

# Institutional Behavior Change and Sustainability

## Partnership for a Green City Behavior Change Team





# BECCCS

(Behavior, Energy and Climate Change Conference Syndrome)





# Partnership for a Green City

## Overview

✧ Established 2004

✧ Partners:

✧ University of Louisville

✧ Louisville Metro Government

✧ Jefferson County Public Schools

✧ Jefferson Community and Technical College

✧ Goals

✧ Changing institutional practices

✧ Moving toward a greener community

✧ Desire to lead by example





# Partnership for a Green City

## Cumulative Resources

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<b>Employees</b>	<b>30,000+</b>
Land (acres)	25,135+ (10%)
<b>Buildings</b>	<b>531+</b>
<b>Ft<sup>2</sup></b>	<b>30,000,000+</b>
Students	138,000+
<b>Vehicles</b>	<b>7,000+</b>
Annual Energy expenses	\$46 million+
Reduction over last 3 years	101 million kWh
<b>Gas/Diesel use (gallons)</b>	<b>12 million+</b>



# 8 Principles of Institutional Change

## Engage

1. **Social Network**--highlight change in peers
2. **Social Empowerment**--provide opportunities for higher purpose
3. **Social Commitment**--get specific, public commitments

## Educate

4. **Leadership**--support must be *visible* and *consistent*
5. **Multiple Motivations**--look for and highlight variety of benefits
6. **Information and Feedback**--must be *actionable, relevant, and timely*

## Enable

7. **Infrastructure**--provide defaults/incentives that encourage and reward the desired outcomes
8. **Continuous Change and Innovation**--develop *process*, not *outcome*.

(Elizabeth Malone, Rick Diamond, Amy Wolfe, Tom Sanquist, Christopher+ Payne, and Jerry Dion, 2014)



# Social Networks and Communication

**People take their cues from others, so identify and highlight change in peers**

**Communication within social networks must be designed with the target population in mind**



**In 2 month campaign ;**

- **3,717 participants**
- **174,196 sustainable actions taken**
- **\$35,998 raised**

**Available Sustainability Social Networks**

- Joulebug
- Planet Blue Pledge Platform
- MyActions by Net Impact
- Going Green Today
- Intelen
- WeSpire (formerly Practically Green)
- Green Paws Program
- One Million Acts of Good by Green Nexxus





# Social Commitment and Empowerment



**S**mart travel by bus, carpooling, walking or biking.

**U**se proper receptacles for trash, recyclables and food waste.

**S**topped more than 10 seconds? Turn off your car, idling pollutes.

**T**urn off electrical appliances and lights when they are not needed.

**A**lways reduce, reuse, recycle before throwing something in the trash.

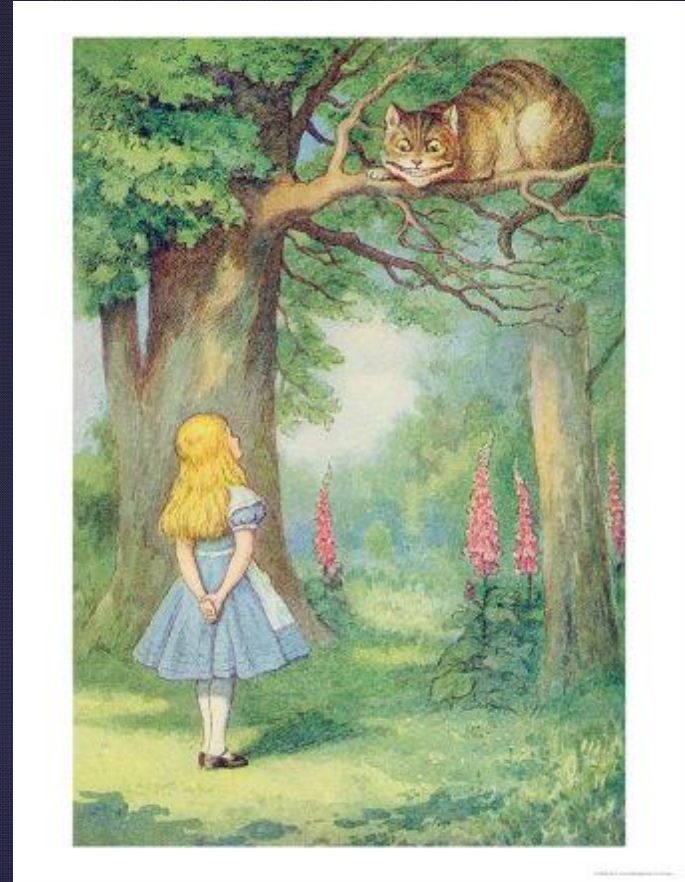
**I**nsist on reusable drink containers to reduce waste.

**N**ever pass up an opportunity to teach others how to be sustainable.



# Set Goals

- ⌘ Identify operations' sustainability goals
  - ⌘ Energy
  - ⌘ Water
  - ⌘ Waste
  - ⌘ Local foods
  - ⌘ SOV travel and parking
  - ⌘ Purchasing
  - ⌘ Custodial
  - ⌘ Trees and grounds
- ⌘ Motivation comes in reaching goals



"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to."

"I don't much care where –"

"Then it doesn't matter which way you go."

— [Lewis Carroll](#), [Alice in Wonderland](#)



# Multiple Motivations

**Different people will be attracted to different elements of change – look for and highlight variety of benefits**

- Incorporate efforts into existing programs that may have other purposes (e.g. health, Energy Performance Contracts, climate action, tree canopy, classes)
- Appeal to various motivations (“do the right thing”, “improve health” )
- Team leaders may not always be motivated to take on every issue





# Information and Feedback

Information must be *actionable, relevant, and timely*

Operations data that needs to be accessible:

- ⌘ Energy use
- ⌘ Water use
- ⌘ Waste/Recycling
- ⌘ Transportation modes being used (bus ridership, bicycles registered, car and van pools)

Information and feedback help change the social norm





# Infrastructure

## Change defaults

- Indoor temperatures, printer settings, walkability of stairs, provision of parking

## Offer motivations or incentives that encourage and reward the desired outcome

- Special parking for car poolers, bike racks, stipend for bicycles

## Support the development of new habits through checklists and triggers

- Check list of desired behaviors
- Triggers must be at the point of decision





# Concluding Tips & Strategies

- ⌘ Principles based on social science principles
- ⌘ Can't use all of them all the time
- ⌘ Worth experimenting and evaluating their effectiveness
- ⌘ Behavior change is an ongoing process
- ