



The dumpsters in Anaktuvuk Pass are painted with slogans that reflect community values. Paxson Woelber / [CC BY SA 3.0](https://creativecommons.org/licenses/by-sa/3.0/)

Community-Based Social Marketing for Tribal Environmental Professionals

Workshop 1
November 3, 2020





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Introduction and Welcome

- Meet your instructor: Brenna Thorpe
- Please share your name and Tribe/organization in the chat box.

What is one behavior you have observed among community residents that needs to change?



What interests you about this training?



•••• What is one environmental behavior that you would like to have adopted within your Tribe?





Welcome

- CBSM Overview
- Step 1. Selecting Behaviors to Promote in a CBSM Pilot Plan
- Step 2. Identifying and Addressing Benefits and Barriers
- Step 3. (Part 1) Developing Messaging for a CBSM Pilot

The dump in Igiugig before and after a waste backhaul operation.
Alaska Department of Environmental Conservation



What Is Community Based Social Marketing (CBSM)?

- CBSM is a concentrated effort to **change or start a behavior** in a group of people by creating motivation and helping them to overcome specific barriers.
- A CBSM program has 5 steps:

1. Select audience and behaviors to promote.

2. Identify barriers to and benefits of behavior.

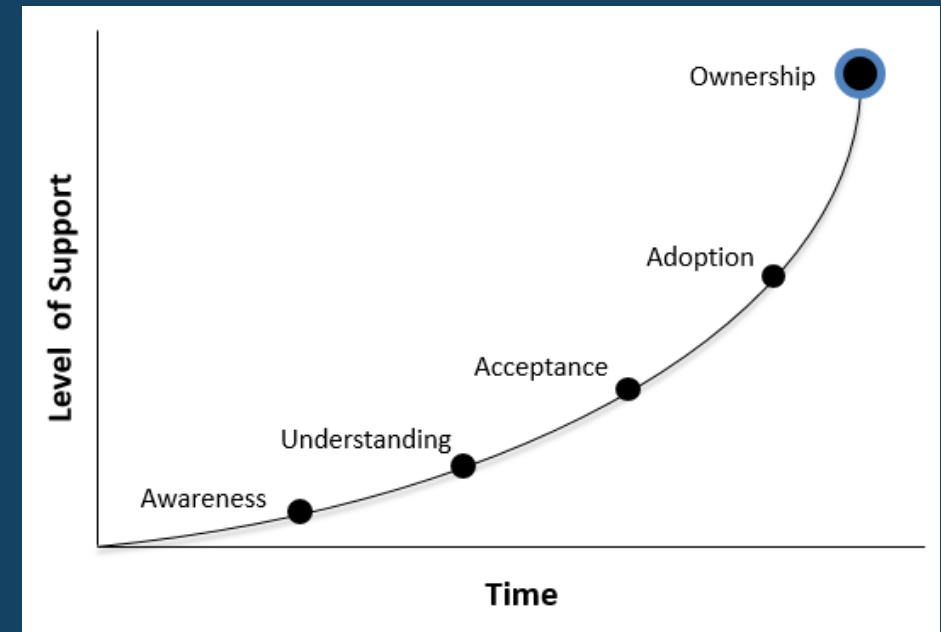
3. Design a behavior change strategy.

4. Pilot the strategy within target community.

5. Evaluate impacts of strategy.

What Is Community Based Social Marketing (CBSM)?

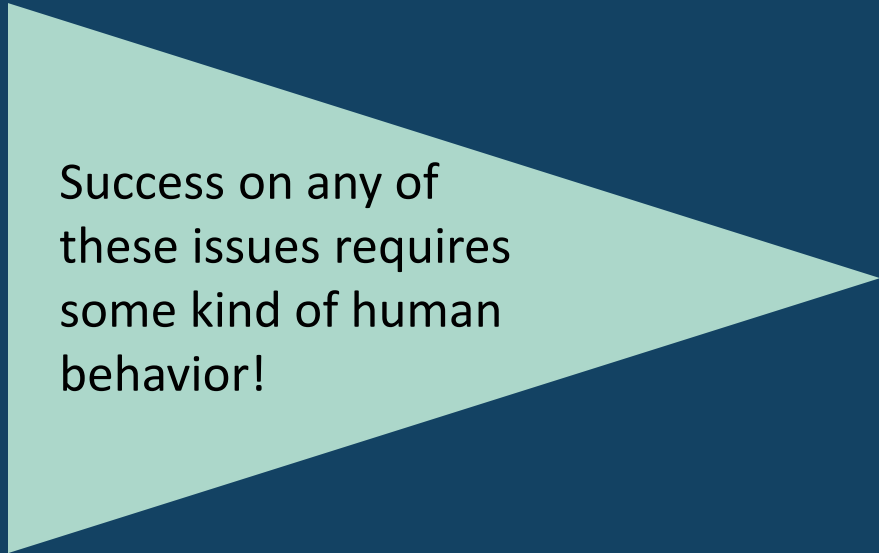
- Dr. Doug McKenzie-Mohr is the founder of CBSM, and his website includes a digital version of his book 'Fostering Sustainable Behavior' (www.cbsm.com).
- His work incorporates scientific knowledge and psychology research into design and delivery of community programs to change behavior.
- CBSM goes beyond simple outreach to create more community-level engagement.
 - Outreach can create awareness and understanding.
 - CBSM programs are needed to reach acceptance and adoption of behaviors.
 - If you're at this workshop – you are already taking ownership!





What behaviors does CBSM target?

- CBSM.com features resources and case studies about all kinds of CBSM projects – especially Sustainability projects!
 - Pesticide Use
 - Managing Invasive / Native Plants
 - Energy Efficiency
 - Carpooling / Mass Transit
 - Composting
 - Recycling / Reusing
 - Water Efficiency / Landscape Watering
- CBSM can also be used for Health and Safety campaigns (e.g., healthy diets, cancer screenings, flood safety, distracted driving), but this training focuses on environment.



Success on any of these issues requires some kind of human behavior!

CBSM Examples and Lessons Learned from Tribes

During this workshop, we will reference CBSM examples, specifically around recycling from:

- California – Pala Band of Mission Indians
- Arizona –
 - Ak-Chin Indian Community
 - Gila River Indian Community
 - Tohono O’odham Nation
- Minnesota – Fond du Lac Tribal and Community College





CBSM STEP 1:

Select Behaviors to Promote or Change in a Pilot Project

Step 1: How to Select Behaviors

- Begin the CBSM process with an open mind; don't assume the behavior has already been picked.
- Selecting the optimal behavior change to target requires effort and research.
- Ensure the issue can be directly tied to the behavior of individuals.
- A behavior selected for a CBSM Pilot Plan must be specific (vague behaviors make for poor pilots):
 - NOT: 'Increase recycling'
 - INSTEAD: 'Increase quality of household recycling in neighborhood X by reducing contamination in curbside bins.'





Step 1: How to Select Behaviors – Specificity

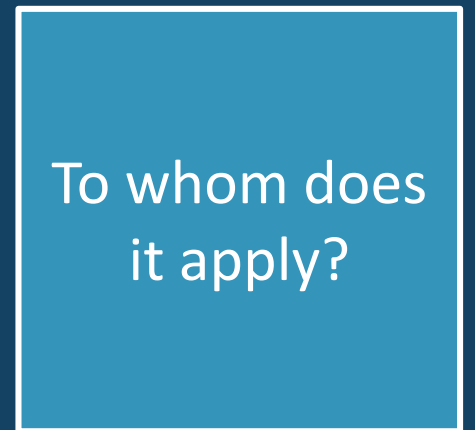
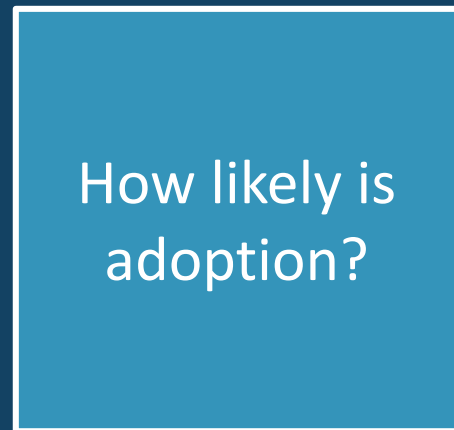
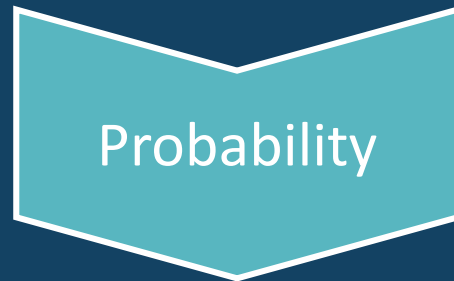
When considering how specific of a behavior to select, think of:

- Divisibility – is the behavior non-divisible, or can it be broken down?
 - Ex: “Composting” could be divided into “composting at the office” or “composting at home” (and the latter could even be split into backyard or drop-off).
 - “Composting food waste in a backyard bin” – non-divisible!
- Behavioral Chains – what sub-actions are associated with this behavior? Are they the behaviors to target, or are they just barriers?
 - Ex: Placing food scraps in compost bins is a behavior, but what else do you need? Need to learn what type of composting will work best for the volume and composition of your materials and the climate in your community. Need to know where to purchase supplies, how to begin composting, and have the skills to safely manage a compost pile.



Step 1: How to Select Behaviors

Evaluate potential target behaviors for each of these four key considerations:





Step 1: How to Select Behaviors

Using considerations around composting behavior as an example, some questions:

- Impact (that the behavior will have):
 - Is this important in our Tribe's waste stream, or are other things more critical?
 - Will we benefit from avoiding tipping fees on food waste?
 - Do we have gardens that would benefit from compost?
- Probability (that people will do the behavior):
 - Are we providing resources (bins) to households, or expecting people to do this on their own?
 - Are we placing bins next to trash/recycling in Tribal facilities and minimizing difficulty?
 - How easy will we make this for our target audience?



Step 1: How to Select Behaviors

Using considerations around composting behavior as an example, some questions:

- Penetration:
 - Are many folks in the Tribe already composting?
 - (If no, this is an area that could benefit from CBSM to get a jumpstart on this effort.)
- Applicability:
 - Do we want to focus on Tribal employees and staff/businesses in buildings and offices in our community?
 - Do we want to focus on residences?
 - Whom in the office / household will be responsible for these behaviors?



Step 1: How to Select Behaviors – Research

Depending on the time, personnel, and financial resources available to you, different research methods can be used to help select behaviors:

- Waste Characterization Study (Data Collection / Analytics) – can identify issues in waste stream
- Interviews or Meetings –
 - When done with subject matter experts, can identify places where human behavior is the issue and if the department has resources necessary to help change behavior.
 - When done with community leaders, can ensure the selected behavior is important to the Tribe.
- Case Studies (Literature Review) – reach out or search online to see if Tribes have already used CBSM to change behaviors in a fashion similar to your goals.



Step 1: How to Select Behaviors – Results

When this step is complete, you should have identified several things:

- ✓ Behavior – e.g., compost waste
- ✓ Location – e.g., in residential backyards
- ✓ Audience – e.g., homeowners or heads of household
- ✓ Timing – e.g., over the course of three months

The audience(s) might be easy to overlook, but are very important.

- Ensure that the selected behavior has an audience (more than one is okay, but be careful: don't assume they share the same barriers!).
- The audience may change slightly as you develop your CBSM Pilot, so you can revisit this aspect if research requires it.

Example: Gila River Indian Community

Research in this step consisted of:

- Analysis of pre-assessment questionnaires sent to Tribe (included questions about the recycling program, previous efforts, challenges, etc.)
- A set of kickoff calls/meetings (three over several months, digging deeper into existing efforts and challenges)

Specific behavior chosen: Increase the quantity of households in X neighborhood participating in curbside recycling.

The Tribe did not experience major issues with the quality of recyclables, but saw a low percentage of households participating.

“As Indian people, we should be guardians of the environment. Look at what is going on in South Dakota, where they are protecting the water. We should protect our environment, and this is just one small way.”
- Recycling focus group, 2016



Worksheet Exercise #1



Use this time to work through steps that will help you select a sustainable behavior

1. What is your general area of concern (e.g., increasing recycling rates)?
2. What subset of that concern could have the biggest impact, if human behavior was changed (e.g., properly separating recyclables)?
3. What is your general target audience (e.g., homeowners)?
4. What is the location that behaviors need to be changed in (e.g., homes, specifically those without comingled recycling services)?
5. Can you make the behavior even more precise (e.g., separating glass, plastics, and paper into their own bins)?

Please be ready to share your answers!

5 MINUTE BREAK



CBSM STEP 2:

Identify Benefits of
and Barriers to
Behavior Change

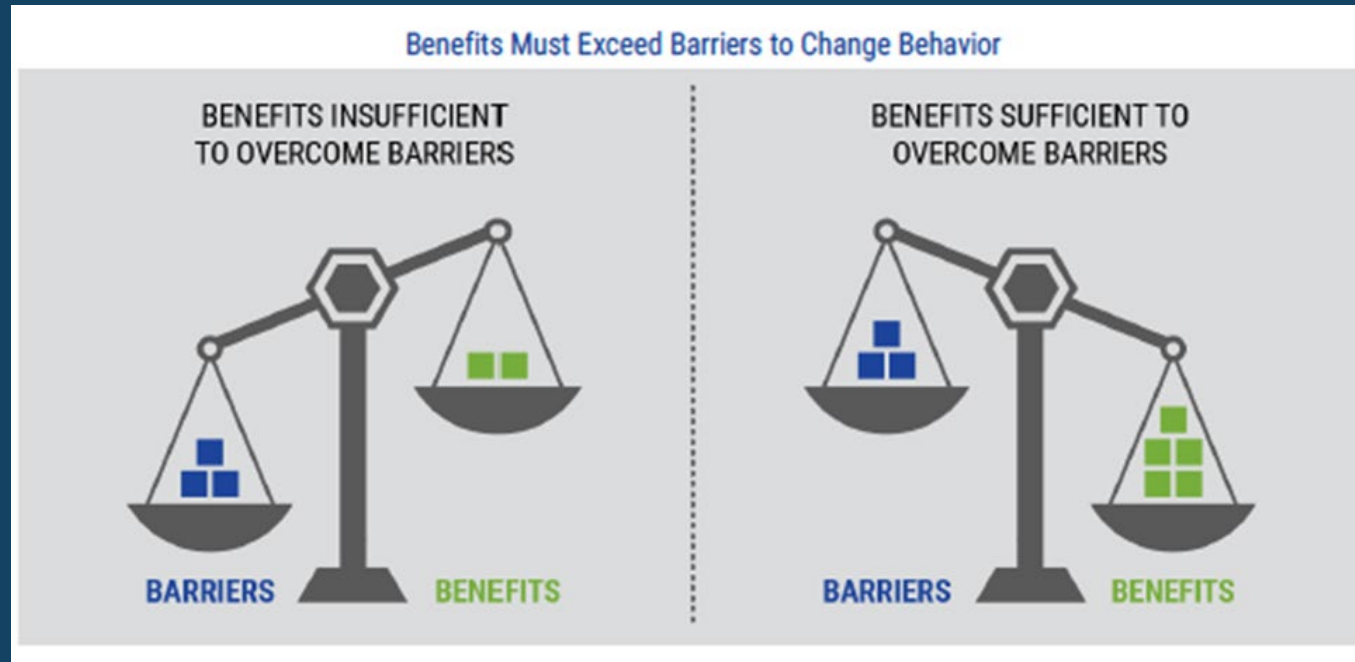




Step 2: Identifying Benefits And Barriers

Identify both benefits and barriers to behavior change:

- These are two different forms of motivation (start with barriers, so you know what needs to be overcome).
- Avoid assumptions about what benefits and barriers exist.





Step 2: Identifying Barriers

- **Barrier:** Anything that currently prevents, or reduces the probability of, a person engaging in the desired behavior
 - Identify the most important barriers on which to focus resources
 - Barriers are behavior-specific and may vary between individuals
 - Barriers can be internal or external





Step 2: Identifying Barriers

INTERNAL:

- Knowledge
- Motivation
- Perceptions
- Assumptions

“Reducing my water use doesn’t matter.”

“It doesn’t seem like there is anywhere I can reduce my family’s water use.”

EXTERNAL:

- Lack of Access
- Difficulty
- Cost

“I can’t afford/install a low-flow faucet.”

“My house is too old; I can’t fix the leaks.”



Step 2: Identifying Benefits

- **Benefit:** Anything that increases the probability of a person engaging in or changing the desired behavior
- Benefits don't just pertain to the individual ("Internal"), but also how the behavior changes may help 'Externally':
 - The Tribe's well-being
 - The greater community
 - The environment
 - Future generations
- Benefits can be both the natural result of the behavior change, and/or something new that is injected by the CBSM pilot (e.g., monetary award for a competition)



Step 2: Identifying Benefits

INTERNAL:

- Tangible Benefits
- Emotions
- Satisfaction

“I can save money on my water bill by reducing my use.”

“Participating in this competition will be fun for my family.”

EXTERNAL:

- Community
- Future Generations
- Environment

“Reducing water use will help ensure there aren’t shortages in my community.”

“Freshwater supplies are endangered, so I want to do better.”



Step 2: Identifying Barriers and Benefits – Research

The following research techniques can help identify barriers and benefits:

Questionnaires



Literature Reviews

Communications Audits



Meetings

Observations



Data Analytics

Focus Groups



Surveys

NOTE: If time and resources are limited, focus on literature reviews and “intercept surveys”.



Step 2: Identifying Barriers and Benefits – Research

- The following charts describe research methods in a little more detail, including the general estimated Level of Effort (LoE)
- The research methods should be used throughout the planning of the CBSM pilot program (here we will discuss them as they relate to barriers/benefits):

Research Method: Literature Review	LoE
<ul style="list-style-type: none">• An assessment of:<ul style="list-style-type: none">• CBSM literature and best practices (e.g., CBSM.com)• Case studies related to effort (e.g., results from other Tribes' pilots)• Materials can be found online and from contacts at other Tribes / the EPA• Literature Review can reveal barriers and benefits that others have identified, and how they did or didn't choose to address them	Low



Step 2: Identifying Barriers and Benefits – Research

Research Method: Observations

LoE

- Observe things related to your effort unobtrusively (e.g., seeing how many faucets left dripping at office)
- May reveal new barriers of which you weren't previously aware

Med
- High

Research Method: Data Analytics

LoE

- Obtain and review existing tribal data related to the subject of CBSM (e.g., water consumption, well-related data)
- Metrics can help add numeric element to potential benefits (e.g., how much money that Tribe spends on wastewater treatment)
- May need help of subject matter expert to unpack/understand information

Med



Step 2: Identifying Barriers and Benefits – Research

Research Method: Questionnaires / Interviews with Subject Matter Experts	LoE
<ul style="list-style-type: none">• A document to be sent to Subject Matter Experts (e.g., utilities / water department) or used as an interview guide to ask targeted questions• Will help identify external-type barriers as opposed to Internal	Low
Research Method: Meetings	LoE
<ul style="list-style-type: none">• Using regular calls / meetings to discuss and refine other research findings• Keeping careful notes is key	Med
Research Method: Communications Audit	LoE
<ul style="list-style-type: none">• Reviewing existing communications to identify any professed barriers and benefits (e.g., responses to Tribe’s Facebook post encouraging saving water)	Low



Step 2: Identifying Barriers and Benefits – Research

Research Method: Focus Groups	LoE
<ul style="list-style-type: none">• Moderate a structured conversation with ~6-8 members of community• Ask probing questions designed to elicit genuine barriers and benefits from participants; discuss how barriers may be overcome, benefits emphasized• May be difficult to ensure attendance	High
Research Method: Surveys / ‘Intercept Surveys’	LoE
<ul style="list-style-type: none">• A method to get insights in a more anonymous, widespread manner• Ask similar questions to a focus group, but can feature structured questions (e.g., rank these benefits in the order they motivate you to save water)• Intercept surveying involves stopping folks and asking them two simple questions – one about barriers, one about benefits	Med - High

Example: Ak Chin, Gila River, and Tohono O'odham

Barriers

- **Apathy** - just not caring about recycling
- **Lack of Knowledge** - unaware of what / when / how to recycle
- **Lack Time / See as Chore** - people think it takes a lot of time to recycle, and it is easier to throw trash away
- **Feeling Discouraged** - it is hard to see the impact of individual action and people feel they can't make a difference, especially when they see trash/items lying around the community, or few other homes recycling
- **Lack Resources** - some homes lacked bins or hadn't requested them (Ak Chin, Gila River), or are unaware of where drop-off bins are (Tohono O'odham)

Example: Ak Chin, Gila River, and Tohono O'odham

Benefits

- **Reducing Environmental Impact** - messaging about decomposition times of recyclables and items polluting the environment resonated; people see recycling as a way to mitigate damage to the environment surrounding their community
- **Acting in Line With Cultural Heritage** - the idea that communities have a cultural obligation to protect Mother Earth resonated strongly with Tribal members
- **Saving Money for the Community** - recycling's ability to reduce landfill tipping fees made participants feel as though they were helping the community

Example: Ak Chin, Gila River, and Tohono O'odham

Research



- **Questionnaire** – sent to the solid waste departments in advance of CBSM planning; this had information on things like recycling bin distribution



- **Literature Review** – an EPA contractor reviewed case studies from similar efforts (in Tribes and external locations, e.g. college campuses, military bases)



- **Meetings** – kickoff meetings were able to develop some theories of barriers and benefits in discussions with individuals who would plan CBSM pilot



- **Focus Groups** – after gathering information from the previous three research methods, an EPA contractor moderated one focus group with each Tribe, and specifically asked participants to discuss and name barriers and benefits

Worksheet Exercise #2



For the following, think of the behavior you chose at the end of Step 1.

