Going Green But Spending Lean:  
Which Low-Cost, Green Practices Triangle Area Human Service Nonprofits Are Using and Why

By

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This paper represents work done by a UNC-Chapel Hill Master of Public Administration student. It is not a formal report of the Institute of Government, nor is it the work of School of Government faculty.

Executive Summary

Clients, potential employees, and staff members are pressuring organizations, including human service nonprofits, to increase their environmental stewardship. Acknowledging the financial constraints in nonprofits, this study explores which low-cost, green practices Triangle area human service nonprofits use, if any at all. It also begins to explore why these organizations adopt such practices or why they do not. Results suggest the Triangle area's human service nonprofits use a variety of low-cost, environmentally friendly practices. Some even go above and beyond, using motion sensors, low-flow fixtures, and more. However, most of the adopted practices appear to come from the top down, not the bottom up.
Background and Research Questions
Because many nonprofit organizations champion prosocial missions, we might expect these organizations to also value the environment and adopt green practices to protect it (Dart and Hill, 2010, p. 295-296). However, the literature neglects to discuss greening in nonprofits, so we know little about how nonprofits reduce their environmental impact, if they do at all. (Crespy and Miller, 2010; Dart and Hill, 2010).

With their emphasis on the social leg of the three-legged sustainability stool, these organizations face tension between social and environmental stewardship. Even though this particular study focuses on green practices instead of sustainable ones, it can still give some insight as to how human service nonprofits manage this tension.

My inductive research focuses on the Triangle area's human service nonprofits, one of many prosocial nonprofit types. I have also limited my research to low-cost practices, given the financial limitations traditionally found in nonprofits. This produces the following question:

- Which low-cost, environmentally friendly practices are Triangle area human service nonprofits using?

I also explored a second set of questions in less detail:

- Why do Triangle area human service nonprofits adopt low-cost, environmentally friendly practices?
- Why do they not adopt these practices?

The Importance of This Research

- "Like any other organization, nonprofits and their activities have an impact on the environment." (Dart and Hill, 2010, p. 295). Nonprofits make up a large part of North Carolina’s working sector, accounting for 8.7% of employment in Western North Carolina and 6% of employment across the state. This suggests nonprofits could have a significant impact on the state’s ecological footprint.

- According to The Ceres Roadmap for Sustainability 2010, "[clients] are growing increasingly aware of the risks that climate change, water scarcity, workplace conditions and other environmental and social issues present to companies' bottom lines. They are telling companies...to respond with aggressive strategies that transform risk into opportunity" (p. 7). It stands to reason people expect the same environmental action from their nonprofits, given what Dart calls the sector's "prosocial values."

- Younger staff members and high-level applicants want environmentally savvy employers. A global survey from Johnson Controls reports almost all of 18-35 year old respondents want to work in environmentally aware or friendly organizations. About two-thirds went further, saying they want employers "to perform well above regulatory compliance." Nonprofits need to consider their environmental impact to appeal to this upcoming generation of workers, especially with the impending surge in baby boomer retirement (i.e., the silver tsunami).

Survey Methodology
To answer my research questions, I sent an email survey to 115 executive directors of Triangle-area nonprofits, which receive funding from the United Way of North Carolina. The email requested each executive director pass the survey along to the person in his/her organization who knows most about its environmental practices.
My survey used questions from Green Plus’ Diagnostic Tool, which the sustainability nonprofit uses to assess its clients’ environmental, economic, and social sustainability. I condensed the diagnostic from 60 questions to 17, choosing questions that focused only on low-cost environmental practices (See Appendix A). I based my choices on advice from the Green Plus staff as well as on the literature.

To explore my second set of questions, I selected six organizations from those that completed my survey. The six organizations I selected stood out from my sample as adopting uncommon practices or as not adopting common ones. For this research, I considered a practice "uncommon" if less than 50% of the sample adopted it and "common" if 50% or more adopted it.

I emailed the following questions to each of the six organizations' representatives:

- Why did your organization choose to adopt [insert practices here]?
- In what ways has adopting these practices been beneficial for your organization?
- Would you recommend these practices to other nonprofits?
- Why does your organization not practice [insert practices here]?
- Has refraining from these practices been beneficial for your organization? If so, in what ways?
- What do you think would persuade your organization to adopt these practices?

**Results**

**The Survey Sample**

Out of 115 organizations, 39 completed the survey, yielding a 34% response rate. The sample spans ten counties, including Chatham, Durham, Orange, and Wake, among others. For the most part, the sample corresponds with county populations, suggesting a balanced sample. For instance, 14% of the responding organizations are in Durham, and Durham makes up 14% of the Triangle area population. However, the sample moderately over represents Orange and Chatham Counties and under represents Wake (See Appendix B).

The sample varies in terms of budget and staff size. The median budget amount is $525,000, but budget sizes range from about $50,000 to over $20 million. The staff size varies less, with the majority of responding organizations being small to mid-sized. Most (87%) have fewer than 30 full-time employees. Even more (90%) have fewer than 30 part-time employees (See Appendix B). This variance is consistent among non-responding organizations too, suggesting the sample is not biased against nonresponders.

**Almost All Respondents Recycle, Many Reuse**

About 90% of responding organizations recycle. The few organizations that do not also do not have free recycling pick-up in their communities (See Appendix C).

Reuse practices also seem common in Triangle area human service nonprofits, although less common than recycling. More than three quarters of respondents said their organizations use scrap paper for note taking, use second-hand materials, and donate or sell unneeded materials (See Appendix C).

**Survey Questions About Reducing and Conserving**

A number of the survey questions focused on how organizations reduce or conserve resources, such as paper, electricity, and water. The questions asked about specific practices related to the following:
• Printing habits
• Lighting efficiency
• Water conservation
• Heating, ventilating, and air conditioning (HVAC) efficiency

Electronic File Sharing is Common, But Duplex Printing and Refilling Ink Are Not
Virtually all respondents (90%) said their organizations share files electronically to reduce the use of paper. However, when printing hard copies, only about half reported using double-sided printing as the default setting or using recycled paper. Fewer still reported refilling ink cartridges, although three respondents said they do recycle ink cartridges for rebates (See Appendix D).

Few Monitor Water or Electric Bills, But Some Report Going "Above and Beyond"
Most responding organizations take at least some small measures to conserve electricity and water, but surprisingly few reported monitoring their electric or water bills (See Appendix D). If an organization monitors its bills, it can get a baseline of how much water and electricity it uses each month. However, the survey did not ask respondents if their organizations own their office buildings; if an organization rents its office space, the water and electric bills may go to the landlord instead of the nonprofit. In which case, the nonprofit could not monitor the bill.

Interestingly, ten organizations wrote in lighting and water conservation practices on the survey, including using motion detectors and timers, switching to compact fluorescent lights (CFLs), and installing low-flow water fixtures. One organization, a hospice, reported using a 60,000-gallon cistern to catch rainwater, which it uses to irrigate its lawn and gardens. This suggests at least some of these nonprofits (or their landlords) adopt green practices above and beyond the low-cost threshold.

Respondents Report HVAC Efficiency, But is This Significant?
Over half of respondents said their organizations set the thermostat low in the winter and high in the summer to conserve energy. The same number also said their organizations use programmable thermostats. However, like with the lighting and water practices, the significance of this depends on whether or not the organizations own their workspaces (See Appendix D).

Survey Questions About Encouraging Environmental Practices Among Staff
The next set of survey questions focused on how organizations encourage their employees to practice environmental friendliness. The questions asked about specific practices related to the following:
• Alternative transportation and telecommuting
• Green teams
• Promoting green habits

Respondents Report Telecommuting But Not Taking Alternative Transportation
Although telecommuting options were common among responding organizations, encouraging employees to use alternative transportation (e.g., carpools, public transit) was not. Six organizations said they give employees information on public transportation. Only one said it facilitates employee carpools. None said they recognize or reward employees who use alternative transportation (See Appendix E).
The follow-up questions revealed alternative transportation is inconvenient or even infeasible for some organizations. For example, one respondent said his organization is not on a bus line, and staff members travel in to work from five counties. This makes alternative transportation virtually impossible. However, another organization said carpooling is merely inconvenient because coordinating employee schedules can be a hassle.

**Few Report Having Green Teams, Possibly Because Employees Are “Stretched Thin”**

One question asked respondents if their organizations had a "Green Person" or "Green Team," an appointed employee or group of employees who oversee and promote environmental performance in an organization. Only four organizations reported having a Green Person or Team, suggesting human service nonprofits are not formally including employees in their "greening” (See Appendix E).

The follow-up questions revealed a potential reason for this. One respondent said his/her organization does not have a Green Team because "staff is reluctant to take on one more thing. We are already stretched pretty thin."

**Few Organizations Actively Promote Green Habits Among Staff**

Few organizations reported using any promotional practices to encourage green habits among staff (See Appendix E). For example, only about one-third of responding organizations post signs promoting good environmental habits or send emails giving environmental reminders or tips.

Responses to the follow-up questions provided some possible explanations for this lack of promotion. One person said "[environmental friendliness] is what most of the staff believes in and practices in their own lives, so it is [naturally] integrated into our office habits.” This suggests organizations make the same assumption Dart (2010) proposes—nonprofit employees will behave in environmentally friendly ways because of prosocial values; if organizations make this assumption, than promoting green habits among staff would be unnecessary. But is that a fair assumption to make?

**Analysis**

**Practices Come From the Top Down, Not the Bottom Up—But Why?**

The survey and follow-up responses suggest the Triangle area's human service nonprofits are using a variety of low-cost, environmentally friendly practices. Some are even going above and beyond, using motion sensors, low-flow fixtures, and more.

However, most of the adopted practices seem to come from the top down, not the bottom up. For example, although some practices were less common, the majority of respondents said their organizations use some kind of low-cost, green practice to reduce, reuse, and recycle. These practices, such as monitoring bills or deciding if the organization will use a programmable thermostat, are generally more in the hands of executive staff.

Very few organizations reported actively encouraging employee involvement in green practices. The precise reason for this is unclear, but it may stem from an assumption that nonprofit employees will "do the right thing" or from their lack of time. If a manager is sensitive to adding more weight to an already overburdened staff, it stands to reason she would shy away from encouraging green habits for fear of adding yet another responsibility. After all, the practices highlighted in this research may save money, but they also spend time.
Even if staff believe going green is the right thing to do, people have a "finite pool of worry," meaning they forget about one problem when another, more pressing problem (e.g., economic crisis) comes along. With economic concerns dominating the nonprofit sector, anything deviating from the mission is quickly forgotten.

**Organizational and Environmental Change Requires Employee Involvement**

This "finite worry" is unfortunate because encouraging green behavior in employees is crucial to creating organizational and environmental change. According to Elke Weber, a business and psychology professor at Columbia University, the earth's environmental issues (e.g., climate change) "[are] anthropogenic...If [the problem is] caused by human behavior, than the answer probably also lies in changing human behavior." The same goes for organizations. Making changes in an organization's environment and practices requires fostering change in employee behavior.

**Green Practices and Savings May Inspire Confidence in Potential Donors**

Human service nonprofits do seem to adopt a variety of environmental practices, but it is unclear if they track their savings or share the information with potential funders. Increasingly, funders look at overhead spending when deciding whether to support a nonprofit organization. One respondent noted saving money through green practices saying, "[Our organization saves money with these practices, so] I am able to show donors we are good stewards of the funds entrusted to us."

**Resulting Hypotheses**

The survey results coupled with this analysis produce the following hypotheses:

- **Human service nonprofits that do not formally promote green habits among staff members are more likely to overestimate their environmental performance.**
- **Human service nonprofits that report their green practices and resulting financial savings to donors are more likely to receive funding than those that do not.**

**Recommendations**

1. **Encourage Employee Involvement in Green Policies and Practices**

"It sounds simplistic to point out that investment in change calls for...training and developing active channels for employee input. Yet countless innovations...flop because managers neglect to...develop needed knowledge and skills and to involve people throughout the process." Involving employees in making environmental policies and adopting practices will help ensure the practices stick.

2. **Use Savings as Evidence of Efficient Spending**

As one respondent said, the savings associated with green practices shows donors and grantors how the organization maximizes its use of resources, limiting overhead costs. Since grantors and donors seem averse to overhead spending, advertising cost savings may translate into more grants and donations for the organization.

**Conclusion**

This research suggests the Triangle area's human service nonprofits are using a variety of low-cost, environmentally friendly practices. Some are even going above and beyond, using motion sensors, low-flow fixtures, and more. However, most of the adopted practices seem to come from the top down, not the bottom up. Human service nonprofits can and should involve employees in making policies and choosing practices to encourage environmental behavior. These organizations should also consider tracking savings related to green practices to support grant and donation requests.
Endnotes


2 A green product reduces its environmental impact. A sustainable product reduces its environmental impact *and* is made in a way that does not diminish natural resources. This research focuses on green, or environmentally friendly, practices.

3 For the purposes of this research, I define "low-cost" as less than five dollars or comparable to standard (i.e., "non-green") product and service prices.


6 For the purposes of this research, I used the Research Triangle Regional Partnership (RTRP) definition of "Triangle area," which includes 13 counties. Information retrieved January 27, 2012 from the Research Triangle Region website, http://www.researchtriangle.org/-accolades-tab


8 Green Plus helps small organizations increase their environmental and sustainable performance, assessing organizations' current involvement and coaching them on how to improve.

9 Although my definition of "Triangle Area" includes 13 counties, only ten appear in the sample. I could not find valid email addresses for United Way-affiliated human service nonprofits in Warren or Granville Counties. Also, no respondents from Moore County completed the survey.


Appendix A

Survey Questions

Please check the boxes or fill in the blanks with the answers that best describe your organization's environmental practices.

1. What is your organization's name? __________________________

2. Does your organization recycle?
   □ Yes
   □ No
   □ Not sure

*If you answered yes to question 2, please answer questions 3 and 4. Otherwise, skip to question 5.*

3. Does your community offer free pick-up for your recyclables?
   □ Yes
   □ No
   □ Not sure

4. Does your organization recycle the following materials at least 75% of the time?

<table>
<thead>
<tr>
<th>Material</th>
<th>Yes</th>
<th>No</th>
<th>Not Sure</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cardboard</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plastic</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glass</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Metal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*If you selected "Other," please describe:*

________________________________________________________________________________________________________

________________________________________________________________________________________________________

________________________________________________________________________________________________________

5. In what ways does your organization reuse products to reduce waste? Please check all that apply.
   □ Reuse scrap printer paper (e.g., for note taking)
   □ Opt to receive bills electronically instead of in the mail
   □ Supply reusable cups, mugs, plates, or silverware for staff to use
   □ Use second hand office furniture, equipment, or supplies whenever possible
   □ Donate or sell office furniture, equipment, supplies, etc. that your organization does not need
   □ Other (Please describe) _________________________________
   □ None of the above
   □ Not sure
6. Which of the following printing habits does your organization practice regularly (i.e., every week)? Please check all that apply.
- Electronically share documents instead of printing hard copies
- Refill printer ink cartridges instead of purchasing new ones
- Use double-sided (i.e., duplex) printing as the default setting
- Print with recycled paper
- Other (Please describe) ________________________________________________________________
- None of the above
- Not applicable
- Not sure

7. Does your organization use any of the following practices to improve its lighting efficiency? Please check all that apply.
- Maximize natural light by opening blinds, shades, etc.
- Use task lighting, (e.g., use a desk lamp instead of bright overhead lights to illuminate the workspace)
- Monitor the electric bill to ensure efficient energy use
- Other (Please describe) ________________________________________________________________
- None of the above
- Not sure

8. Does your organization use any of the following water conservation practices? Please check all that apply.
- Consider water flow when replacing damaged or outdated fixtures
- Monitor the water bill to ensure efficient water use
- Other (Please describe) ________________________________________________________________
- None of the above
- Not applicable
- Not sure

9. Which of the following heating and cooling practices does your organization use? Please check all that apply.
- Seal air leaks around doors and/or windows
- Control office temperature by opening or closing windows (instead of turning on the heat or air)
- Set the thermostat to a higher temperature in the summer and a lower temperature in the winter
- Use a programmable thermostat to preset temperature changes
- None of the above
- Not applicable
- Not sure

10. Does your organization allow employees to work from home one or more days per week (i.e., telecommuting)?
- Yes
- No
- Not applicable
- Not sure
11. Does your organization use any of the following practices to encourage employees’ use of alternative transportation (e.g., carpooling, public transit)? Please check all that apply.
☐ Facilitate employee carpooling
☐ Share information about public transportation options
☐ Share information about best practices for biking to work
☐ Hold an organization-wide bike or carpool to work day
☐ Recognize or reward employees who use transportation methods
☐ Other (Please describe) _________________________________________________________________

12. Does your organization have an assigned employee or group that oversees environmental performance in your organization (i.e., a Green Person or Green Team)?
☐ Yes (Please describe) _________________________________________________________________
☐ No
☐ Not sure

13. In what ways does your organization promote good environmental habits (e.g., turning off lights, recycling office paper) among its employees? Please check all that apply.
☐ Post signs throughout the workplace
☐ Send emails to staff with environmental reminders/tips
☐ Hold staff meetings or sessions with a Green Team
☐ Other (Please describe) _________________________________________________________________

Fill in the blanks with the answers that best represent your organization's demographics.

