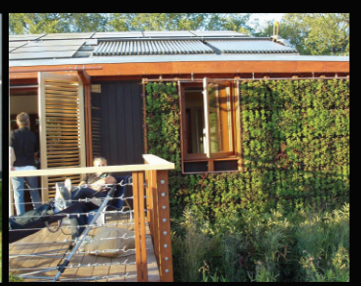




CLIMATE CHANGE

local solutions for global problems



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EXECUTIVE SUMMARY

In response to global climate change concerns, on November 12, 2008, the Metropolitan Washington Council of Governments (MWCOG) Board of Directors voted to adopt the *National Capital Region Climate Change Report*. This report reviewed the available scientific research on global climate change and recommended regional greenhouse gas emission reduction targets for the Metropolitan Washington area. In late 2008, five participants of the seventh cohort of the MWCOG Regional Executive Development Program (REDP) were formed into a “Climate Change Team” (CCT) and were tasked with developing a plan to implement one or two recommendations from the *Climate Change Report*.

After conducting initial research into the topic area and a review of the resources available for the project, the CCT decided to focus its efforts on *Identifying best practices to reduce local government energy use by 15 percent by 2012*, as recommended by the climate change report. With the topic more clearly defined, the CCT identified stakeholders and undertook research to become more familiar with the issue, regional perspectives, local governments’ outreach activities, social marketing methods, and to become familiar with all other relevant aspects of the problem. The CCT collected data from document reviews, interviews, public meetings, and by conducting a survey of the MWCOG member jurisdictions. During its research the CCT identified the most important factors for a successful implementation strategy, including regional consistency, message clarity, cost effectiveness, and the ability of the program to change people’s behavior. Potential barriers to program success were also identified. These included the commitment of MWCOG member jurisdictions, program cost, complexity of administration, sustainability of program support, and public perception.

After gathering data, the CCT developed a list of several selection criteria that would be critical in evaluating the probable success of alternative program recommendations. The most critical of these criteria include the program’s effectiveness in reducing emissions, cost-effectiveness, and political feasibility. Subsequent to the development of selection criteria, the CCT formulated several alternative courses of action which ranged from “taking no action” to coordinated regional efforts to reduce greenhouse gas emissions. After significant internal discussions, consultations with MWCOG sponsors, and thorough evaluation of alternative courses of action against the selection criteria, a program recommendation was selected for development. The CCT decided it would recommend that MWCOG develop and promote a local government employee rewards program to reduce energy consumption, greenhouse gas emissions, and operational costs.

The proposed program, named “Governments Reward Employee Energy-Efficient New Solutions” or “GREENS,” would reward local government employees for successful energy savings ideas implemented by their jurisdictions. To maximize chances of success, the CCT recommends that MWCOG develop a model program that could then be adopted by member jurisdictions. With the commitment of local governments and regional leaders, this program could provide the impetus for a substantial reduction in greenhouse gas emissions in the Metropolitan Washington area.

BACKGROUND

MWCOG National Capital Region Climate Change Report

The *National Capital Region Climate Change Report* is one of the nation's first initiatives to address local greenhouse gas emissions on a regional level. While a growing number of individual cities and counties are moving forward to address climate change, this is one of the first programs to involve localities over an entire metropolitan area. The region's elected officials recognize the importance of leading by example and view this approach as one that will provide a catalyst for improving the environment while providing for a prosperous and sustainable future for the region. The report recognizes that local governments are already beginning to develop programs and set community priorities for reducing greenhouse gas emissions.

GLOBAL CLIMATE CHANGE OVERVIEW

Historically, humans have utilized natural resources to improve the quality of their existence. The byproducts of the consumption of natural resources have often degraded local environments to the point that negative consequences develop. In response, human societies have historically altered their use of resources or they have moved to adjacent unpolluted areas.

Global climate change is understood to be caused by the accumulation of greenhouse gases¹ in the earth's lower atmosphere. These gases are primarily produced by the combustion of fossil and other organic fuels. Concurrent to this production of greenhouse gas emissions, humans are steadily consuming the earth's forests. This is problematic as the forests naturally remove carbon (a key component of greenhouse gases) from the atmosphere. With the likeliness that human activities are significantly contributing to climate change on a global scale², moving to adjacent unpolluted areas is no longer an option for modern societies.

Global climate change is predicted to have a broad and serious impact on human health and the environment across the globe³. These include alterations in weather patterns (droughts, heatwaves, and increased flooding), increased incidents of severe weather (hurricanes, tornados,

¹ Greenhouse gases (GHGs), such as water vapor, carbon dioxide, methane, perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), and sulfur hexafluoride (SF₆), absorb and re-emit infrared radiation, warming Earth's surface and contributing to climate change. GHGs are both naturally occurring and manmade. In the United States, greenhouse gas emissions come primarily from the combustion of fossil fuels in energy use. In 2006, manmade GHG emissions in the United States included energy-related carbon dioxide (82.3%), other carbon dioxide (1.5%), methane (8.6%), nitrous oxide (5.4%), and HFCs, PFCs, and SF₆ (2.2%). *MWCOG National Capital Region Climate Change Report*, p. 90 and Energy Information Administration Brochure #: DOE/EIA-X012, May 2008.

² *MWCOG National Capital Region Climate Change Report*, November 12, 2008, p.24.

³ *Ibid*, p. 32.

etc.), a reduction in fresh water supplies, and significant increases in disease processes. Anticipated effects of climate change in the Metropolitan Washington region include rising sea levels, increasing air and water temperatures, and changes in precipitation patterns. These rising sea levels would have numerous negative consequences for the region, including the damage to the ecology of wetlands, increased frequency and severity of flooding in low lying areas, degradation of water quality, as well as negative public health effects⁴.

While industrialized nations produce the majority of greenhouse gas emissions today, emerging economies in countries such as China and India are rapidly increasing their own consumption of fossil fuels, often in the absence of effective pollution controls⁵. Third world countries are likely to feel the greatest impact of the resultant climate changes, and they are also the least likely to have the resources to adapt to the changes. For example, agricultural production of food supplies often occurs at lower elevations where fertile soils have accumulated over time. These areas are prone to flooding which will be exacerbated by rising global temperatures. With reduced access to world markets, third world countries may not be able to recover from disruption of food supplies caused by flooding. In addition, third world countries have the most antiquated and overtaxed water purification systems. In these areas, flooding takes on a greater significance as it often leads to the spread of contagious diseases in populations who have the poorest access to medical care. According to the climate change report, “Scientists predict that irreversible changes in temperature and weather will occur by mid-century if current energy use, fuels, and lifestyles do not change.”⁶

It is commonly held that there are two ways to respond to global climate change. Mitigation efforts include reducing greenhouse gas emissions or developing mechanisms to counterbalance them (such as reforestation or carbon sequestration). Adaptive responses act to reduce the predictable impact of climate change and would include moving populations to less threatened areas or building better coastal defenses. According to the climate change report, “There is an urgent need to address the causes of global warming, as the costs of inaction are greater than the costs of mitigation and adaptation.”⁷

⁴ *Ibid*, p. 26-32.

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⁶ MWCOC *National Capital Region Climate Change Report*, November 12, 2008, p. 6.

⁷ *Ibid*, p. 6.

RESEARCH AND ANALYSIS

Stakeholders

As the CCT began researching climate change and developing proposals for local government action it was necessary to gain a comprehensive understanding of stakeholders. While multiple categories could be generated, these stakeholders were categorized into three main groups in order to understand who would need to be involved in the proposed solutions. For the purpose of this project, these three groups included local decision makers, advocates for change, and entities affected by mitigation or adaptation efforts. Local decision makers (local government officials and MWCOG leadership) control government resources and can have an impact on local laws or regulations related to climate change. Advocates for change include people and/or organizations that are concerned with publicizing the problems of climate change and promoting greenhouse gas emission reductions (environmental groups, nonprofit institutions, corporations, and some individuals). Entities affected by mitigation and adaptation efforts encompass almost all of our society and include businesses, organizations, governments, and members of the general public who must change their behavior in order to mitigate and adapt to climate change.

RESEARCH AND ANALYSIS

Data Collection

Review of Research and Programs:

The CCT reviewed a number of documents from local, state, and national governments, non-profits, and consultants regarding different approaches to reducing greenhouse gas emissions. Research reports and news articles regarding individual actions to reduce energy use also were extensively reviewed. In addition to the effectiveness and costs of each approach, education and outreach efforts, social marketing theory, and public attitudes towards climate change and energy conservation also were of particular interest. The CCT identified and studied a considerable number of existing public and private programs which promote energy conservation and emissions reductions through pledges of behavior change and/or competitions among parties.

Interviews and Meetings:

One of the Team's main concerns was the effectiveness of existing programs to reduce greenhouse gas emission through reductions in energy use. To learn more about this issue, CCT members conducted interviews with experts from the Metropolitan Washington area who are involved in energy reduction or education/outreach programs. Interviewees included staff from Clean Air Partners, the Institute for Market Transformation, The Center for Climate Change Communications at George Mason University, and officials from local jurisdictions who have local public education and outreach programs in existence.

Members of the CCT also attended local meetings and conferences focused on reducing greenhouse gas emissions. These included MWCOG Climate and Energy Outreach Coordination meetings (discussions highlighted the need for local governments to cooperate on

region-wide efforts and information sharing) and a presentation outlining social marketing proposals by graduate students to MWCOG's Department of Environmental Programs staff.

Survey:

In order to understand current local government's efforts to reduce greenhouse gas emissions or to conserve energy, CCT members surveyed staff from the MWCOG member jurisdictions. The survey inquired about energy reduction goals, energy use policies, internal and external outreach/education programs, the use of incentives to change employee behaviors, the use of metrics to measure success, and what methods the respondents believe are most effective in changing employee behavior.

Since the survey questions spanned multiple areas of expertise, it was broadly distributed to energy managers and other identified staff in all MWCOG member jurisdictions. The survey was accompanied by introductory text which notified the recipients that some jurisdictions would receive multiple copies of the survey. Recipients were encouraged to consult broadly to collectively assemble the most complete survey response. When compiling the survey results, the CCT combined multiple responses from each jurisdiction to produce a single consolidated response, preventing duplicate submissions from skewing the final results.

The survey was sent to all MWCOG member jurisdictions with responses being returned by all but three jurisdictions (non-respondents included the Town of Bladensburg, the City of Greenbelt, and the City of Fairfax). Some recipients forwarded the survey to other outside entities, resulting in responses from Fairfax County Public Schools, Chesapeake Public Schools, Spotsylvania County, the City of Charlottesville, the Commonwealth of Virginia, and George Mason University. Responses by outside entities were not included in this report's findings, but did concur with the results, further validating the internal responses.

Findings

Survey:

The survey responses revealed the wide variety of efforts that local governments are making to reduce energy use. While the majority of jurisdictions have outreach efforts for employees, only four jurisdictions responded that they have policies in place (City of Bowie, Prince George's County, Montgomery County, and Loudoun County). Survey responses regarding education and outreach indicated seven respondents with energy policies. A number of jurisdictions have energy or climate change goals or participate in various regional or state efforts, including the Cool Capital Challenge or the Virginia Municipal League Go Green Challenge. Participants in these programs include the City of Takoma Park, Montgomery County, Prince George's County, the City of Gaithersburg, Loudoun County, Arlington County, and the City of Alexandria.