- What do you think are some common barriers to this behavior at your Tribe? Specifically, with your target audience? List at least three barriers. Note if they are internal or external.
- Do you struggle with this behavior at all yourself? Do any of the barriers above apply to you or people you know? For this initial brainstorming exercise, these questions can help you begin to validate your selected behavior and barriers.
- What do you think are some benefits connected to this behavior at your Tribe? Are there any motivations that you think would provide enough benefit to drive change? Specifically, with your target audience? List at least three benefits.
- Can you think of a time you, or someone you know, adopted a sustainable behavior due to its benefits?
- What research methods do you think would work best for you to investigate benefits and barriers at your Tribe?

Please be ready to share your answers!



CBSM STEP 3:

Developing a Strategy

Part 1: Developing
Messages to Overcome
Barriers and Enhance
Benefits



Step 3: Creating the Behavior Change Strategy

- Creating the CBSM strategy consists of two primary things:
 - **Messages** – how will we communicate these efforts in a way that encourages participation and also enhances benefits / overcomes barriers?
 - **Tools** – what mechanisms will we use to enhance benefits and overcome barriers?





Step 3: Creating the Behavior Change Strategy – Messaging

- Messaging = the language that you will use when discussing the CBSM Pilot.
- General tips for generating a set of messages:
 - ✓ Don't assume messages from existing non-CBSM outreach activities are the best – if there are still barriers and people aren't taking action, current messages may not be working
 - ✓ Ensure messages relate directly to barriers and benefits
 - ✓ Make messages consistent across all communications channels and tools
 - ✓ Ensure that messages are clear and memorable
 - ✓ Always consider your audience
 - ✓ Create an approved 'message platform' with themes and facts about the behavior that can be pulled from when creating new flyers, posts, etc.



Step 3: Creating the Behavior Change Strategy – Messaging

- Research to create a ‘message platform’:



- Focus groups and/or surveys can gather information on what type of messages would motivate individuals (e.g., enhancing Internal and External benefits, combatting Internal barriers)



- Communications audits can identify messages used in previous similar efforts and may provide insight on how they were received (e.g., reviewing Facebook posts around Earth Day efforts and seeing what residents say in the comments)



- Focus groups and questionnaires/interviews can reveal interesting facts and relevant anecdotes in the Tribe’s history

- The resulting ‘message platform’ will include several themes, with underlying facts and messages that can be used across tools (Tools will be discussed in Workshop #2).

Example: Ak Chin, Gila River, and Tohono O'odham

Messaging Platform Theme #2:

Community

- Emphasize that this is a community effort (“we”) for all that will benefit all and falls in line with culture (“himdag”).
- Focus group participants indicated that community and family are strong motivators to recycle by fostering word of mouth discussion.
- The Tribe (Ak Chin) knew the recycling driver, Rosie, and she was willing to be tied into the messaging.
- Simple messages like “Ak Chin recycles” and use of “us” phrasing tie into social norms.

Every Thursday is
BLUE BIN DAY!

Ak Chin recycles,
and we want the
community to know it.

**Rosie needs
your help!**

Join us in putting
your bins out during
every pickup, no
matter how full.

Don't have a bin?
REQUEST ONE TODAY
from DPW!

It's as easy as:

- 1** Set up your recycling inside –
use a small bin or cardboard
box in your kitchen!
- 2** Fill up your bin with clean,
correct recyclables
throughout the week!
- 3** Dump your recyclables in
your big blue bin and wheel
it out on collection day!

Ask how you can
start recycling
TODAY!

Put out your bin with all contents
CLEANED and **CORRECT** for the
chance to receive recognition!

Plastic bags Caps on plastic bottles Glass

It isn't hard – start recycling today. Sanitation Department (520) 568-1190

Example: Ak Chin, Gila River, and Tohono O'odham

Messaging Platform Theme #2:

Community

- At [Tribe], we recycle. It is a part of our heritage, and how we should live today.
- Members around our community recycle – your friends, family, or neighbors. Ask them about their experience and how you can learn to recycle today.
- [Tribe] spends \$60 / ton when we take trash to the landfill, but recycling is free. Help the community save money by recycling.
- Our community is beautiful – help keep it that way by recycling your bottles, cans, and paper instead of throwing them outdoors or in the trash.
- [TO] Did you know a member of our community builds beautiful bricks from recycled glass that are used around Tohono O'odham, including the Cultural Center? Recycle your glass and help your community.

Example: Ak Chin, Gila River, and Tohono O'odham

Messaging Platform Theme #3:

Simplicity

- Describe recycling as a simple act and provide quick 'how to' tips.
- Focus group participants reported they are confused about what to recycle, or think it takes a lot of time.
- Behavior change theory holds that the simpler a behavior, the more likely someone will adopt it.
- Existing tools (flyers, tip sheets) weren't as clear about what can and can't be recycled, leading to contaminated bins.

**Recycling is easy -
as long as you know
what goes in the bin!**

YES

- CARDBOARD** - Must be flattened and clean (no greasy pizza boxes or fast food packaging!)
- PLASTIC #1-5** - Must be rinsed and have any small bottle lids removed!
- CANS** - Both aluminum (drinks) and steel (food), rinsed out.
- PAPER** - Newspapers, magazines, junk mail, office paper.

NO

- STYROFOAM** - no packaging or plates/cups.
- GLASS** - you can bring them separately to a local facility if you'd like!
- PLASTIC BAGS** - small grocery bags or garbage bags holding your items.
- PIZZA BOXES**
- LIDS ON BOTTLES**
- PLASTIC #6-7**

Please contact the Sanitation Department at (520) 568-1190 if you have any questions or would like to request a bin!
Please be respectful of Ak Chin recycling staff - incorrect or dirty items must be separated and thrown in the trash, which takes up more of their time.

Example: Ak Chin, Gila River, and Tohono O'odham

Messaging Platform Theme #3:

Simplicity

- Recycling is easy.
- [GR] Recycling is simple – all you need is one extra bin or box in your kitchen, and to put it in your roll-out recycling bin on pickup day.
- [AC] Recycling is simple – just call the Department of Public Works and request a recycling bin today to get started.
- [TO] Recycling is simple – all you need is an extra bin or box in your kitchen, and to take the materials to a dropoff bin on your way to errands or work.
- Recycling is easy, just learn what you can and can't recycle, and make sure items are clean before you toss them in the bin.

Worksheet Exercise #3



For the following, think of the behaviors, barriers, and benefits you've identified.

- Does your Tribe currently use any messages to try to change this behavior through outreach? If so, what themes or messages do you see?
- Do you notice any of the messages trying to help people overcome barriers, or enhance the behavior's benefits?
- Thinking of a variety of potential messaging themes, which ones do you think would resonate best with your Tribe, and why?
 - Environment
 - Money
 - Community
 - Family / Kids
 - Simplicity / Ease

Please be ready to share your answers!

THANK YOU!

Reminder - Quick Evaluation

We will be emailing you a copy of today's slides.