14. How many employees work for your organization?
   Full-time______________________ Part-time______________________

15. How many volunteers actively assisted your organization last year?
   Full-time______________________ Part-time______________________

16. What is your organization's annual budget (in dollars)?
   _____________________________________________

17. Would you be willing to answer follow-up questions if we have any? If so, please give us your email address or work phone number.
   _____________________________________________
   _____________________________________________

Please write any comments you have below.
   _____________________________________________
   _____________________________________________

Thank you for your participation!
### Respondents Per County Compared to Population Per County

<table>
<thead>
<tr>
<th>County</th>
<th>Number of Organizations Contacted</th>
<th>Number of Respondents</th>
<th>Percent of Respondents</th>
<th>Population*</th>
<th>Percent of Total Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chatham</td>
<td>13</td>
<td>5</td>
<td>14%</td>
<td>63,505</td>
<td>3%</td>
</tr>
<tr>
<td>Durham</td>
<td>18</td>
<td>5</td>
<td>14%</td>
<td>267,587</td>
<td>14%</td>
</tr>
<tr>
<td>Franklin</td>
<td>1</td>
<td>1</td>
<td>3%</td>
<td>60,619</td>
<td>3%</td>
</tr>
<tr>
<td>Harnett</td>
<td>8</td>
<td>2</td>
<td>5%</td>
<td>114,678</td>
<td>6%</td>
</tr>
<tr>
<td>Johnston</td>
<td>5</td>
<td>1</td>
<td>3%</td>
<td>168,878</td>
<td>9%</td>
</tr>
<tr>
<td>Lee</td>
<td>11</td>
<td>2</td>
<td>3%</td>
<td>57,866</td>
<td>3%</td>
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<tr>
<td>Moore</td>
<td>7</td>
<td>0</td>
<td>0%</td>
<td>88,247</td>
<td>5%</td>
</tr>
<tr>
<td>Orange</td>
<td>12</td>
<td>7</td>
<td>19%</td>
<td>133,801</td>
<td>7%</td>
</tr>
<tr>
<td>Person</td>
<td>8</td>
<td>2</td>
<td>5%</td>
<td>39,464</td>
<td>2%</td>
</tr>
<tr>
<td>Vance</td>
<td>11</td>
<td>2</td>
<td>5%</td>
<td>45,422</td>
<td>2%</td>
</tr>
<tr>
<td>Wake</td>
<td>21</td>
<td>10</td>
<td>27%</td>
<td>900,993</td>
<td>46%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>115</strong></td>
<td><strong>37</strong></td>
<td><strong>100%</strong></td>
<td><strong>1,941,060</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>


### Budget and Staff Sizes for Responding Organizations

<table>
<thead>
<tr>
<th></th>
<th>Number of Respondents</th>
<th>Median</th>
<th>Range</th>
<th>Minimum - Maximum</th>
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<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>27</td>
<td>$525,000</td>
<td>$21,955,000</td>
<td>$45,000 - $22,000,000</td>
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<tr>
<td><strong>Full-time Employees</strong></td>
<td>30</td>
<td>7.5</td>
<td>89</td>
<td>1 – 90</td>
</tr>
<tr>
<td><strong>Part-time Employees</strong></td>
<td>29</td>
<td>3</td>
<td>80</td>
<td>0 – 80</td>
</tr>
</tbody>
</table>
Appendix C

Organization Recycles

<table>
<thead>
<tr>
<th>Answer</th>
<th>Responses (Number)</th>
<th>Responses (Percent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>34</td>
<td>87%</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>10%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>100%</td>
</tr>
</tbody>
</table>

Organization recycles the following materials at least 75% of the time

<table>
<thead>
<tr>
<th></th>
<th>Paper</th>
<th>Cardboard</th>
<th>Plastic</th>
<th>Glass</th>
<th>Metal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>30</td>
<td>30</td>
<td>33</td>
<td>26</td>
<td>22</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Not Sure</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Total Responses</td>
<td>34</td>
<td>34</td>
<td>34</td>
<td>34</td>
<td>34</td>
</tr>
</tbody>
</table>