Respondents reported that outreach efforts are conducted using a wide variety of media, the most prevalent of which are e-mail, newsletters, and meetings. Other less frequently used media types reported included posters and radio or television advertising. Most outreach efforts focus on flexible work schedules, telecommuting, transportation-related actions (public transportation,

carpooling, etc.). Other messages included recycling, reducing use of materials, turning down thermostats, and turning off electronic devices. With the exception of Loudoun County, which offers recognition and occasional prizes for employees' suggestions promoting energy conservation, respondents did not report the use of incentives or disincentives to encourage employee actions, with the exception of transit and carpool subsidies.

A few local governments reported having specific energy reduction goals in place, including the City of Takoma Park, Prince George's County, Montgomery County, Frederick County, Loudoun County, Arlington County, Prince William County, the City of Alexandria, and Fairfax County. These goals vary among the jurisdictions, and include the following reductions:

- One percent per year (one jurisdiction)
- Three percent per year (two jurisdictions)
- Three percent in 2008 and 15% from 2005 level by 2012 (one jurisdiction)
- Twenty percent from 2007 level by 2015 (one jurisdiction)
- Ten percent from 2000 level by 2012 (one jurisdiction)
- Ten percent for 2010 (one jurisdiction)
- Cease growth by 2010 and 80% from 2010 level by 2050 (one jurisdiction)
- Eighty percent from 1990 level by 2010 (one jurisdiction)

In contrast, MWCOG's regional emission reduction goals are: 10% reduction from 2008 level by 2012 (return to 2005 level), 20% reduction from 2005 level by 2020, and 80% reduction from 2005 level by 2050.

While several jurisdictions measure energy use in their facilities, none related how measured changes corresponded to specific energy reduction programs or activities. None reported having the capability to measure the energy reduction impact of individual employee actions. However, two jurisdictions reported that they had surveyed their employees regarding energy use and energy reduction actions these included Loudoun County (October 2008) and Arlington County (February 2009).

Finally, the survey respondents were asked to suggest factors that would have the most impact on changing employees' own behavior. The single most frequent element mentioned was monetary savings. Other items included additional education and information and having a champion within the leadership of the organization. A copy of the survey instrument and survey results are included at the end of this report as Appendix B.

Efforts by Local Government

The CCT's survey of local governments in the Metropolitan Washington Region revealed that there were several successful programs in the region and a number of jurisdictions have been recognized for their energy efficiency improvements (Go Green Virginia and Cool Capital Challenge competitions). In particular, Montgomery County and Arlington County have made extensive efforts to promote energy saving and other environmentally sustainable behaviors among their employees, local businesses, and the general public through a wide variety of mechanisms and media. Additional jurisdictions, including Loudoun County and Prince

George's County, are establishing goals and beginning to commit significant local resources toward their climate change mitigation efforts.

Efforts by Jurisdiction Outside of MWCOG:

Research into programs operating in other areas of the country yielded a variety of strategies for promoting energy efficiency. Green Light New Orleans is a not-for-profit agency that was founded to help economically challenged residents switch from incandescent bulbs to energy efficient compact fluorescent lights (CFLs) one dwelling at a time. In this program, volunteers install free CFLs in participating residences, resulting in immediate energy savings. The City of San Francisco's Green Christmas program allows residents to purchase a living Christmas tree for \$99. After the holidays, the city picks up and re-plants the tree in an area of the city that need greening. In 2006, San Franciscans who participated in this program purchased 200 trees, which replanted, offsetting an estimated 4,000 pounds of CO₂ annually.

A substantial number of states and local governments have established employee suggestion programs; some of which have been in place for over 30 years. The states of Wisconsin, Indiana, Virginia, Kentucky, and Florida have employee suggestion programs. Kentucky's Employee Suggestion System, implemented in 1981, is noteworthy as it has resulted in substantial cost savings. In particular, in December 2008, 28 state employees were recognized for their suggestions which saved the state more than \$760,000. Over the next five years, savings from these suggestions alone are projected to accrue to more than \$3.8 million. Details of these programs are readily available, making them available for use as a program template. Appendix A includes links to all identified programs and Appendix C includes documents from a selection of the most relevant and detailed examples.

Factors Influencing the Issue

Greenhouse gas emissions are not confined by jurisdictional boundary lines, making them by their very nature a regional issue. Several factors, including the consistency of the message will be critical to creating a successful implementation strategy. The easiest means to achieve this would be to have a single program developed for the entire region. In addition, to be the most effective at reducing greenhouse gas emissions, a major portion of our population will likely need to change their behavior.

Another criterion that must be considered is the cost of program development by local governments. Developing a single regional program should build upon the successes of existing efforts, while reducing duplication of efforts, helping to achieve this objective. The proposed program should maximize the use of existing or available resources and should be financially self-sufficient by recouping costs from energy savings. Maintaining a cost neutral status and complementing what local governments are already doing successfully should significantly increase political and public support for the program. Increased public support may multiply the effects of the program, as private sector entities and individuals follow the public sector example, leading to significant reductions in greenhouse gas emissions.

Risk Factors

Several items that could hinder successful program implementation were also identified and include the following risk factors:

1. **Participation of Jurisdictions:** MWCOG member jurisdictions may be hesitant to participate due to real or perceived problems or costs.
2. **Ease of Administration:** The program should be relatively easy to administer using as many elements as possible from existing programs. The program template should be detailed enough to save local governments the costs normally associated with program development, yet flexible enough to be adopted by all local governments, regardless of size, resources, etc.
3. **Sustainability:** Program support must be sustainable. Ideally, the program should be financially self-sufficient and effective.
4. **Public Perception:** The recommended program should clearly result in government cost savings, energy savings, and reduced greenhouse gas emissions to minimize any negative public perceptions.

ANALYSIS OF POTENTIAL ACTIONS

Evaluation Criteria

The CCT identified several criteria to evaluate alternative programs. These criteria were used to compare the strengths and weaknesses of proposals, while maintaining focus on the desired objective. Restated, the objective is to contribute to MWCOG's goal for local governments to reduce their energy use 15% by 2012. The criteria include:

- Maximizing the audience in order to achieve the greatest impact.
- Keeping the implementation cost low for local governments (political support).
- Keeping the implementation cost low for MWCOG (political support).
- Effectively reducing energy use and greenhouse gas emissions.
- Promote behavior change, leading to sustained emissions reductions.
- Keeping the cost to monitor program effectiveness low (program sustainability).
- Achievability based on time and resources available (implementable program).
- Overlap with existing programs (should be minimal, in order to achieve a real benefit).
- Political feasibility

Among these criteria, the most critical are the program's effectiveness in reducing emissions, the cost-effectiveness, and the political feasibility. In general, the Washington region governments understand the need to reduce greenhouse gas emissions but cost remains the most critical barrier to action. The individual governments have a wide range of emission reduction goals and political support, but generally have no clear plan to reach them.

Identification of Alternatives

Alternative recommendations for actions to be taken by MWCOG were then developed and researched. These included:

1. **Status quo:** taking no action.
2. **Highlight achievements of local governments:** MWCOG would collect information on existing efforts by member jurisdictions, highlighting achievements on the MWCOG's website.
3. **Best practices seminar:** MWCOG could promote the most effective efforts of individual jurisdictions at a seminar, bringing local governments together to share information regarding policies and practices.
4. **Coordinated employee outreach/education on best practices:** MWCOG could centrally coordinate an outreach campaign to promote best practices for local government programs within the region.
5. **Energy conservation competitions:** MWCOG would sponsor energy conservation competitions among local government employees to raise the enthusiasm for local government actions by employees.
6. **Regionally developed local government employee suggestion program:** MWCOG would develop and promote a local government employee rewards program, which the local governments would administer.

This range of alternatives allows for increasing levels of effort on the part of MWCOG and the local governments, takes into consideration results from the MWCOG member survey, builds on the elements of successful behavior change motivation, and utilizes as many resources as possible to achieve MWCOG's emission reduction goals. These alternatives were subsequently evaluated by comparing them to the evaluation criteria. The results are shown in the following table. The ratings are only relative within each criterion and are not quantitative. For these reasons, in lieu of numerical values, the table uses the following symbolic nomenclature to indicate the ratings of each alternative.

- represents the worst rating (highest cost or lowest impact)
- √- represents the midpoint between neutral and the worst rating
- √ represents a median rating
- √+ represents the midpoint between neutral and the best rating
- + represents the best rating (lowest cost or highest impact)

LOCAL GOVERNMENT EMPLOYEE PROGRAM EVALUATION MATRIX

ALTERNATIVES	Maximize Audience	Cost to Local Gov't	Cost to MWCOG	Cost to Monitor Impact	Impact on Energy Reduction Goals	Achievable (Time and Available Resources)	Overlap with Existing Programs	Motivate Behavior Change	Political Feasibility
Status Quo	-	√	+	√	-	+	-	√-	+
Highlight Achievements of Local Governments	√	+	+	+	-	+	+	√	+
Regional Best Practices Seminar	√	+	√	√+	√-	+	√	√	+
Coordinated Employee Outreach/Education on Best Practices	+	+	√	√	√	√+	√	√+	√+
Regional Energy Conservation Competitions	+	√+	√-	√	√+	√+	√+	√+	√+
Regionally Developed Local Government Employee Rewards Program	+	√+	√	√	+	√+	+	+	√+

Note:

- represents the worst rating (highest cost or lowest impact)
- √- represents the midpoint between neutral and the worst rating
- √ represents a median rating
- √+ represents the midpoint between neutral and the best rating
- +

Evaluation of Alternatives and Choice of Recommended Actions

While the table shows little variation among the alternatives for some criterion, the following ratings were determined to be significant. The “status quo,” “highlight achievements,” and “best practices seminar” alternatives fail to make a significant impact on emissions, thus failing to meet MWCOG’s objectives. Having MWCOG “coordinate employee outreach/education on best practices” or “sponsor energy conservation competitions” would have high costs for MWCOG, while only achieving moderate results. The regionally developed local government employee suggestion program is projected to have variable implementation costs, but both a high and a low cost option are available. Since these costs are recoverable from costs savings, the long-term program cost was rated as negative. This alternative also had the highest rating for “impact on energy reduction goals” and “overlap with other existing local government, non-profit, or state government programs.” (The only energy-related employee suggestion program within the region is in Loudoun County and this was not viewed as a hindrance to program implementation. In fact, elements of the program could be used as a template.). Finally, the employee suggestion program was also highly rated for “political feasibility,” as it reduces energy use and associated costs with few if any negative consequences. Therefore, among all the alternatives, the CCT selected the regionally developed local government employee suggestion program as the best alternative to be implemented.

RECOMMENDATION

Proposed Program

An employee suggestion program would be the most effective and feasible way for local governments to engage their employees in a cooperative effort to save energy, thus reducing operating costs and greenhouse gas emissions. In order to convey a clear and simple message, the CCT suggests that the program be named “**GREENS**”, an acronym for **Governments Reward Employee Energy Efficient New Solutions**. This program will create an effective way to address the MWCOG report recommendation to “identify best practices to reduce local government energy use by 15% by 2012.”