If you would like to connect with other Tribes working on similar focus areas as you, please fill out this form with a description of your focus area and your contact information: https://www.surveymonkey.com/r/EPA_CBSM

Remember to log in again at this same time, next Tuesday 11/10, for Workshop 2.

See you then!

Any questions, please email Angel Ip, ip.angel@epa.gov or Jenny Stephenson, stephenson.jenny@epa.gov



The dumpsters in Anaktuvuk Pass are painted with slogans that reflect community values. Paxson Woelber / [CC-BY-SA-3.0](https://creativecommons.org/licenses/by-sa/3.0/)

Community-Based Social Marketing (CBSM) for Tribal Environmental Professionals

Workshop 2
November 10, 2020





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Introduction and Welcome to Part 2

- Please share your name and Tribe/organization in the chat box.
- Brief re-introductions
- Recap of Steps 1, 2, and 3 (part 1)
- Questions/Answers from last session



RECAP: Community-Based Social Marketing (CBSM) Workshop 1

Step 1. Select audience and behaviors to promote.

Ex: (Behavior) Initiate backyard composting in Neighborhood X.

Ex: (Audience) Homeowners or heads of household.



RECAP: Community-Based Social Marketing (CBSM) Workshop 1

Step 2. Identify barriers to and benefits of behavior.

Ex: (Barriers) Composting is unsanitary; afraid it will attract pests; I do not have a composting bin.

Ex: (Benefits) I will get soil for my garden or for the community; it will be a family activity or project.



RECAP: Community-Based Social Marketing (CBSM) Workshop 1

Step 3, Part 1. Design messages for a behavior change strategy.

Ex: (Environment) Composting diverts waste away from landfills, avoiding greenhouse gas emissions.

Ex: (Culture) Did you know your food waste can be repurposed to grow new flowers and foods? Self-sufficiency is an important part of our heritage – learn how to compost in your yard today.

Questions/Answers from Steps 1, 2, and 3 (Part 1)

Example Waste and Recycling Observation Checklist

Date of Observation: _____

Name and E-mail Address: _____

Recycling Bin Location:	Is garbage bin located with recycling bin? Y or N	Are recycling signs clearly visible? Y or N	For each material, indicate estimated percentage of the total recyclables in the bin. <i>Add more materials if needed.</i>		Estimate amount of garbage present in recyclable bin (estimated percentage of all material in the bin).	Estimate amount of recyclables present in garbage bin (estimated percentage of all material in the bin).
<i>Insert locations of recycling bins.</i>	<i>Revise this research question based on your project.</i>	<i>Revise this research question based on your project.</i>	Cans		<i>Include quantitative measures in your survey to support research and evaluating your projects.</i>	<i>Include quantitative measures in your survey to support research and evaluating your projects.</i>
			Plastic bottles			
			Paper			
			Other:			
Cafeteria			Cans			
			Plastic bottles			
			Paper			
			Other:			
Classroom #1			Cans			
			Plastic bottles			
			Paper			
			Other:			
Dorm			Cans			
			Plastic bottles			
			Paper			
			Other:			



Welcome

- Step 3. (Part 2) Selecting Tools and Designing a Strategy
- Step 4. Developing a CBSM Project and Implementation Plan
- Step 5. Considerations for Evaluating Success

The dump in Igiugig before and after a waste-backhaul operation.
Alaska Department of Environmental Conservation



CBSM STEP 3:

Developing a Strategy
Part 2: Selecting Tools
and Designing a CBSM
Strategy



Step 3: Creating the Behavior Change Strategy

RECAP: Workshop 1 focused on Step 3, Part 1: Developing messages and creating a message platform. Workshop 2 will cover Step 3, Part 2: Developing the tools that will comprise a CBSM pilot or strategy. Those tools will reference the messages developed.

- Creating the CBSM strategy consists of two primary things:
 - **Messages** – how will we communicate these efforts in a way that encourages participation and also enhances benefits / overcomes barriers?
 - **Tools** – what mechanisms will we use to enhance benefits and overcome barriers?





Step 3: Creating the Behavior Change Strategy – Tools

- Identify which CBSM Strategy Tools best address the barriers, and consider a wide variety of options (more detail on the coming slides, examples below)

Barriers	Example Strategy Tools
<u>Structural / External Barriers</u> – “I can’t control the heat in my office”	<u>Convenience</u> – create a simplified system to submit work requests
<u>Lack of Motivation</u> – “Saving electricity doesn’t matter”	<u>Communication, Incentives</u> – explain how reduced use helps save money
<u>Forget to Act</u> – “I never remember to turn off the lights”	<u>Prompts</u> – place small stickers near light switches to remind
<u>Lack of Social Pressure</u> – “No one else here cares to save energy”	<u>Commitments, Social Norms</u> – circulate and then display a pledge to keep windows shut when AC on

Step 3: Creating the Behavior Change Strategy – Tools

CONVENIENCE:

- New services or products allow/encourage behavior:
 - Adding something new (e.g., recycling bins)
 - Offering a service (e.g., can have someone audit home for energy use, seal windows, clean filter)
- Consider if the convenience is temporary (only for duration of CBSM pilot) or ongoing
- Ensure the convenience is supported by research
- Cost is a larger concern here; you may need to focus on other Tools if resources aren't available



Step 3: Creating the Behavior Change Strategy – Tools

COMMITMENTS:

- Commitments must be voluntary
- Can be public or private, but need to be written down
- Asking if you can follow-up with the participant increases the likelihood of completing the commitment
- Examples:
 - Signing a publicly-posted pledge (online, on a bulletin board or poster)
 - Posting a sticker or notice on their desk or recycling bin
 - Creating a public charter on behalf of a group of people (e.g., Tribal Employees Recycle)





Example: Fond du Lac Community College



Help Fond du Lac Tribal and Community College improve campus sustainability through efforts to reduce waste and increase recycling.

I, _____, on _____, pledge to reduce
(date)
waste generation and recycle materials on campus wherever possible.

Signature: _____

E-mail: _____

Thank you for helping Fond du Lac Tribal and Community College reach its sustainability goals.





Step 3: Creating the Behavior Change Strategy – Tools

SOCIAL NORMS / SOCIAL DIFFUSION:

- Social norms show a behavior as normal, commonplace
- Social diffusion is the theory that people pick up on behaviors as others around them begin to exhibit those behaviors
- Facilitate community visibility of behaviors:
 - ✓ Publicize early adopters of activities via communications methods (e.g., social media)
 - ✓ Some activities are naturally visible: solar panels, curbside bins
- Encourage early adopters of a behavior change to become champions and talk to others; grassroots communication is essential



Step 3: Creating the Behavior Change Strategy – Tools

PROMPTS:

- Prompts help remind people to act:
 - Signage, stickers, posters
 - Reminders via text, social media, flyers, etc.
 - Announcements over a loudspeaker
- Place the prompt close to where or when the behavior should take place:
 - Physically (e.g., near a light switch)
 - Time-related (e.g., right before closing)
- Focus on what should be done rather than what should not



Step 3: Creating the Behavior Change Strategy – Tools

INCENTIVES:

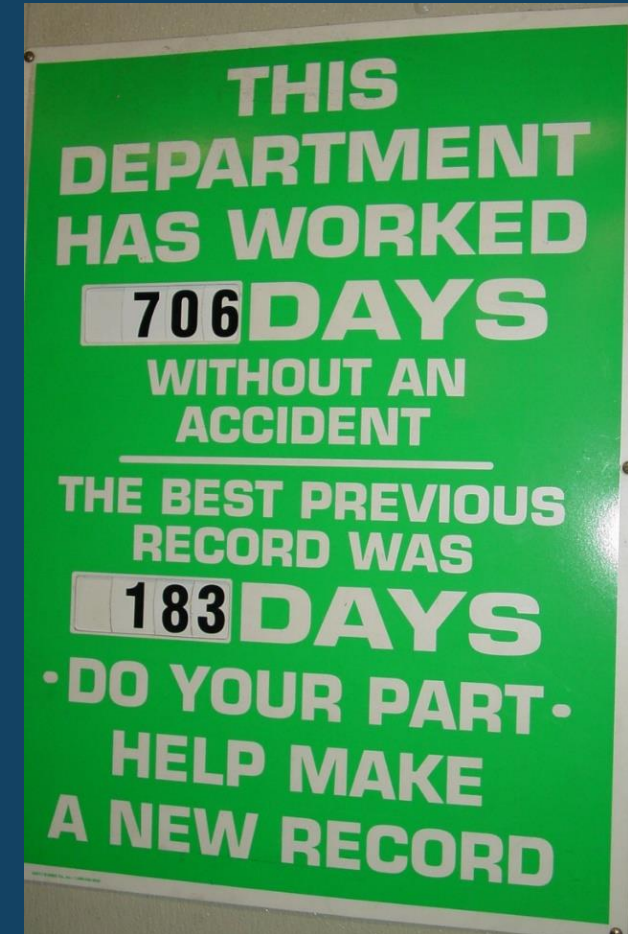
- Creating a benefit to ensure benefits outweigh barriers
- Incentives should be strong enough to encourage action, but affordable for the Tribe
- Individual incentives might include:
 - Receiving a small credit if you bring a reusable bag
 - Receiving efficient lightbulbs if you sign a pledge
- Pairing an incentive with a competition can enhance social norms and group behavior – the element of ‘winning’ an incentive (e.g., department pizza party) can create teamwork
- Incentives can benefit the individual OR the community



Step 3: Creating the Behavior Change Strategy – Tools

COMMUNICATION:

- Craft effective, specific, positive messages
 - If applicable, messages that say how much money you lose are more effective than saying how much you will save! (e.g., “our Tribe loses \$15K a year from not recycling”)
- Use trusted, familiar channels before creating new ones (e.g., Tribal website, newsletter, Facebook, bulletin boards, home mailers)
- You can use communication to give regular feedback, update participants on progress of CBSM efforts
- This includes grassroots communication from CBSM champions – speaking directly to target audience is informal, highly effective





RECAP: Community-Based Social Marketing (CBSM) Workshop 2

Step 3, Part 2. Select tools for a behavior change strategy.

Ex. (Commitment) Have a pledge for people to sign.

Ex. (Social Norm) Develop a window decal that says, “I compost”.

Ex: (Convenience) Provide backyard composting bins to a few households in Neighborhood X.

Ex: (Communication) Prepare an instruction flyer showing what can/can't be composted, how to manage your compost, and how to use it.

Worksheet Exercise



For the following, think of the behavior that you arrived at during the Breakout Discussion at the end of Step 1, and some of the barriers and benefits you identified in Step 2.

- Thinking about your barriers, pick a tool that you could use to overcome each one. What tools will help your strategy?
- Thinking about benefits, pick a Tool you could create to add new benefits to your target audience, or enhance current benefits.
- A potential tool might be a prize for a game or competition – also known as ‘gamification’. Would something like this work at your Tribe?

Please be ready to share your answers!



CBSM STEP 4:

Create a Plan and Pilot
the Strategy in the
Target Community



Step 4: Piloting Your CBSM Plan

- This step combines everything brainstormed and designed in steps 1-3 with logistics to create (and execute!) an actionable CBSM Pilot Program Plan.
- Make a plan to use Tools and Messages to overcome Barriers and enhance Benefits in order to accomplish the Selected Behavior Change over a set duration of time.
- You need to clearly write and record your CBSM Plan as a living document – this way, it can be reviewed, revised, and everyone can be on the same page.
- Primary new components in this step are:
 - Stating Goals and Objectives
 - Setting a Baseline
 - Defining Logistics
 - Resources and Roles
 - Executing the Pilot





Step 4: Piloting Your CBSM Plan – Goals and Objectives

- State the Goals and Objectives of the Pilot upfront:
 - Goals: the broader concept the tribe is trying to achieve
 - E.g. “Increase residential recycling.”
 - E.g. “Increase awareness of our recycling program.”
 - Objectives: measurable improvements, stated ahead of time
 - E.g. “Improve from baseline of 20-25%, to 50% of households placing recycling bins out by the end of the pilot.”
 - E.g. “Increase views of the Tribe’s recycling website 3x.”
- All Objectives should match to a Goal, but a Goal can have multiple Objectives.
- Your Objectives should be reasonably achievable (e.g., don’t set 100% compliance with something as your Objective, if it isn’t likely to happen).



Step 4: Piloting Your CBSM Plan – Setting a Baseline

- Before the pilot begins, you must set a baseline (numeric!) so that you know whether or not your CBSM Plan succeeds or fails in changing behavior.
- Example baselines:
 - *Ride-alongs with the recycling drivers and analysis of the data collected show that 30% of households are currently using their curbside recycling bins*
 - *Billing information from the Solid Waste Management office shows that our Tribe pays an average of \$5,000 per month in tipping fees on X tons of trash*
 - *A survey showed that 50% of the inhabitants of the office are aware that opening the doors/windows wastes electricity, and only 15% close them when they are open*



Step 4: Piloting Your CBSM Plan – Setting a Baseline

- Baselines come from:

Questionnaires



Observations

Data Analytics



Surveys

- The baseline(s) must tie to your selected behavior from Step #1
- It is good to have multiple baselines – you can measure change in:
 - Actual actions and behaviors
 - Opinion and sentiment
 - Tangible results of behaviors



Step 4: Piloting Your CBSM Plan – Defining Logistics

- Determining timeframe:
 - Set a timeframe during which you will execute the Plan
 - Recommend at least 3 months of time for live execution of CBSM pilot
- Take advantage of existing events or timelines where helpful:
 - Earth Day celebrations
 - School year
 - Quarterly financial reporting
 - Holidays
- Create a schedule of actions leading up to, during, and after the pilot's timeframe





Step 4: Piloting Your CBSM Plan – Defining Logistics

- Determining location:
 - This should be somewhat narrowed down based on the brainstorming in Step #1 (e.g., household recycling vs. office/business recycling)
 - Further narrow it down to an isolated pilot location (e.g., one neighborhoods, one or two office buildings) to wisely use your resources
- Remember, this is a CBSM pilot – you want to test tools and messages in a small area, and refine the efforts before expanding or investing across a whole community
- Ideally, you will have an A and B group:
 - Classic A/B is to measure those getting the CBSM materials against a control group
 - Another approach is to apply different CBSM tools or messages to two areas (e.g., two different floors of one office building) to see what works better



