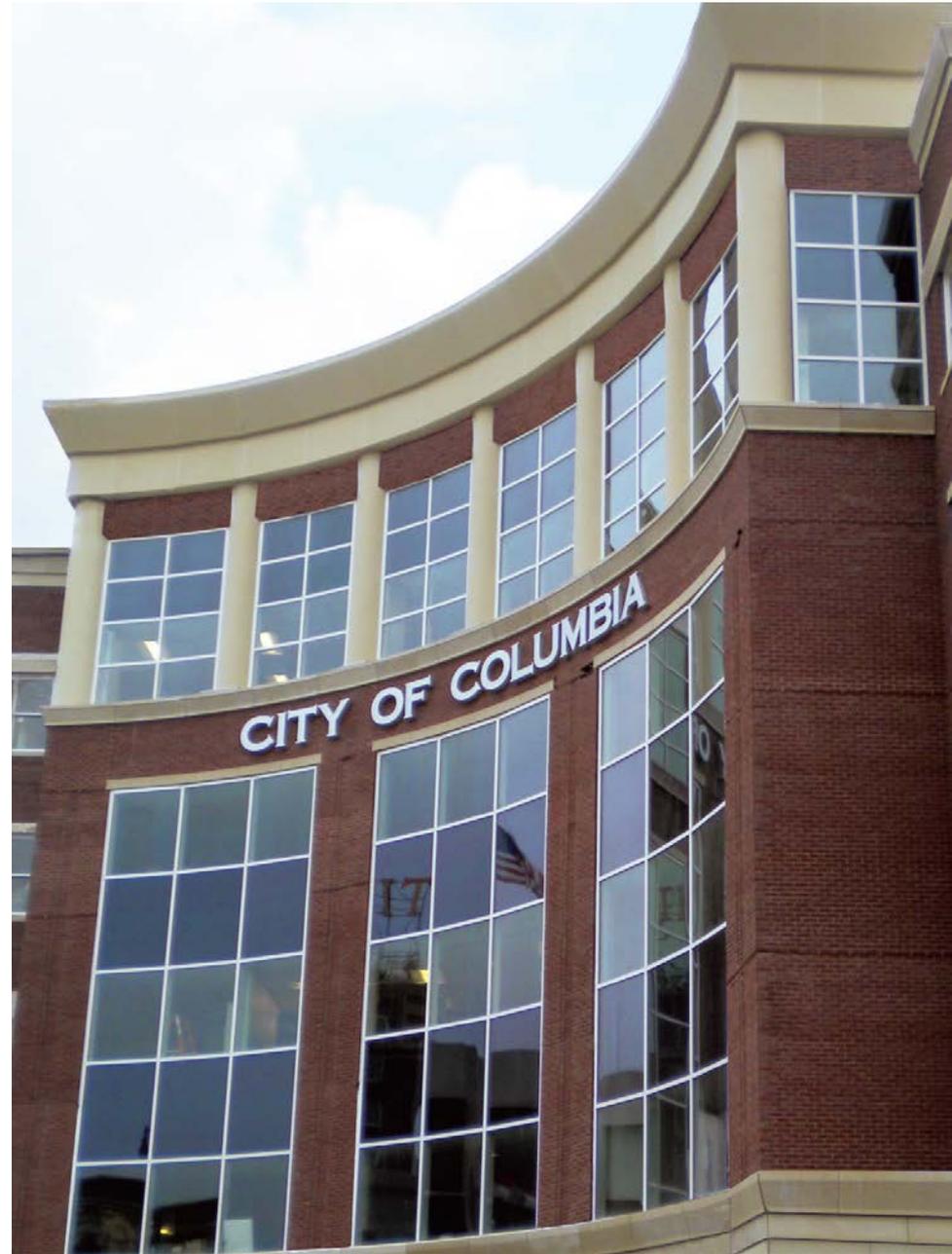
- Computer and monitor shutdown rates increased significantly as a result of the strategy



# The BIG picture

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- For a small city the size of Columbia, Missouri (assuming 1,000 employees are shutting down) these savings translate to:
  - 257 Metric tons CO<sub>2</sub>;
  - the annual GHG from 54 passenger vehicles; and
  - the CO<sub>2</sub> emissions from electricity use of 38 homes for one year.



# Questions?

Barbara Buffaloe  
Sustainability Manager  
City of Columbia

P.O. Box 6015  
Columbia, MO 65205  
573-817-5025 phone  
573-442-8828 fax

Barbara.Buffaloe@CoMo.gov  
<http://gocolumbiamo.com/Sustainability/>

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the **POWER**

of 5

**RACE TO \$100 MILLION IN ENERGY SAVINGS**

**P&G**

the **POWER** of **5** the **POWER** of **5**  
RACE TO \$100 MILLION IN ENERGY SAVINGS



**130+**  
MANUFACTURING  
PLANTS



**5**  
**SIMPLE**  
**ACTIONS**



**PEOPLE**  
**POWER**

**EQUALS**



THAT'S LIKE PLANTING  
ALMOST  
**7.5**  
MILLION  
TREE SEEDLINGS  
(grown for 10 years)



  
**\$100**  
MILLION  
DOLLARS



REDUCING MORE THAN  
**300**  
MILLION POUNDS  
OF COAL BURNED  
(almost 140 million kg)