Under the GREENS program, local government employees would be rewarded for successful energy savings ideas implemented by the jurisdiction. The main elements of the program would include two types of rewards. Monetary rewards would be given to an employee who makes an energy saving suggestion which results in measurable and significant energy and cost savings. The employee would be rewarded with a percentage of the savings, up to a capped amount. Employers could also provide non-monetary rewards for employees who make suggestions that would be beneficial to energy use, but would not be quantifiable or would have very small savings. Non-monetary awards could be items such as certificates, additional paid leave, and/or energy savings gifts (such as reusable bags, compact fluorescent bulbs, power strips, energy audits, or other items). A jurisdiction could also partner with utilities or corporations which could donate more expensive rewards such as bicycles, free transit passes, solar panel installations, or other items or services.

Implementation

To maximize efficiency and effectiveness, the CCT recommends that MWCOG develop a model program based upon information gleaned from successful programs in other jurisdictions. Since one of the team's objectives was to recommend a program that can be implemented to address MWCOG's short-term climate change goals, timing and ease of program development are critical. To accommodate this need, examples of successful programs are listed in Appendix A "Resources," and details of selected programs are included in Appendix C, "Model Programs from Other Jurisdictions." By using these successful programs as templates, MWCOG should be able to develop a program tailored for the Metropolitan Washington Region in six to eight months. The program design needs to contain clear and uniform guidelines related to employee eligibility, evaluation methods, award designations and levels. The COG Climate Energy and Environment Policy Committee is recommended as the appropriate forum for program development and presentation to the COG board.

While the CCT has not been able to identify enough cost information to accurately estimate the cost of development⁸, it is expected that much of the initial research and development can be completed by existing staff or interns. Another possibility for MWCOG to explore would be a cooperative development effort between staff from member jurisdictions and staff from the MWCOG Climate and Energy Outreach Committee. Research into the presence of applicable grants also is recommended.

In an effort to promote healthy competition among the jurisdictions and disseminate information on local government best practices, MWCOG would should publicize each jurisdiction's employee awards and their energy saving ideas, allowing an avenue for energy saving ideas to spread throughout the region. In addition to engaging local government employees in meeting this goal, the program also will create an educational opportunity for employees, increasing the likelihood that positive behaviors will be transferred to the private sector as employees interact in their communities.

The support of leaders within MWCOG is paramount for successful program design, implementation, and sustainability. After implementation, MWCOG should promote the program within its membership and throughout the region.

⁸ As an example, however, Loudoun County's Employee Suggestion Program is administered within the current job functions of its coordinator, who reviews submitted suggestions and provides background information to the evaluation committee. The committee, composed of representatives from various County departments, meets for about two hours every other month. Loudoun County's awards have included letters of recognition, days off with pay, and cash awards of up to \$1,000, although the County Administrator can approve awards above \$1,000 for suggestions that provide extraordinary benefit to the County.

CONCLUSION

The GREENS program is intended to motivate behavior change and benefit local governments and local government employees by creating a mutually beneficial rewards program. The

program would be based on positive reinforcement principles yet present a very simple, entertaining, and energizing program with a global message.

The program is specifically designed to expand beyond local agencies. Initially, local governments would establish their respective programs, then lead by example and extend their own programs as models for community associations, the business community, as well as the faith-based and community service non-profit organizations. This exponential outreach approach has the potential to reach the entire National Capital Region within a short time period without excessive outreach expense.

GREENS would be a local program established to contribute towards a regional goal of reducing local government energy use 15% by 2012. While energy consumption and greenhouse gas emissions by local governments is a fractional contributor on a comparative scale, the CCT is recommending implementation of this program because of the nominal initial investment and the opportunity for motivating behavior change while relaying a global message and inspiring change.

Appendix A

List of Sources

Appendix A

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Appendix A

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http://suggest.wi.gov/section_detail.asp?linkcatid=1992&linkid=1019&locid=122, Wisconsin Employee Suggestion Program

Appendix A

www.da.ks.gov/suggest.htm, Kansas Employee Suggestion Program

www.spa.ga.gov/ESP_hkl/default1.asp, Georgia Employee Suggestion Program

www.lanecounty.org Lane County, Oregon, Suggestions are Valuable to Employees (S.A.V.E.) Program

www.miamidade.gov Miami-Dade County Employee Suggestion Program

www.cs.state.ny.us/esp/, New York State Employee Suggestion Program

www.ncthinks.nc.gov North Carolina Thinks, Employee Suggestion Program

www.legis.state.wv.us/Joint/EMPSUG/esab.cfm, West Virginia Employee Suggestion Program,
Washington State Employee Suggestion Program

www.maine.gov/bhr/employee_center/suggestions.htm, Maine Employee Suggestion Program

www.polk-county.net/subpage.aspx?menu_id=266&nav=gov&id=1676, Polk County, Florida Employee
Suggestion Program

www.dekalbcounty.org/Ords_Policies/Policies/EmpBonus.pdf, DeKalb County, Illinois Employee Bonus
Program

www.sfgov.org/site/bdsupvrs_index.asp?id=22791, San Francisco, California Employee Suggestion
Program

www.ci.berkeley.ca.us/citycouncil/2004citycouncil/packet/051804/2004-05-18%20Item%2008.pdf,
Berkeley, California Employee Awards Program

www.honolulu.gov/hr/personnel/ix_1_employee_suggestion_program.pdf, Honolulu Employee
Suggestion Program

www.thehcafoundation.org/CPM/HCA%20APPLICATION.pdf, The HCA Employee Cost Savings
Competition, Center for Nonprofit Management

www.humanresources.about.com/od/quality/a/suggestion_pro_3.htm, Considerations for developing
employee suggestion programs.

Appendix B

Survey

COG Govt Employee Energy Conservation Survey

1. INTRODUCTION AND PURPOSE

Staff participating in the Metropolitan Washington Council of Governments (MWCOG) Regional Executive Development Program forwarded you the following survey due to the position you hold and in recognition of your expertise in this area of concern.

As a part of this program, a group of local government employees plans to recommend a regional outreach program for MWCOG's member jurisdictions to encourage energy conservation by their employees. In order to accomplish this task, our group has decided to survey existing programs and their effectiveness in the member jurisdictions and selected jurisdictions outside the Washington metropolitan region. We understand that you are busy and that your time is valuable, so we want to emphasize that your participation and thoughtful response to the following questions is critical and greatly appreciated.

Project Team:

Andrew Duke, Fairfax County, VA, Andrew.Duke@fairfaxcounty.gov 703 780-1422

Lisa Maher, Arlington County, VA, Lmaher@arlingtonva.us 703 228-3542

Greg Ossont, City of Gaithersburg, MD, gossont@gaitthersburgmd.gov 301 258-6330

Tonette Simmons, Prince Georges County, MD, tmsimmons@co.pg.md.us 301 883-5565

Barbara Zimmerman, Loudoun County, VA, Barbara.zimmerman@loudoun.gov 703 777-0395

*** 1. Please enter your name and contact information below:**

Name and Title	<input type="text"/>
Phone Number	<input type="text"/>
E-Mail Address	<input type="text"/>
Department	<input type="text"/>
Jurisdiction	<input type="text"/>

COG Govt Employee Energy Conservation Survey

2. ENERGY CONSERVATION EDUCATION AND OUTREACH TO EMPLOYEES

2. Does your jurisdiction have policies or education/outreach efforts in place to gain employee cooperation in reducing energy consumption?

No

Yes, please describe and note how long they have been in effect.

3. Is your energy conservation outreach program directly linked to stated climate change goals or policy for the jurisdiction?

No

Yes, please explain.

COG Govt Employee Energy Conservation Survey

3. ENERGY CONSERVATION EDUCATION AND OUTREACH TO EMPLOYEES cont'd

4. Please check the education/outreach methods your jurisdiction uses to encourage employees to reduce energy use, and note the highest priority actions (Check all that apply).

	High Priority	E-Mail	Newsletters	Posters	Meetings/Forums	Policy Manuals	Radio/TV	Other
Energy reduction goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Turn off lights/electronics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change light bulb types	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Purchase Energy Star electronics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Turn down thermostats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce use of materials/resources (e.g. two-sided Printing/copying, electronic recordkeeping/distributions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recycling (e.g. paper, bottles, cans, and plastics)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trip conservation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced idling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible work schedules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tele-working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More fuel-efficient vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carpooling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Travel restrictions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please specify Other actions

5. What incentives or disincentives do you provide for each energy conservation/emission reduction action?

COG Govt Employee Energy Conservation Survey

4. ADMINISTRATION AND FUNDING FOR EDUCATION AND OUTREACH PROGRAM

6. Who is responsible for your energy conservation outreach efforts to employees (please list name, department or organization name, phone number, and e-mail address for each person)

Individual employees/offices	<input type="text"/>
Dedicated energy manager	<input type="text"/>
Dedicated committee	<input type="text"/>
Outside organization(s)	<input type="text"/>
Public relations firm	<input type="text"/>
Other consultant	<input type="text"/>
Other	<input type="text"/>

7. How are your energy conservation education and outreach programs funded? (Check all that apply)

- Local Funds
- State Funds
- Federal Funds
- Grants

Other (please specify)

COG Govt Employee Energy Conservation Survey

5. ENERGY POLICIES AND MEASUREMENT

8. Does your jurisdiction have goals to reduce energy consumption from government operations?

No

Yes, please describe goals/program and note how long they have been in effect.

9. Do you have measures in place to determine the impact of energy conservation outreach efforts?

No

Yes, please describe measures and results

10. Has your jurisdiction developed a baseline for energy consumption?

No

Yes, please provide the baseline.

11. Do your facility managers or energy managers benchmark building energy performance using EPA's Portfolio Manager or other such program? (Check all that apply)

- Track building energy use
- Track jurisdiction energy use
- Track energy use by department
- Track energy efficiency project impacts

Other (please specify)

COG Govt Employee Energy Conservation Survey

6. RESULTS OF EDUCATION AND OUTREACH PROGRAM

12. Who is responsible for these measurements/benchmarking?

13. Has your jurisdiction surveyed employees to determine the actions they take to reduce energy consumption?

No

If yes, please describe surveys, dates administered, and their results.

14. Who is responsible for these surveys?

15. What education/outreach method do you believe produces the best result in terms of changing employee behavior with regard to energy use?

We thank you for your participation and would appreciate it if you would please provide us with any web links to sites with relevant information on your programs. We would also appreciate copies of your policies, documents, or outreach materials.

COG Government Employee Energy Conservation Survey RESPONSES TO SELECTED QUESTIONS

2. Does your jurisdiction have policies or education outreach efforts in place to gain employee cooperation in reducing energy consumption?

Total responses: 17

Yes – 15 (88%), No – 2 (12%)

- Fuel efficiency, building efficiency, etc. Since at least 1973.
- The City is beginning to form an energy team to reduce energy consumption.
- We are in the beginning stages of an Energy Awareness Program for the County employees. An Energy Policy has been established and will be presented to all Department Heads by the end of April. We are in the process of developing Energy Awareness posters.
- The City's Energy Committee is performing outreach efforts through Energy Audit walkthroughs with staff.
- Developing formal policies this year.
- FCPS has a policy on energy use. For outreach, we put occasional articles in our employee newsletter.
- The Mayor's Green Team promotes turning computers off at night and recycling at work, etc. There are numerous efforts to promote "green" - I'm not sure which would be considered energy initiatives, specifically.
- Installation of motion sensors (2008) for lights in restrooms and mechanical rooms. Upgrading light fixtures and bulbs in offices (2009). Vehicles are to be turned off when not in use (2008).
- We have an adopted policy in our school district that staff members are to follow regarding energy conservation.
- The County BOS ad Hoc Energy Efficiency was created in Jan 2008. The County Administrator created the Energy Task Force in May 2008. The Ad Hoc Committee became a permanent committee in Jan 2009. The Energy Task Force created its first Energy Improvement Plan in September 2008. The ongoing Energy Conservation Cabinet was created in November 2008 which consists of department's liaisons. These individuals are responsible for ongoing energy reduction throughout the County.
- Yes, however we have a long way to go in this area. We have begun by placing conservation messages on the County's intranet page ("My Desktop") which every employee with a computer sees when they log onto the County's network. The County has just begun a "Green Initiative" and there is an "Education/Outreach" team that is exploring (among other things) better ways to educate employees about environmental stewardship practices, including energy conservation.
- Arlington County has long encouraged employees to think about energy efficiency and energy conservation. A formal campaign for these messages - along with other climate-related messages - was launched in the first quarter of 2009.
- No policy, but educational efforts are made through communication of various media.
- Montgomery County has long-standing policies, as documented in our County Energy Policy, to encourage energy conservation by employees including signage in many departments to turn out lighting, turn off computers etc. These policies have been in place since 2000.
- Prince George's County has an Energy Policy in effect and is planning an outreach program.
- Government employs an Energy Manager. Said manager is authorized to retain "energy liaisons" from all county departments to coordinate on energy consumption in county facilities -- liaisons have been retained since Fall 2008. Loudoun County Public Schools also employs two Certified Energy Managers to monitor energy use and do outreach to all of the schools.

- I would assume so but I am just a volunteer. I know the City has installed motion detectors and other energy efficiency measures.
- We have been encouraging energy conservation efforts for several years via outreach and educational materials. We have also developed an employee pledge re energy usage.
- Management directives. Approximately 2-3 years. Turn off the lights, lower the heat, don't drive unnecessarily, etc.
- City began participating in EPA's Change A Light program in 2007, and encourages employee participation. City's Employee Commuter Incentive Program, effective March 2007, encourages employee use of transit, ridesharing, biking or walking to work. City's Telecommuting Policy, effective March 2007, permits telework arrangements. City instituted a "Green Fleet" and anti-idling policy in September 2008. City established an internal government recycling program in December 1993. City Council resolved in August 2008 to become a member of ICLEI's Cities for Climate Protection Campaign and to develop/implement a local climate action plan.
- Messages are placed on the County's intranet page occasionally and a memo is usually distributed once or twice a year. No policies are currently in place. There is significant room for improvement in terms of the need for energy efficiency policy as well as targeted conservation education.

3. Is your energy conservation outreach program directly linked to stated climate change goals or policy for the jurisdiction?

Total responses: 17

Yes—8 (47%), No—8 (47%), No response—1 (6%)

- The goal is not directly related to Climate change but indirectly. Reducing energy consumption will benefit climate change by reducing carbon footprint.
- Energy conservation efforts are a result of improving government efficiency and in support of the City's commitment to the US Mayors Climate Protection Agreement.
- It is linked in that the overall Energy Policy is designed to meet our Energy usage reduction goals, which in turn will reduce our carbon footprint.
- The outreach efforts are consistent with the City's Eco-City Alexandria Initiatives.
- The County BOS joined the VML Green Government challenge as well as the Council of Government Cool Capital Challenge. In order to meet our goals the County created the Energy Task Force and the Energy Conservation Cabinet.
- In January 2007, Arlington County committed to reducing greenhouse gas emissions from county operations by 10% by 2012 from a 2000 baseline. Employee outreach is one focus area for achieving this goal.
- Our energy conservation goal is linked to our operational needs to reduce costs and achieve climate and other environmental objectives.
- Loudoun has participated in 2008 VML Go Green Challenge and 2009 Cool Capital Challenge. Energy liaisons described above were authorized based on county's participation in these programs. That said, Loudoun County's Revised General Plan does not address global climate change.
- Takoma Park developed a Climate Change Action Plan in the late 1990s. It is available on the City web site. Council has restated its commitment to climate action on numerous occasions.
- Some of the above outreach activities are tied to the City's Climate Change Initiative, but several precede this initiative.

4. Please check the education/outreach methods your jurisdiction uses to encourage employees to reduce energy use, and note the highest priority actions (check all that apply).
 (includes only MWCOG member jurisdictions, plus Fairfax County Schools)

	High Priority	E-Mail	Newsletters	Posters	Meetings/ Forums	Policy Manuals	Radio/ TV	Other
Energy reduction goals	8	6	7	4	6	7	2	4
Turn off lights/electronics	12	6	6	4	8	5	1	5
Change light bulb types	8	4	6	3	8	3		3
Purchase Energy Star electronics	7	5	5	2	5	4		3
Turn down thermostats	10	4	5	3	4	3		6
Reduce use of materials/resources	9	5	6	3	8	4	1	1
Recycling	11	5	12	9	9	8	1	5
Trip conservation	6	4	4	2	4	5	1	1
Reduced idling	7	5	2	1	5	7		2
Flexible work schedules	6	5	5	1	6	6		1
Tele-working	4	4	4	2	6	5	1	1
More fuel-efficient vehicles	6	2	2	1	4	4	1	1
Public transportation	5	5	5	2	6	6		3
Carpooling	4	3	4	1	4	2		2
Travel restrictions	4				1	2	1	1

4. Please check the education/outreach methods your jurisdiction uses to encourage employees to reduce energy use, and note the highest priority actions (check all that apply).

Other actions:

- County intranet.
- Bike fleet for employee use under development.
- County employees can ride public buses for free if they have their badges.
- Take home vehicles no longer allowed outside of the City except for special circumstances i.e. quicker response to emergencies.
- Every County employees are expected to save energy.
- Sleep mode settings for computers; Harvest daylight (use of blinds); Replace disposable materials with reusable materials; Report leaks and other issues of energy or water waste; Biking and Walking programs; Building Energy Report Cards; Live where you work incentives; Green building policy for county buildings; Water conservation. Internet, Executive Order #48.
- These are only efforts that I have heard about in my year on the job; the District may promote others as well. Notable efforts to impact staff-level behavior: - Trash cans for cubicles were replaced with mini desktop bins to encourage recycling - The size of the District fleet is being reduced; a new Fleet Share program is being implemented, with Zip Car memberships as supplemental.
- Other action items are posted on the county website - primarily for county residents, not necessarily targeted at County employees.
- Conduction energy audits of facilities and implementation of ECM.

5. What incentives or disincentives do you provide for each energy conservation/emission reduction action?

- Just to do the right thing.
- Budget. Need I say more?
- None at the moment. We are exploring this possibility. However, with several departments in several buildings we find it difficult to come up with a fair process for incentives.
- Not all user agencies are charged for utility consumption within their operating budget, therefore do not have fiscal incentives for fostering behavioral change within their organization. Larger departments with multiple facilities (and have charges applied to their budgets) have been early participants in energy conservation measures.
- Metro check incentive to encourage using mass transit.
- In the past we have provided a bike, a day off with pay and a letter of recognition from the County Administrator.
- Participating in this program gives employees the opportunity (and incentive) to be part of the solution to meeting our climate goals and reducing the county's budget. Individual actions are also shared with all employees via email/newsletter to provide recognition and thanks for efforts. Some actions do provide direct financial incentives, including use of public transportation for commuting to/from work and 'live where you work' grants.
- Vehicle idling has been reduced under direction of the City Management and the City Manager.
- For emissions reductions the County relies on federal incentives. The County has recently identified job categories that are eligible for telecommuting and alternative work schedules. Incentives for alternative work schedules and telecommuting are greater life balance and flexibility.
- County employees can win recognition for good conservation related suggestions. Someone also won a bicycle through an employee suggestion contest last year.

- Employee transit and carpool subsidies. Limited parking at City Hall. Use of biofuels in City fleet.
- Infrequent pat on the back recognition or informal scolding if not followed.
- Monthly payments are offered to employees participating in the Commuter Incentives Program.
- The District does not currently take credit for most EERE measures in the State Implementation Plan (SIP). We do have laws and regulations to promote green building (to reduce energy and water consumption and increase the use of alternative power sources), clean cars, anti-idling, recycling (to reduce GHGs and energy consumption through reusing and recycling), and a sustainability energy utility (to increase the use of renewable and alternative energy and create energy efficiency standards in new buildings). In at least some instances, the incentive is enforcement - actions are mandatory.
- No incentives are given. However, the County has recently formed a Green Guiding Team comprised of several departments and incentives are being discussed for energy conservation reduction by employees.

8. Does your jurisdiction have goals to reduce energy consumption from government operations?

Total responses: 17

Yes—14 (82%), No—3 (18%)

- To reduce energy consumption by 3% per year by comparing consumption the base year.
- Reduce energy by 1% kbtu/sf per year - since 2001.
- 35% recycling; more fuel efficient vehicles as a matter of buying; etc.
- 20% reduction by 2015 on a FY '07 baseline.
- 3% reduction per year. In effect for two years. Overall green building program has been in effect for four years.
- We do not have a specified goal but do actively work to reduce energy consumption.
- General goals to reduce energy uses.
- We are trying to reduce energy consumption, but have not set specific targets.
- WE had the goal to meet the VML Green Government Challenge as well as the 1.365 million pounds of carbon foot print reduction (3% energy reduction in FY-2008).
- In January 2007, Arlington County set a goal to reduce emissions from government operations by 10% by 2012, from a 2000 baseline.
- Changed Street lights and traffic signals to LED lighting. Street lights are under a pilot and the signals have been completed about five years ago. Smart Grid initiative for smart thermostats is also being implemented.
- Montgomery County has established a policy goal to cease growth in GHG emissions by 2010, achieve 10% reductions every 5 years thereafter culminating in an 80% reduction by 2050 for public and government operations. While not directly tied to energy, we expect the deployment of energy conservation measures to contribute heavily to the achievement of these goals.
- 20% reduction by 2015 on an FY07 baseline.
- See Energy and Environment Committee documents online at www.loudoun.gov.
- See Climate Action Plan: <http://www.takomapark.info/library/reference/environment/greenhouse.pdf>
- The City has committed to developing a climate action plan to reduce GHG emissions. An advisory committee has been established to coordinate the development of the plan, and staff is currently in the process of conducting a GHG emissions inventory.

- This is one of the goals of the Sustainable Energy Utility (to reduce the growth of the DC's largest energy users) which is yet to be quantified, and the Clean and Affordable Energy Act of 2008 also amended the Green Building Act of 2006 which required energy benchmarking for government buildings.
- 10% conservation goal for FY10 implemented via budget reduction.

9. Do you have measures in place to determine the impact of energy conservation outreach efforts?

Total responses: 17

Yes—8 (47%), No—8 (47%), No response—1 (6%)

- Baseline usage for County facilities has been established. Actual verification with weather correction procedures is being established.
- BTU per square foot.
- Bill monitoring, verification, and reporting. Energy Star benchmarking
- Energy Accounting Software.
- Energy bill tracking and online employee pledges (the green office pledge includes commitment to 10 key actions to reduce energy use).
- Montgomery County uses its Interagency Committee on Energy and Utilities Management to report out annually on energy conservation efforts by each participating agency.
- Monthly tracking of facilities' energy use.
- County is tracking carbon reductions via Cool Capital challenge; not currently trying to track overall County emissions. County is also considering purchase of carbon budget software from www.iclei.org.
- I don't know of precise measures.
- Track energy usage over time.
- Yes, DDOE monitors the number of participants in its energy efficiency and conservation programs monthly and quarterly against the set goal, and assesses the changes in penetration rate for various programs.

10. Has your jurisdiction developed a baseline for energy consumption?

Total responses: 17

Yes—8 (47%), No—7 (41%), No response—2 (12%)

- Yes, an average of energy consumption of FY 06 and 07.
- Government facilities only - based on the energy consumption in 2001 and the total SF of buildings in the inventory at that time.
- Energy Use Index for most facilities is established.
- FY 2006 Baseline Energy and Emissions Inventory.
- Year 2007 is our base year.
- A year 2000 baseline emissions figure, broken down categorically (i.e. buildings, water/sewer, streetlights, government vehicles).
- Montgomery County recently established a building by building baseline, published in our Sustainability Working Group Climate Protection plan.
- FY07.
- We had an energy audit performed several years ago.

13. Has your jurisdiction surveyed employees to determine the actions they take to reduce energy consumption?

Total responses: 17

Yes—3 (18%), No—13 (76%), No response—1 (6%)

- In February 2009, we administered the Green Office Pledge. The pledge is a list of 10 actions we ask employees to commit to at the workplace. To date, over 10% of employees have taken the pledge and 10% of those that pledged are working directly with the AIRE team to further engage employees (aka AIRE Captains). To monitor results, we review utility bills monthly and leverage the support of our AIRE Captains to gain anecdotal successes and issues.
- Survey was offered during Energy Conservation Month in October 2008; I think it was a voluntary online survey.
- Employee surveys regarding interest in telecommuting, commuter incentives, and alternative work schedules have been conducted.

15. What education/outreach method do you believe produces the best result in terms of changing employee behavior with regard to energy use?

- Sending e-mails and memos from the highest authority in the district.
- Establishing an Energy Champion in each agency/department that is enthusiastic and encourages employees to change their energy behaviors. New employees receive orientation training and a portion dedicated to energy conservation efforts would be beneficial. A similar training program could be set up for existing employees. I believe employees are more likely to engage in a new behavior after participating in a class rather than just reading about it in a newsletter, but regular newsletter publications would help reinforce the concepts too.
- Saving jobs.
- Posters, emails and newsletters.
- Employee News letters communicating goals along with individual department head leadership for implementation.
- Trainings and Energy Conservation presentations by the Energy Manager.
- Given the diverse nature of the Arlington County government workforce - backgrounds, level of understanding on environmental topics, geographic work location, and nature of job duties (at a computer or in the field) we have found that a multi-pronged approach works best. We use in-person meetings, electronic communications (email, newsletter, and intranet), and printed collateral to share information. We also have a recognition element to our program to honor those outstanding commitments. AIRE website: www.arlingtonva.us/aire AIRE Blog: www.arlingtonclimateblog.com.
- Convince them it will save them money and that the measures are good for the environment. The intranet Web site is used for energy savings tips.. This is the best internal method we have currently.
- Having a champion in every department who is encouraging, not overbearing, and who is well connected with other champions in other departments. Overall county energy manager should also have direct access to the county administrator.
- Constant reminders until habits are altered.
- Establishing related policies and administrative regulations along with educational campaign.
- Messages that provide specific dollar amounts and environmental impacts (e.g. GHG Reduced) by a specific action.

Appendix C

Model Programs from Other Jurisdictions

EMPLOYEE SUGGESTION PROGRAM

APPLICATION: Full-time and part-time classified, faculty, and hourly wage employees.

PURPOSE This policy establishes a statewide program to encourage employees to make suggestions for improving state government operations by saving money, making operations more efficient or effective, increasing revenue, or improving safety; to assess the potential value of the suggestions; and to reward employees whose suggestions are approved for implementation.

DEFINITIONS

Agency ESP Coordinator An employee designated by the agency head to facilitate and promote the Employee Suggestion Program (ESP) in that agency, to serve as liaison with the Department of Human Resource Management (DHRM), and to forward suggestions to an appropriate evaluator when they are received by that agency for evaluation.

Awards Cash payments, days of paid leave, and/or certificates of recognition given to employees by agencies for suggestions adopted because they have identifiable value to one or more agencies and/or to state government generally.

DHRM ESP Manager The employee in the Department of Human Resource Management responsible for administering the ESP statewide.

Eligible Employee Full- and part-time employees, including hourly wage and faculty employees, of all executive branch agencies, and of any other agencies of state government that have elected to participate in the program. Eligible employees may submit suggestions and are eligible for a certificate, cash, or paid leave, except that wage employees are not eligible for paid leave time. Employees who leave state service before an award is made remain eligible for a certificate and/or cash award for one year from the date of final disposition.

ESP Procedures Manual A procedural guide to the Employee Suggestion Program for Agency ESP Coordinators and employees.

Evaluation The analysis of a suggestion that documents the feasibility and merit of its adoption, including expected savings or revenue increases, or reasons for non-adoption. See Suggestion

Evaluation Form (Attachment B) for this evaluation.

Evaluator	The employee to whom a suggestion is referred for evaluation because of his or her expertise in the subject matter of the suggestion and knowledge of related agency and state operations.
Incurred Costs	The costs incurred in implementing a suggestion and netted out of any savings or increased revenues produced by the suggestion, when stating expected or actual savings or revenue gains.
Management Reviewer	The supervisor or manager of the evaluator's unit/division who is qualified to review and support or reject the evaluator's assessment of a suggestion.
Net Revenue or Net Savings	The dollar amount generated or saved by an adopted suggestion during its first year of implementation, adjusted for any cost incurred in implementing. Cash awards are based on this figure.
Suggestion	A proposal made by an eligible state employee on the Employee Suggestion Form (Attachment A) that may produce the following results in one or more state agencies: increased productivity, reduction in expenditures, increased revenues, improved quality of services, or enhanced operational safety.

ESP GUIDELINES

Agency Participation	<p>All Executive Branch agencies shall participate in the Employee Suggestion Program. State agencies not in the Executive Branch may elect to participate.</p> <p>Participating agencies shall:</p> <ul style="list-style-type: none">• designate an ESP Coordinator,• record the results of the implementation of suggestions,• reward employees whose suggestions have been adopted, and• promote the program, with support from DHRM, in order to maximize the benefits to the state.
Submitting Suggestions	Employees will submit their suggestions to the Employee Suggestion Program at the Department of Human Resource Management. The suggestion form is available at the ESP web site, http://esp.dhrm.virginia.gov ; it may be completed and submitted through the web. The form may also be found in the ESP Procedures Manual, Appendix I, and may be submitted by e-mail (esp@dhrm.virginia.gov) or sent in hard copy to DHRM.
Tracking Suggestions	Suggestions receive a number when submitted. This number identifies the suggestion throughout the evaluation process. Every attempt will be made to ensure the anonymity of the suggester until the suggestion is approved for adoption.

Employees Eligible for Award

All full-time classified, part-time classified, faculty, and wage employees in participating agencies may be eligible for award, and their suggestions remain eligible for one year from the date of final disposition of the suggestion. A suggester's eligibility for award is based on his or her employment status at the time the suggestion is received by DHRM.

A former state employee whose suggestion had not completed the evaluation and implementation process before the employee separated from state service will remain eligible for cash award and/or a certificate for one year from the date of final disposition of the suggestion.

Suggestion Eligibility

Suggestions are eligible for award consideration when their implementation causes activity related to the suggestion which results in savings (including cost avoidance) or increased revenue, or when operational, service, or safety improvements occur. Suggestions may be implemented in the employee's own agency and/or in one or more other agencies.

Suggestions may be ineligible for award consideration for several reasons. For example, a suggestion is ineligible for award when an employee can be expected to implement it as part of his or her job duties, responsibilities and assigned tasks, or can implement it without higher level approval. Additional criteria for suggestion eligibility are described in detail in the ESP Procedures Manual.

Determination of eligibility is made by DHRM with input from the employee, the employee's agency, or other agencies, as needed.

Evaluator Qualifications and Role

When a suggestion is received from DHRM for evaluation, the Agency ESP Coordinator should select an employee who possesses knowledge of the suggestion's subject matter and of agency/state operations. The evaluator should be sufficiently qualified to consider the following:

- originality of the idea;
- potential value/benefit of the idea;
- feasibility of implementation;
- extent of application;
- estimation of costs; and
- estimated savings to be expected from implementation.

The evaluator is expected to consult with appropriate agency fiscal personnel to develop cost, revenue, and/or savings information.

An employee may not evaluate his or her own suggestion.

Group or Duplicate Awards

If two or more employees individually submit similar suggestions that are received at the same time, the suggestions will be evaluated together, and any awards will be divided equally among all eligible suggesters. Two or more employees may join to submit suggestions as a group. Any award will be shared equally among eligible group members, except that paid leave is awarded in increments of no less than four (4) hours.

Patents and Copyrights

Patents and copyrights, or materials that are potentially eligible for patent or copyright, that are developed within the scope of an employee's job or when using state-owned or state-controlled facilities shall be the property of the Commonwealth of Virginia. (This provision does not apply to employees of state-supported institutions of higher education who are subject to intellectual property policies of their institutions.)

Use of Suggestion

The state shall have the right to make full use of suggestions submitted by employees to the ESP. The use of employee suggestions by the state shall not be the basis of further claims of any kind by the suggester or the suggester's heirs or assigns.

CASH AWARDS

Awards of Cash

Awards of cash are authorized only for eligible employees whose ideas

- are adopted and implemented and
- result in quantifiable dollar savings or increased revenue.

NOTE: Cash payments will not be made in cases where federal regulations or local fund restrictions prohibit such payments. Agencies are encouraged to request that their funding sources provide award payments as appropriate under the ESP unless prohibited.

Funding of Cash Awards

Cash awards are to be made to suggesters by implementing agencies from savings and/or revenue actually generated in the first year of implementation of the suggestions. If all anticipated savings/revenues are generated within the first year, the calculation and award may occur at that time and before the full year has elapsed. Agencies are responsible for identifying the source (program) of savings or increased revenues and for paying cash awards from that program. See ESP Procedures Manual for payment processing information.

Calculation of Award as Percentage of Savings or Revenue

Cash awards shall be computed as a percentage of net savings or revenue as outlined below.

If the amount of net
1st yr. savings/revenue is: the cash award will be:
over \$20,000 \$5,000 + 1% of amt over \$20,000

\$501 - \$20,000	25% of the savings/revenue
\$101 - \$500	25% or 1 day of leave (employee opt)
\$100 or less	No cash award is made.

NON-CASH AWARDS

Eligible classified employees may receive non-cash awards of one to five days of paid leave for suggestions that result in significantly improved processes, programs, services, or safety, for which benefits are not quantifiable.

Factors Used to Determine Value

Evaluators are to use the following six factors in estimating the point value of a suggestion:

- degree of improvement in operations, forms, facilities, or equipment;
- degree of improvement in employee relations, working conditions, safety, service to the public, or public attitude;
- extent of application;
- completeness of proposal;
- effort involved in developing the idea; and
- cost of adoption.

See the ESP Procedures Manual and Suggestion Evaluation Form for further information, including chart for converting points to days of leave.

ESP Leave

ESP leave days are managed in the same way as compensatory leave (see Policy 3.10, Compensatory Leave). ESP leave not taken within 12 months will be forfeited. Active ESP leave balances will be paid when the employee leaves state service.

Wage Employees

Wage employees whose suggestions are adopted may not receive paid leave. Agencies are encouraged to recognize them in other appropriate ways, including non-monetary awards through the agency's Recognition Program. See Policy 1.20, Employee Recognition Programs.