Reuse Practices

<table>
<thead>
<tr>
<th>Practice</th>
<th>Number of Organizations Responding to Question</th>
<th>Number of Organizations Adopting Practice</th>
<th>Percent of Organizations Adopting Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use scrap paper</td>
<td>38</td>
<td>33</td>
<td>87%</td>
</tr>
<tr>
<td>Supply reusable cups, plates, etc.</td>
<td>38</td>
<td>20</td>
<td>53%</td>
</tr>
<tr>
<td>Use second hand materials</td>
<td>38</td>
<td>32</td>
<td>84%</td>
</tr>
<tr>
<td>Donate or sell unneeded materials</td>
<td>38</td>
<td>31</td>
<td>82%</td>
</tr>
</tbody>
</table>
### Appendix D

#### Reduce Practices

<table>
<thead>
<tr>
<th>Practice</th>
<th>Number of Organizations Responding to Question</th>
<th>Number of Organizations Adopting Practice</th>
<th>Percent of Organizations Adopting Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Printing Habits</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share files electronically</td>
<td>39</td>
<td>35</td>
<td>90%</td>
</tr>
<tr>
<td>Refill ink cartridges</td>
<td>39</td>
<td>8</td>
<td>21%</td>
</tr>
<tr>
<td>Use duplex printing as default setting</td>
<td>39</td>
<td>19</td>
<td>49%</td>
</tr>
<tr>
<td>Use recycled paper</td>
<td>39</td>
<td>20</td>
<td>51%</td>
</tr>
<tr>
<td><strong>Lighting Efficiency</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhance natural lighting</td>
<td>38</td>
<td>31</td>
<td>82%</td>
</tr>
<tr>
<td>Use task lighting</td>
<td>38</td>
<td>13</td>
<td>34%</td>
</tr>
<tr>
<td>Monitor electric bill</td>
<td>38</td>
<td>15</td>
<td>39%</td>
</tr>
<tr>
<td><strong>Water Conservation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consider water flow when buying new fixtures</td>
<td>39</td>
<td>8</td>
<td>21%</td>
</tr>
<tr>
<td>Monitor water bill</td>
<td>39</td>
<td>15</td>
<td>38%</td>
</tr>
<tr>
<td><strong>HVAC Efficiency</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seal air leaks</td>
<td>39</td>
<td>14</td>
<td>36%</td>
</tr>
<tr>
<td>Open and close windows to control temperature</td>
<td>39</td>
<td>13</td>
<td>33%</td>
</tr>
<tr>
<td>Lower thermostat in winter, raise it in summer</td>
<td>39</td>
<td>21</td>
<td>54%</td>
</tr>
<tr>
<td>Use programmable thermostat</td>
<td>39</td>
<td>21</td>
<td>54%</td>
</tr>
</tbody>
</table>
# Appendix E

## Encouraging Environmental Practices Among Staff

<table>
<thead>
<tr>
<th>Practice</th>
<th>Number of Organizations Responding to Question</th>
<th>Number of Organizations Adopting Practice</th>
<th>Percent of Organizations Adopting Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommuting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allow staff to telecommute at least once a week</td>
<td>39</td>
<td>18</td>
<td>46%</td>
</tr>
<tr>
<td>Alternative Transportation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitate carpooling</td>
<td>37</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Share information about public transit</td>
<td>37</td>
<td>6</td>
<td>16%</td>
</tr>
<tr>
<td>Share information about biking to work</td>
<td>37</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Hold &quot;Bike or Carpool to Work Days&quot;</td>
<td>37</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Recognize employees who use alternative transportation</td>
<td>37</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Green Teams</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have a green team or person</td>
<td>39</td>
<td>4</td>
<td>10%</td>
</tr>
<tr>
<td>Promoting Green Habits</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Post signs</td>
<td>38</td>
<td>15</td>
<td>39%</td>
</tr>
<tr>
<td>Send reminder emails</td>
<td>38</td>
<td>9</td>
<td>24%</td>
</tr>
<tr>
<td>Hold sessions with Green Team</td>
<td>38</td>
<td>1</td>
<td>3%</td>
</tr>
</tbody>
</table>