Step 4: Piloting Your CBSM Plan – Resources and Roles

- Resources:
 - ✓ Need to determine where any funding will come from and how much is available
 - ✓ Must ensure tangible items can be procured if needed (e.g., bins, efficient lightbulbs), to include printing needs (e.g., prompt stickers, mailers)
- This process ties in closely with Step #3 (what tools are available for the Tribe to use?)
- Consider if Pilot resources are scalable to future Tribe-wide implementation:
 - The pilot may be very effective if you provide compost bins at no-cost to households, but does that matter if you cannot afford expand the effort?
 - An effective, well-measured pilot could help with obtaining funding from Tribe or from external grants or resources



Step 4: Piloting Your CBSM Plan – Resources and Roles

- Roles:
 - Create and distribute an organizational chart for the CBSM pilot that clearly delineates roles of individuals
 - Identify a dedicated individual/team to act as ‘champion’ for the pilot (will go to events, talk to media, etc.)
 - Need sustained involvement and dedication from anyone who needs to collect or provide data throughout the effort (e.g., staff from utilities department)
- Include representatives from the target audience in planning (e.g., enthused folks from focus group, anyone who has indicated interest)



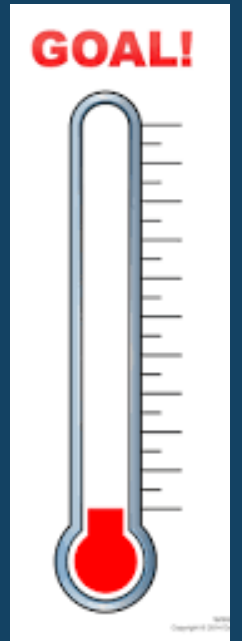
Step 4: Piloting Your CBSM Plan – Executing the Pilot

- Ongoing meetings maintain buy-in and enthusiasm from CBSM project team:
 - Regular team meetings and data review (ideally weekly)
 - Regular distribution of data and pilot program updates to show progress
 - Closeout meeting
- Event Planning considerations:
 - Consider kickoff and/or closeout events with the public to create enthusiasm and/or share results from CBSM Pilot
 - This can be particularly important if there is a competition involved – a fun, public event is a good way to recognize the hard work of individuals



Step 4: Piloting Your CBSM Plan – Executing the Pilot

- You can tweak the pilot as you go along:
 - If you see no change to the baseline after 1 month (whether through continued surveying, data measurement, observation, etc.) you can adjust
 - Tweaks may mean an increase in Incentives, increased or adjusted communications, deployment of more prompts, or tool / message changes
- Provide feedback to the community:
 - Behavior change is more successful when participants see progress and the impact of their efforts in real-time
 - This might look like a public tracker of progress (think of thermometer bulbs that fill as money is raised)



Example: Pala Band of Mission Indians

- Pala found that competition and well-being of children were motivators ('benefits')
 - Devised a 'challenge' where the entire Tribe worked together to beat a goal of a 10% increase in recycling
 - Funding that the community gained (in CA, can turn in recyclables for funding) went to support the Pala Kids' Garden
- Their Environmental Department had staff that dedicated time to this effort, provided updates on progress throughout, documented results, etc.





RECAP: Community-Based Social Marketing (CBSM) Workshop 2

Step 4. Execute a CBSM pilot.

Ex: (Funding) Describe the proposed composting strategy / impact on Tribe; apply for GAP funding.

Ex: (Roles) Identify a community champion willing to join team; help people set up compost in yard.

Worksheet Exercise



- Think about the kind of research you want to do. What kind of resources do you need?
- Think about the tools you want to use. What kind of resources do you need? Can you think of potential funding or manpower sources at your Tribe?
- Using the chart provided, map out roughly how long you expect this effort to take.

Please be ready to share your answers!

5 MINUTE BREAK



CBSM STEP 5:

Evaluate the Pilot and
Expand Implementation



Step 5: Evaluating a CBSM Pilot

- Evaluation of a CBSM Pilot should happen throughout the pilot and at the end to measure progress against the baseline, and determine whether or not you have met your Objectives (laid out in Step #4).
- There are different methods of evaluation depending on what resources are available and what the targeted behavior change is.



Data Analytics

show an increase in recycling tonnage



Observations

show a decrease in trash bins that have food waste



Surveys

show an increase in families self-reporting composting



Step 5: Evaluating a CBSM Pilot

- In addition to metrics showing a measurable change in the baseline of targeted behavior, you should plan to gather all data possible:
 - ✓ # of people participating
 - ✓ Demographics of people participating, if allowed (e.g., age, role in household)
 - ✓ Qualitative feedback from community (e.g., anecdotal comments from members of the community, comments on social media posts)
 - ✓ Quantitative metrics that demonstrate a change in attitudes, sentiments, or awareness (e.g., increase knowledge of how composting works)



Step 5: Evaluating a CBSM Pilot

- The information you gather can be helpful to:
 - Develop a final report
 - Alter approach for future pilots
 - Determine what is most effective for a full expansion
 - Create messages to use in future effort
 - Communicate results to the audience!
- Feedback is a really important part of behavior change; people can be encouraged to continue their efforts if they can see the impact they are making periodically
 - Feedback is also very helpful for competitions / gamification
 - Ex: “In the past month, our Tribe has diverted around 20% of our recyclables from the trash, saving us \$1,000 – can we double that? Keep it up!”

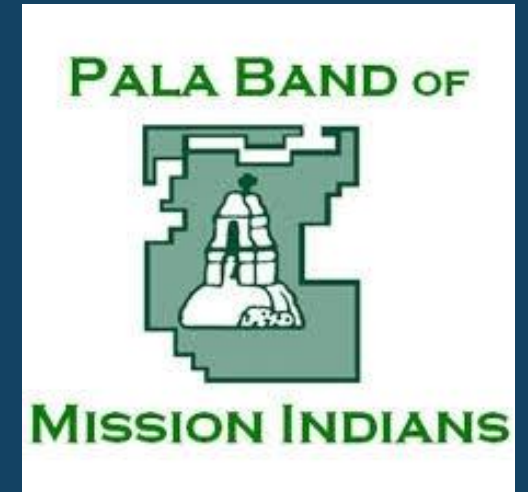


Step 5: Evaluating a CBSM Pilot – Expanding Implementation

- Ask yourselves: What went well? What were the results? What can we do better?
 - Reminder: there is no failure in CBSM – just learning!
- Evaluation of the pilot is key to CBSM:
 - This is not the end of the effort, it is the beginning
 - Make sure to troubleshoot any issues before wider implementation
- If the CBSM pilot was successful, you can expand the tools and messages to the broader community (no longer a pilot):
 - Determining “success” is somewhat relative
 - Ideally, you will meet the Goals or Objectives you set in Step 4 of how much change you hope to see