CERTIFICATES OF RECOGNITION

DHRM will coordinate the process for obtaining a certificate of recognition signed by the Director of DHRM and the Governor, and will send this to the employee's agency for signature by that agency head and for appropriate presentation to the employee.

DHRM ROLE

The Department of Human Resource Management is responsible for:

- developing and interpreting this policy;
- providing web-based access to program forms and other information;

- collecting information concerning ESP submissions and awards and producing an annual report;
- providing promotional support for the program and assisting agencies' promotional efforts; and
- publicizing accepted suggestions and financial awards to state employees.

DHRM will manage the program by:

- receiving and tracking suggestions;
- *confirming receipt of suggestion to the suggester within 30 days.*
- protecting the identity of the suggester during the evaluation process;
- determining an appropriate agency for evaluating each suggestion;
- forwarding the suggestion to the ESP Coordinator in the selected agency;
- receiving and reviewing the completed evaluation, and informing the suggester (and his or her agency, if the suggestion is to be adopted) of the evaluation result;
- confirming the number of days of paid leave to be awarded for suggestions of intangible value, and forwarding to the agency for award;
- ensuring that the final value of the first year's implementation of a suggestion with tangible benefits is recorded by the affected agency or agencies, and directing a cash award based on that value;
- obtaining and sending to the suggester's agency a certificate of recognition if the suggestion is adopted; and
- arranging for an appeal panel when a suggester appeals an eligibility ruling or evaluation result.

DHRM will maintain a list of Agency ESP Coordinators and will communicate with them on program matters.

Appeal Process

Suggesters may appeal determinations of non-eligibility and decisions not to adopt their suggestions to DHRM. *An informal re-evaluation process may be offered and, if acceptable, will be conducted. If the suggester does not agree to this process or is not satisfied with the results, DHRM will assemble a group of individuals suitable to the needs of the specific suggestion, ensuring representation of the private sector as required by Va. Code §2.2-1201 (12). This group will conduct any research*

needed, consider the issues, and render a final decision on the suggestions.

Suggesters may also appeal to have a suggestion re-considered if they believe that the idea was implemented within one year after receiving the non-adoption notice.

All appeals should be presented to DHRM in writing and in a timely manner.

AGENCY ROLE

Agency heads in executive branch agencies and other participating agencies are responsible for ensuring that their agencies comply with the policies and procedures of the ESP as found in this policy and in the ESP Procedures Manual. Key responsibilities include:

- appointing an Agency ESP Coordinator and ensuring that he or she fulfills the requirements of that role as outlined in this policy and in the ESP Procedures Manual;
- promoting participation in the program;
- *ensuring that ESP suggestions are evaluated within 60 days from the date submitted. Program reports to the legislature and Governor will include information on suggestion evaluations that have not met this time limit.*
- ensuring that selected employees complete evaluations of suggestions as requested by DHRM through the Agency ESP Coordinator;
- ensuring that the proper amount of leave time is awarded;
- ensuring maintenance of financial and other data needed to document savings or increases in revenue resulting from implementation of an ESP suggestion;
- directing payment of the correct cash award to the suggester after the first year the suggestion is implemented, or sooner if all anticipated savings/revenues have been realized; and
- conducting appropriate events to recognize employees whose suggestions have been adopted.

AUTHORITY

The Department of Human Resource Management issues this policy pursuant to the authority provided in Va. Code § 2.2-1201.

INTERPRETATION

The Director of the Department of Human Resource Management is responsible for official interpretation of this policy, in accordance with section Va. Code § 2.2-1201 (12).

Questions regarding the application of this policy should be directed to the Department of Human Resource Management's Office of Agency Human Resource Services.


The Department of Human Resource Management reserves the right to revise or eliminate this policy at any time.

**RELATED
POLICIES**

1.20, Employee Recognition Programs

3.10, Compensatory Leave

Attachment A

	<h1>Employee Suggestion Form</h1>
<h2>Employee Suggestion Program</h2> <p>A program of the Department of Human Resource Management</p>	
<i>What is ESP?</i>	The Employee Suggestion Program (ESP) is a program that provides employees with an opportunity to be rewarded for innovative and creative ideas for improving state government.
<i>Who can participate?</i>	All full-time, part-time, or wage/hourly employees of the Commonwealth of Virginia may submit suggestions.
<i>What are the rewards?</i>	Rewards range from cash to days of leave.
<i>How do I submit a suggestion?</i>	Read the Eligibility Requirements and Rules, then complete the Employee Suggestion Form and send it in as directed.
<i>Whom may I contact for questions on the ESP program?</i>	You may contact your Agency ESP Coordinator or the Department of Human Resource Management for questions regarding the program. Information is also available in the ESP Procedures Manual and HR Policy #1.21.
<h3>Eligibility Requirements</h3>	
<p>Suggestions are eligible if they meet the following criteria.</p> <ul style="list-style-type: none"> • Propose practical improvements to some part of state government. • Are submitted in a timely manner. • States specifically what the improvement is and how it can be made. • Are submitted by: <ul style="list-style-type: none"> • an individual employee; or • a group of employees submitting the suggestion together and using the same form. (The names of all employees submitting the suggestion should be attached to the form.) <p>Suggestions are <u>not</u> eligible if they:</p> <ul style="list-style-type: none"> • are within the employee's authority or responsibility to implement; • concern matters already under consideration; • concern personal grievances or complaints; or • concern policies or procedures that are not being followed or that are not being applied properly. 	
<h3>ESP Information</h3>	
<ul style="list-style-type: none"> • Suggestions remain valid for one year from their submission. • Cash awards normally are paid after one year so that savings can be calculated to determine the award amount. Awards are subject to federal, state, and local taxes that will be withheld according to applicable regulations. • Decisions made by the Employee Suggestion Program are final. However, if new or additional information is presented, a decision will be reviewed. • The ESP has the exclusive right to set award policy and structure. The State retains the right to terminate or change the Employee Suggestion Program at any time. • The use of employee suggestions by the State shall not be the basis of further claims of any kind by the suggester, or the suggesters' heirs or assigns. • Other requirements and rules are contained in the Employee Suggestion Program Procedures 	

Manual, which is available from your Agency ESP Coordinator and as an attachment to DHRM Policy 1.21 on the DHRM website.

Fields that are marked with an asterisk are required.

*First Name	
Middle Initial	
*Last Name	
Position/Working Title	
*Agency	
Department/SubDivision	
Work or Home Address	
City/State/Zip Code	
*Daytime Telephone	
E-mail Address	
My suggestion will	<input type="checkbox"/> Save money <input type="checkbox"/> Make operations more efficient or effective <input type="checkbox"/> Increase Revenue <input type="checkbox"/> Improve Safety

	Y	N
Is this suggestion within your authority or responsibility to achieve or change?		
Can you make this change without the approval of higher level management?		
As far as you know, is this suggestion already being considered?		
Does this suggestion relate to a personal grievance or complaint?		
Does this suggestion relate to a policy that is not being applied properly?		
Have you submitted this suggestion before, within the past year? If yes, date and suggestion number:		

1. Describe the present situation, condition, method, or procedure to be improved. Please be specific. Attach pages if needed. Indicate number of pages attached. __

2. What is your suggestion? Be specific – describe the improvement and tell how it can be made. Attach pages if needed. Indicate number of pages attached. ___

3. How will your suggestion improve the present situation or benefit the agency or state? Attach pages if needed. Indicate number of pages attached. ____

4. If money will be saved or generated, provide estimates of savings or revenues. Attach pages if needed. Indicate number of pages attached. ___

Is this suggestion being made by more than one employee? If so, list below.

By submitting this form, I certify that I am employed by the Commonwealth of Virginia. I have read the eligibility requirements and rules as stated on this form and in Policy #1.21, and I agree that the State shall have the right to make full use of my suggestion.

Name:	Date:
-------	-------

Submit this suggestion by sending it to the Employee Suggestion Program, Department of Human Resource Management, 101 N. 14th Street, Richmond, VA 23219, or by e-mailing to ESP@DHRM.state.va.us.



SUGGESTION EVALUATION FORM

EMPLOYEE SUGGESTION PROGRAM USE ONLY. EVALUATING AGENCY ESP COORDINATOR PLEASE COMPLETE PART I:

PART I.

Suggestion #:	Suggestion Topic/Category Code (Table Attached):	Date Received:
Evaluating Agency Code/Title:	Evaluating Unit:	Date Sent to Evaluator:
TO (evaluator):		

INSTRUCTIONS:

1. Please use this form to evaluate the attached suggestion: Type or print clearly in black ink.
2. For assistance, call Agency ESP Name: _____ Phone: _____
Coordinator.
3. Complete, date, and return signed form to Agency ESP Coordinator by _____ Date: _____

PART II. REVIEW OF SUGGESTIONS

1. If any of the following apply to this suggestion, indicate which and explain.
 - A. Relates to a personal grievance or complaint.
 - B. Involves pay practices.
 - C. Unclear, incomplete, or not specific.
 - D. Concerns established procedures not being followed.
 - E. Concerns result or subject of studies, audits, surveys, etc.
2. To your knowledge, does this suggestion accurately describe the current situation, condition, method, procedure, etc., in Section II of the Employee Suggestion Form?
 Yes No If No, what is the actual current situation?
3. To your knowledge, has this suggestion previously been proposed/considered by agency

<p>management? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, what action was taken? (Supporting documentation pre-dating suggestion should be available on request.)</p>
<p>4. If implemented, would this suggestion stimulate other savings/improvement activities? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, describe action stimulated.</p>
<p>Analysis and Recommendation</p>
<p>1. Do you recommend that this suggestion be adopted and implemented? <input type="checkbox"/> Yes <input type="checkbox"/> No Please explain your recommendation.</p>
<p>2. Please note issues that would need to be considered in order to implement this suggestion.</p>
<p>3. Would the proposed change require legislative action? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, would you support such action? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>4. What benefits can be derived from this suggestion?</p>

Appendix C-1

Tangible Intangible None

If you believe that benefits would derive from implementing this suggestion, please complete Part III.

5. What agencies could benefit from implementing this suggestion?

All

Categories or names of agencies:

Signed: _____ (Signature of Evaluator)	This evaluation complies with the policies of the Employee Suggestion Program, signed: _____ (Signature of Agency ESP Coordinator)
_____ (Print Name)	_____ (Print Name)
_____ (Date)	_____ (Date)
I concur with this evaluation of the suggestion. _____ (Signature of Supervisor/Manager of Evaluator) _____ (Print Name) _____ (Date)	_____ _____ _____

PART III. CALCULATION OF BENEFITS - RECOMMENDED SUGGESTIONS ONLY

SECTION A – DETERMINATION OF TANGIBLE BENEFITS

Item One

I agree that implementing this suggestion will result in financial earnings or savings.

Yes No If No, please explain.

Item Two

I agree with the suggester's estimate of money earned or saved.

Yes No If No, please explain.

IF THE SUGGESTION WILL RESULT IN FINANCIAL EARNINGS OR SAVINGS, PLEASE FORWARD THIS FORM TO YOUR AGENCY'S FISCAL OFFICE FOR COMPLETION OF SECTION C.

SECTION B – DETERMINATION OF INTANGIBLE BENEFITS

Complete this Section only if the suggestion is recommended for adoption AND the answer to Item One in Section A is "No." Points total determines the number of days of leave to be awarded.

FACTORS	<u>POINTS AWARDED</u>
<p>1. Degree of improvement in operations, forms, facilities or equipment</p> <p style="padding-left: 40px;">None 0 Pts. Minor 5 Pts. Moderate 15 Pts. Major 20 Pts.</p>	<p>_____ Pts.</p>
<p>2. Degree of improvement in employee relations, working conditions, safety, service to the public or public attitude:</p> <p style="padding-left: 40px;">None 0 Pts. Minor 5 Pts. Moderate 15 Pts. Major 20 Pts.</p>	<p>_____ Pts.</p>

FACTORS	<u>POINTS AWARDED</u>
3. Extent of application:	
Single operation, facility, office	0 Pts.
Several operations, facilities, offices	5 Pts.
A majority of the employees, facilities, divisions of an agency or university	10 Pts.
A majority of the employees, facilities, divisions of two or more agencies.....	15 Pts.
Statewide (most agencies, universities)	20 Pts.
	_____ Pts.
4. Completeness of proposal:	
Not completely or clearly presented or required considerable clarification	0 Pts.
Basic facts sound, needed some refining	5 Pts.
Facts clearly presented, little further effort required to put idea into effect	10 Pts.
Facts clearly presented, no further effort required to put idea into effect	20 Pts.
	_____ Pts.
5. Effort involved:	
No research involved.....	0 Pts.
Average substantiation	5 Pts.
Considerable personal research.....	15 Pts.
	_____ Pts.
6. Cost of adoption:	
Large	0 Pts.
Moderate	5 Pts.
Small	10 Pts.
	_____ Pts.
TOTAL POINTS:	_____ Pts.

SECTION C – COMPUTATION OF DOLLAR SAVINGS (To be completed by Fiscal Officer.)

SUGGESTION SAVINGS DUE TO CHANGES IN:
 ___ Labor ___ Supplies ___ Revenue ___ Energy Usage ___ Other (specify)
 ___ Space ___ Equipment ___ Materials ___ Maintenance Procedure

COMPARISON OF PERIODS (compare two [2] twelve-month periods)

Old Method		Suggested Method	
Starting Date:	Ending Date:	Starting Date:	Ending Date:

To project dollar savings or revenue expected from implementing this suggestion, complete the section below that best represents savings that would realistically result from the suggestion. NOTE: This estimate is for use in evaluating the suggestion. Any award to the suggester will be based on actual first-year results.

COST SAVINGS CALCULATIONS

A. Determine Annual Cost of Old Method:
 Determine units of measure (hours, tons, miles, kilowatts, pieces, items, copies, etc.).

$$\frac{\text{Number of Units Per Year}}{\text{Year}} \times \text{Cost Per Unit} + \text{Other Costs (explain)} = \text{Annual Cost of Old Method}$$

B. Estimate First-Year Cost of Suggested Method:
 Use same units of measure as in old method.

$$\frac{\text{Number of Units Per Year}}{\text{Year}} \times \text{Cost Per Unit} + \text{Other Costs (explain)} = \text{Projected Annual Cost of Suggested Method}$$

C. Estimate Cost to Implement:
 List one-time costs to implement that are not included in B above.

(1) Capital Items	(2) Cost	(3) Years of Life	(4) 2 – 3 = 4 (First-Year Cost)
Total Cost:			

D. Revenue Producing Calculation:
 Determine annual revenues of old system for first 12-month period of implementation.

$$\left[\frac{\text{Revenue per Unit – Suggested}}{\text{Revenue per Unit – Old}} \right] \times \text{Unit per Year – Suggested Method} = \text{Increased Revenue}$$

E. First-Year Savings Calculation:

$$\text{Annual Cost – Old Method} - \left[\text{Annual Cost – Suggested Method} + \text{Cost to Implement Minus Revenue} \right] = \text{Projected Net First-Year Savings}$$

This computation of first-year savings represents reasonable and accurate costs with adherence to State budget policies.

Signed: _____ Date: _____
 (Evaluating Agency Fiscal Officer)

PART IV. DHRM'S RECOMMENDATION

This suggestion will be sent to agency(ies) to be implemented. The employee should receive the following award:

___ Tangible Cash (Amount based on actual savings or revenue for first 12 months of implementation, or total savings or revenue if realized in less than 12 months.) _____

___ Intangible Days of Leave* _____

*Based on the following scale:

<u>Points</u>	<u>Day of Leave</u>
89-105	5 Days
71-88	4 Days
53-70	3 Days
35-52	2 Days
18-34	1 Day
Less than 18	None

Comments:

Signed: _____ Date: _____
 (DHRM ESP Manager)

ESP CATEGORY CODE TABLE

*CODE	CATEGORY DESCRIPTION
01	ACCOUNTING AND BUDGETING
02	ADMINISTRATIVE PROCESSES
03	BENEFITS
04	BUILDINGS AND GROUNDS
05	BUSINESSS OPERATIONS AND PROCEDURES
06	COMMUNICATIONS, PUBLICATIONS
07	ENERGY, ENVIRONMENT
08	FORMS, AUTOMATED AND PAPER
09	HUMAN RESOURCES
10	INFORMATION TECHNOLOGY
11	LEGAL REQUIREMENTS
12	METHODS AND EFFICIENCY
13	PARKING
14	POLICY
15	PURCHASING AND CONTRACTING
16	REVENUE
17	SAFETY, SECURITY, HAZARD REDUCTION
18	SERVICE OR QUALITY IMPROVEMENT
19	SUPPLIES OR EQUIPMENT
20	TRAVEL REGULATIONS
21	WASTE, RECYCLING
22	WORKPLACE CONDITIONS
23	NO CATEGORY ASSIGNED

***Agency ESP Coordinators: Please categorize suggestion in the most specific suitable category, noting code on Suggestion Evaluation Form.**

STATE OF FLORIDA EMPLOYEE SAVINGS SHARING PROGRAM PROPOSAL FORM

Please Read Instructions Before You Begin

1. Title of Proposal:

2. Summarize your cost saving idea or proposal:

CURRENT PROCESS

3. a. Describe how the process is performed currently: (Use additional sheets, if necessary)

b. Calculate the cost of the current method (total operating expenditures such as salaries, OPS, expenses, and one year's amortized cost of any equipment) for the 12 months preceding implementation of this proposal.

From ___/___/___ To ___/___/___ Total Cost for the Year \$ _____

Appendix C-2

COST SAVING PROPOSAL

4. a. Describe how the process would be performed under this proposal: (Use additional sheets, if necessary)

b. Estimate the cost of the proposed method (total operating expenditures such as salaries, OPS, expenses, and one year's amortized cost of any equipment) for the 12 months following implementation of this proposal.

From ___/___/___ To ___/___/___ Total Cost for the Year \$_____

PROPOSER(S) INFORMATION

Proposer's Name(s)		Class Code	Class Title
Department/Agency:			SAVING SHARING TEAM USE ONLY
Interoffice Mailing Address:			
e-Mail Address:			
Telephone:	Office ()		
	SUNCOM		
			Number:
			Assigned To:
			Processed:
			Evaluation Due:
			Action:

My proposal is submitted for consideration under the terms and conditions of the Florida Savings Sharing Program as set forth on the reverse side of this form. I have read these guidelines and understand and agree that the State of Florida shall have the right to make full use of my proposal.

Proposer's Signature(s) *(Each team member must sign)*

Date: _____
 Date: _____
 Date: _____

INSTRUCTIONS

1. Type or print in ink. Agencies are encouraged to put this form on their Local Area Network (LAN).
2. Attach additional pages, drawings, illustrations, or examples.
3. Complete all sections; sign and date form. If there is more than one proposer, each person must sign the form. Incomplete forms will be returned and not processed.
4. Submit completed form and any attachments in accordance with agency procedures. Remember to keep a copy of your proposal for future reference.

EMPLOYEE SAVINGS SHARING PROGRAM GUIDELINES

ELIGIBILITY

Employees

Career and Selected Exempt Service employees (only) are eligible to submit proposals.

Proposals that result in eliminating or reducing state expenditures

- Submit each proposal on a separate form.
- Include proposals that:
 - ✓ identify existing programs conducive to outsourcing or privatization
 - ✓ propose solutions that result in measurable benefits for improved productivity or outputs
 - ✓ propose procedures that will result in improved quality of product or service and reduce the burden on those served
 - ✓ propose innovative or new processes, applications, designs, equipment, tools, strategies, safety practices, etc.

A proposal is **NOT** eligible if it:

- involves regular work expectations outlined in the employee's job description;
- relates to classification, pay, and/or personal grievances;
- is not measurable;
- is too general or lacks sufficient data to be evaluated;
- duplicates an active proposal;
- pertains to issues already mandated by statute or required by state policy; or
- cannot be implemented under current statutory authority.

AWARDS

Your proposal will be reviewed and evaluated. If proposal is implemented and cost savings are realized, your agency head may make a recommendation to the Legislative Budget Commission for employee and team awards. The amount of the award shall be directly related to the cost savings realized.

- All awards must be approved by the Legislative Budget Commission.
- The decision of whether or not to adopt and implement an employee/team proposal is made by the agency head.
- Acceptance of a cash award constitutes an agreement between the proposer(s) and the State of Florida that the proposer(s) waives all future rights to the proposal regardless of the use made of it by any unit of the State.
- Awards are subject to Federal tax laws and will be reported as income.

The EMPLOYEE SAVINGS SHARING PROGRAM is administered by the Department of Management Services and managed by each Agency according to Section 110.1245, F.S. If you have any questions, contact your Agency Savings Sharing Team.



Thank you for your good ideas which increase productivity, reduce state expenditures or generate additional revenue for the State.

**DEKALB COUNTY GOVERNMENT
EMPLOYEE BONUS PROGRAM**

Reviewed For Updates March 1, 2009

CURRENT DATE OF CONTENTS OF EMPLOYEE BONUS PROGRAM

<u>Pg.</u>	<u>Section</u>	<u>Date</u>
1	1.1.0.	07/7/1985
1	1.1.1.	07/7/1985
1	1.2.0.	07/7/1985
1	1.2.1.	07/7/1985
1	1.2.2.	07/7/1985
1	1.2.3.	07/7/1985
1	1.2.4.	07/7/1985
1	1.2.5.	07/7/1985
1	1.2.6.	07/7/1985
1	1.2.7.	07/7/1985

This page showing current page dates of the Employee Bonus Program will be updated on the County's web page each March at www.dekalbcounty.org. This page was last reviewed for updates as of March 1, 2009.

EMPLOYEE BONUS PROGRAM FOR COST SAVING IDEAS

1.1.0. Purpose

1.1.1. The continual review of county programs to identify cost savings is essential to the efficient and effective operation of county government. Often times the best people to identify potential savings are the employees who work directly with a program. Consequently, it is the intent of the County to establish a bonus program for employees who suggest unique ideas which will reduce costs for the County.

- *(Revised 7/17/1985)*

1.2.0. Qualifications

1.2.1. Ideas must be submitted, in writing, by an hourly employee.

- *(Revised 7/17/1985)*

1.2.2. The idea must be original.

- *(Revised 7/17/1985)*

1.2.3. The idea must be successfully implemented to qualify for a bonus.

- *(Revised 7/17/1985)*

1.2.4. The cost saving must be at least \$1,000 during the first year and be verifiable.

- *(Revised 7/17/1985)*

1.2.5. The bonus will be 10% of the cost saving applicable to the first year, up to a maximum of \$1,000 per unrelated suggestion. (Bonus is subject to all Federal and State income taxes.) The bonus will be paid to the employee after the saving is realized.