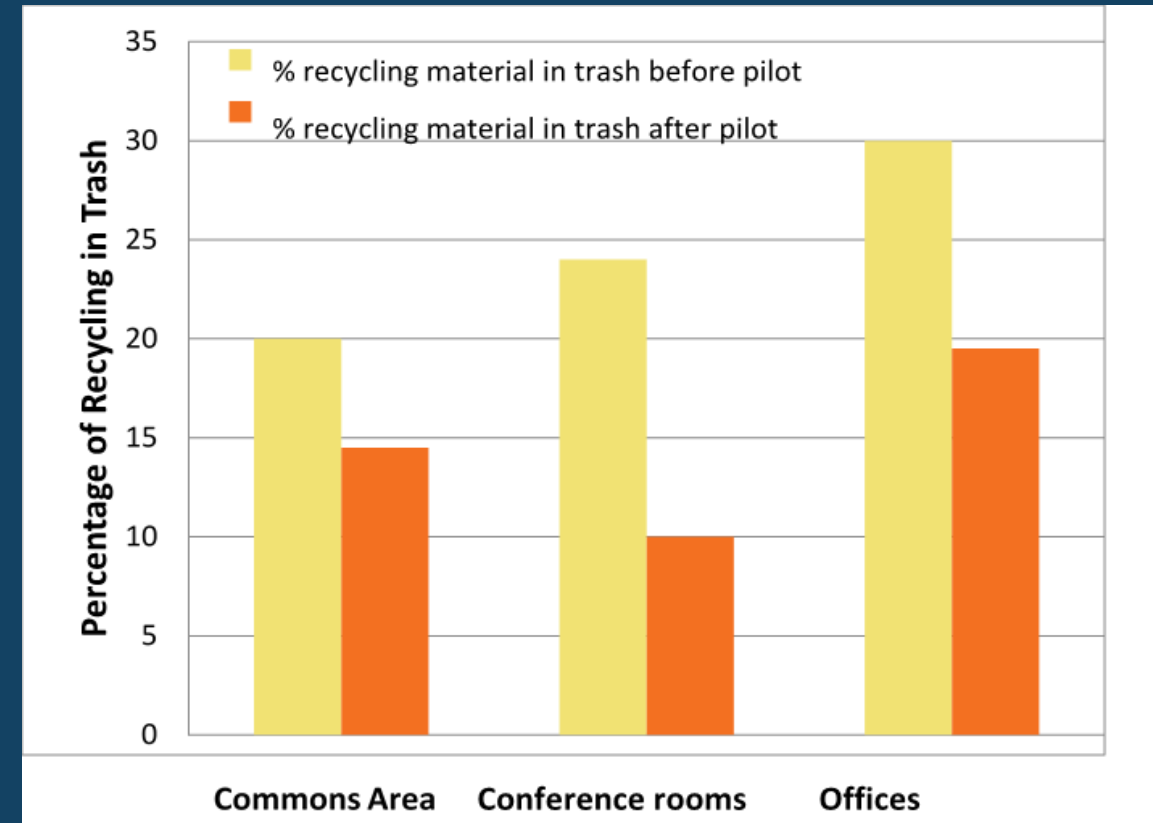
Example: Pala Band of Mission Indians

- Tracking was available from the drop-off center re: tonnage and finances, and was shared with the project team
- Recycling route observation data was collected at different points during the pilot
- Determining success was somewhat easier, as a goal of a 10% increase in recycling tonnage was set at the beginning of the pilot
- Lesson:
 - Evaluation can be difficult and time-consuming, but is crucial – it was much easier with roles and responsibilities assigned



Example: Fond du Lac Community College

- Conducted a waste characterization pre-project, which helped set baseline
- Issued surveys post- and pre-pilot to measure sentiments about recycling:
 - “It is easy to recycle” – 90% vs. 62%
 - “I understand how and what to recycle” – 89% vs. 76%
 - “I ‘always’ or ‘usually’ recycle paper on-campus” – 83% vs. 76%
- Held a follow-up waste sort and characterization to measure progress



Data collected from waste sorts done in mid-May 2014 and mid-October 2014.



RECAP: Community-Based Social Marketing (CBSM) Workshop 2

Step 5. Evaluate the CBSM pilot and determine the way forward.

Ex: (Metric) Track number of new households composting; interview them re: frequency, experience.

Ex: (Metric) Track tonnage of landfill tipping waste over time; see if it decreases during pilot.

Worksheet Exercise



- Think about the type of metrics you need to measure success against your baseline, Goals, and Objectives. Write down three metrics, and how and when you measure them.
- Think about the resources you need to secure an accurate baseline and other metrics. Who at your Tribe, or external to your Tribe, do you need to work with?
- What does success look like to you? What is your vision for CBSM at your Tribe?



CBSM – Recap of the 5 Steps

1. Select audience and behaviors to promote.

2. Identify barriers to and benefits of behavior.

3. Design a behavior change strategy.

4. Pilot the strategy within target community.

5. Evaluate impacts of strategy.



CBSM – Recap of Research Techniques

The following research techniques can help during ALL 5 STEPS:

Questionnaires



Literature Reviews

Communications Audits



Meetings

Observations



Data Analytics

Focus Groups



Surveys



RECAP: Community-Based Social Marketing (CBSM) Workshop 1

Step 1. Select audience and behaviors to promote.

Ex: (Behavior) Initiate backyard composting in Neighborhood X.

Ex: (Audience) Homeowners or heads of household.



RECAP: Community-Based Social Marketing (CBSM) Workshop 1

Step 2. Identify barriers to and benefits of behavior.

Ex: (Barriers) Composting is unsanitary; afraid it will attract pests; I do not have a composting bin.

Ex: (Benefits) I will get soil for my garden or for the community; it will be a family activity or project.



RECAP: Community-Based Social Marketing (CBSM) Workshop 1

Step 3, Part 1. Design messages for a behavior change strategy.

Ex: (Environment) Composting diverts waste away from landfills, avoiding greenhouse gas emissions.

Ex: (Culture) Did you know your food waste can be repurposed to grow new flowers and foods? Self-sufficiency is an important part of our heritage – learn how to compost in your yard today.



RECAP: Community-Based Social Marketing (CBSM) Workshop 2

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Ex. (Commitment) Have a pledge for people to sign.

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RECAP: Community-Based Social Marketing (CBSM) Workshop 2

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Step 5. Evaluate the CBSM pilot and determine the way forward.

Ex: (Metric) Track number of new households composting; interview them re: frequency, experience.

Ex: (Metric) Track tonnage of landfill tipping waste over time; see if it decreases during pilot.

Final Questions



- What concerns might you have with the CBSM process? Is there any one step in particular that seems to be the most challenging?
- What is one thing that you're walking away with here that you might incorporate into a step of your campaign development?



CBSM – Resources

- Dr. Doug McKenzie-Mohr's website includes a digital version of his book 'Fostering Sustainable Behavior' (www.cbsm.com)
- Resources related to EPA Tribal CBSM can be found online: <https://www.epa.gov/tribal-lands/tribal-community-based-social-marketing-training-guide>
- Fond du Lac Band of Chippewa – Tribal CBSM Training Guide/Recycling Toolkit with individual templates: <http://www.fdlrez.com/RM/CBSMGuides.htm>
- 9/29 EPA Tribal CBSM intro webinar recording: <https://www.youtube.com/watch?v=Lvwng0VgmFA&feature=youtu.be>



THANK YOU!

EPA Tribal Waste contacts:

<https://www.epa.gov/tribal-lands/forms/contact-us-about-tribal-waste-management>

Developing Small-Scale Transfer Stations
on Tribal Lands - November 12 & 19,
December 3 & 10

To register:

<https://www.epa.gov/tribal-lands/tribal-waste-management-webinars>



THANK YOU!

We will be emailing you a copy of today's slides, and more information on staying connected with each other after this CBSM course.

Please share your thoughts with us in the Course Evaluation:

https://www.surveymonkey.com/r/EPA_CBSM_CourseEval

Thank you so much for joining us in this course. May we meet again soon!

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