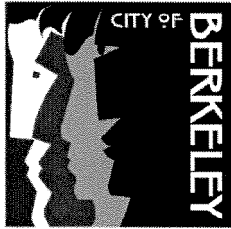
- *(Revised 7/17/1985)*

1.2.6. The program will be administered by the Administrative Aide and the Finance Director with all bonus awards being approved by the Rules Committee and then the County Board.

- *(Revised 7/17/1985)*

1.2.7. If requested, the confidentiality of the employee will be maintained.

- *(Revised 7/17/1985)*




Office of the City Manager

CONSENT CALENDAR

May 18, 2004

To: Honorable Mayor and
Members of the City Council

From:  Phil Kamlarz, City Manager

Subject: Approval of Berkeley Employee Awards Program

RECOMMENDATION

Adopt a Resolution authorizing the City Manager to establish an Employee Awards Program to encourage employees to contribute practical suggestions that result in monetary savings, increased revenues, improved services, increased effectiveness or enhanced safety for the City of Berkeley, and to reward employees for their efforts.

FINANCIAL IMPLICATIONS

The first year of the program will be considered a pilot program with \$5,700 available in rewards. If considered successful after its first year, the program will continue and its annual budget will be increased to \$10,700. Funds are available for the first year from the Training fund.

The program development, education (publicity) and administrative time are estimated at approximately 200 Training Division staff hours for FY 2005. This does not include the time investment of the suggestion award review team.

CURRENT SITUATION AND ITS EFFECTS

Faced with ongoing budget difficulties, the City is seeking innovative ways to reduce costs. The City has already taken several steps to reduce costs, such as implementing a hiring freeze and reducing department budgets. However, additional cost saving measures are needed to meet ongoing projected budget deficits. One such idea, which was suggested by the Council at an earlier meeting, was the creation of an Employee Awards Program.

An Employee Awards Program would provide another avenue for the City to generate cost saving and service improvement ideas. Staff from the Human Resources Department (HR) have drafted a proposed Employee Awards Program that I am forwarding for your consideration. If approved by City Council, the projected timeline for implementation of the Employee Awards Program would be the beginning of fiscal year 2005. Initial cost savings and service improvement suggestions would be collected during FY 2005, and could potentially begin to be implemented by July 2006.

The Employee Awards Program is being proposed as a pilot program. Therefore, after one year of operation, the program will be reviewed to determine if it should be continued.

BACKGROUND

The City needs to explore every means possible to reduce costs yet meet the service expectations of its citizens. One idea generated by an earlier Council meeting is an Employee Awards Program. Such a program not only has the potential to save the City thousands of dollars, it also provides the opportunity to boost employee morale by rewarding and recognizing employees' efforts to save the City money and to improve service.

Many other jurisdictions have already implemented similar programs such as the Alameda County Water District, the Santa Clara Valley Water District, the Cities of Sparks, Nevada; Las Cruces, New Mexico; Naperville Illinois; and DeLand, Florida. HR staff reviewed the programs of nine jurisdictions. Based on input from these programs and City of Berkeley needs, HR staff drafted a proposal for a Berkeley Employee Awards Program.

Under the proposed program, suggestions eligible for awards and/or recognition should propose a specific method, equipment modification or improvement that results in:

- Cost savings or new revenue generation for the City of Berkeley;
- More efficient or higher quality of service to the citizens of Berkeley; or
- A safer work environment for the City's workforce.

Eligible suggestions may include, but are not limited to:

- Reducing costs or identifying new sources of unencumbered revenue.
- Improving methods and procedures to increase efficiency;
- Saving time, labor, space, material, or supplies;
- Improving tools and materials;
- Improving administrative or operations techniques and practices;
- Eliminating unnecessary procedures, records, and forms;
- Eliminating bottlenecks, delays, duplication, spoilage;
- Improving services to the public;
- Improving safety, health or working conditions

An awards committee will meet to review all employee suggestions. Criteria for determining the award winning suggestions will include the current and future amount of savings, the ease of implementation and the originality of the idea.

The awards committee will review all suggestions and select five non-cost savings suggestions for an award of \$100 each. The committee will also select five awards for non-monetary recognition. Within its remaining budget of \$5,000 (the first year, \$10,000 the second year), the committee will select those cost-savings suggestions that it deems most feasible. Monetary awards for cost savings will be awarded following implementation of the idea in order to assure and document actual cost savings.

See the attached document entitled "Employee Awards Program Proposal" for complete details of the proposed program.

RATIONALE FOR RECOMMENDATION

This program will provide an incentive to City employees to come up with creative cost saving and service enhancement ideas. Employees whose ideas are selected for implementation will receive citywide recognition and, in many cases, monetary awards. Providing such awards and recognition should help raise employee morale, something that often suffers during tough fiscal times. Once the selected ideas are implemented, the City will benefit directly through reduced costs and enhanced service.

ALTERNATIVE ACTIONS CONSIDERED

The City could choose not to implement an Employee Awards Program. If a program is not implemented, employees would be less likely to generate cost savings and service improvement suggestions on an ongoing basis. The City would also miss an opportunity to recognize employees officially for their efforts in helping to save the City money and improve service.

CONTACT PERSON

Nicki Spillane, Acting Director of Human Resources, 981-6807
Liz Schiff, Training Officer, 981-6823

Approved by:



Nicki Spillane, Acting Director of Human Resources

Attachment: Employee Awards Program Proposal

RESOLUTION NO. -N.S.

AUTHORIZING THE CITY MANAGER TO ESTABLISH AN EMPLOYEE AWARDS PROGRAM.

WHEREAS the City needs to implement additional cost saving measures to meet ongoing projected budget deficits; and

WHEREAS, an Employee Awards program would encourage employees to contribute practical suggestions that result in monetary savings, increased revenues, improved services, increased effectiveness or enhanced safety for the City of Berkeley; and

WHEREAS, this program would recognize and/or reward employees for their suggestions that are adopted by the City; and

WHEREAS, the City Manager will implement the first phase of this program as a pilot with the understanding that the status of the program and cost impacts will be reported back to the Council after one year of operation.

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Berkeley that the City Manager is authorized to develop and implement an Employee Awards Program that will recognize and/or reward employees whose suggestions for saving costs or improving service are adopted for implementation.

PROPOSAL
EMPLOYEE AWARDS PROGRAM
Submitted by the Human Resources Department
April 22, 2004

Program Overview

The purpose of this proposed program is to encourage employees to contribute practical suggestions that result in monetary savings, increased revenues, improved services, increased effectiveness or enhanced safety for the City of Berkeley, and to reward employees for their efforts.

Scope of Program

The first year of the program will be considered a pilot program with \$5,700 available in rewards. If considered successful after its first year, the program will continue and its annual budget will be increased to \$10,700.

Eligibility for Participation:

All employees are eligible to participate in this program. However, employees who are assigned a particular problem to solve that is within the scope of their duties and responsibilities are not eligible for a monetary award for any improvement developed as a result of that assignment, unless the suggestion has wide application well surpassing the scope of the assignment. Team suggestions are also acceptable.

Amount of Award

For cost-savings suggestions that are adopted, the reward will be based on 1% of the first year of net savings or revenue generation (minus implementation costs) or one time savings if appropriate, with a cap of \$5,000.

For adopted suggestions that do not generate cost savings but improve service or enhance safety, \$100 will be awarded for up to five accepted suggestions per year. Non-monetary rewards, such as certificates of recognition or other tokens of appreciation will be awarded to up to ten participants per year.

For team monetary awards, the total amount of the award will be divided equally among team members. All monetary awards are subject to, Medicare, federal and state income tax withholding, but they are not considered compensation under CalPERS.

Definition of Suggestion

Suggestions are defined as:

A written original idea that proposes a specific method, equipment modification or improvement that results in:

Appendix C-4

- Cost savings or new revenue generation for the City of Berkeley;
- More efficient or higher quality of service to the citizens of Berkeley; or
- A safer work environment for the City's workforce.

To qualify for consideration, a suggestion must outline a problem and recommend a solution. Eligible suggestions may include, but are not limited to:

- Reducing costs or identifying new sources of unencumbered revenue.
- Improving methods and procedures to increase efficiency;
- Saving time, labor, space, material, or supplies;
- Improving tools and materials;
- Improving administrative or operations techniques and practices;
- Eliminating unnecessary procedures, records, and forms;
- Eliminating bottlenecks, delays, duplication, spoilage;
- Improving services to the public;
- Improving safety, health or working conditions

Employees are encouraged to be creative and look beyond their normal scope of duties to problem identification and solving.

The following suggestion subjects are not eligible for consideration:

1. Personal or personnel grievances.
2. Matters that are within the scope of "Meet and Confer" for applicable groups.
3. Suggestions to out-source work.
4. Suggestions for departmental reorganizations.
5. Matters requiring court action or legislative action other than by City ordinance.
6. Complaints concerning other issues, including waste, fraud, or abuse. These issues are to be submitted in accordance with Administrative Regulations.
7. Improvements that come about through a management-initiated or management-sponsored process improvement effort.
8. Suggestions for cost savings and/or improvements that fall within the employee's regular range of work responsibilities and assignments, unless the suggestion has wide application well surpassing the scope of the assignment.
9. Suggestions that recommend increasing rates for existing taxes, fees, and licenses.
10. Suggestions that are a duplication of another suggestion already under study or that has been considered within the past 12 months.

How to Submit Suggestions

Suggestions must be submitted on an Employee Suggestion Form. Forms will be available online through Outlook or from the Human Resources Department. When submitting a suggestion, the employee should provide the following information:

- Define the present situation completely.

- Give a specific, detailed solution to the problem. Be specific as possible regarding the benefits of the suggestion.
- How the suggestion could be implemented and results achieved.
- When estimating cost savings, employees should indicate to the extent possible how costs were calculated.
- Attach sketches, drawings, or other descriptive material if necessary to describe the idea fully and clearly.
- Employees should get input from their supervisor as appropriate.

Procedure for Awards

When a suggestion is received, the Human Resources Department will send an acknowledgement to the employee. A selection committee will meet to review all suggestions. This committee will consist of 6-8 members from across various departments. Department heads will nominate committee members with final membership approved by the City Manager.

The committee will review suggestions submitted and determine if additional information is needed from the employee(s) making the suggestion or from the department(s) potentially affected by the suggestion before any determination can be made.

Criteria for determining the award winning suggestions will include the current and future amount of savings, the ease of implementation and the originality of the idea. The committee will select five non-cost savings suggestions for an award of \$100 each and will also select up to ten awards for non-monetary recognition. Finally, the committee will select those cost-savings suggestions that it deems most feasible and beneficial, within its remaining budget of \$5,000 (to increase to \$10,000 if program is approved beyond its first pilot year.) The amount of the award will be based on 1% of the projected savings, with a \$100 minimum award. Monetary awards for cost savings will be awarded following implementation of the idea to assure and document that the projected cost savings have been realized.

Employees may not appeal or grieve decisions to grant or not to grant monetary or non-monetary recognition or amounts of monetary recognition.

Ownership of Suggestions

All suggestions that are adopted will become the property of the City of Berkeley.

Approval of the City Manager

All awards require the approval of the City Manager before they can be approved for payment.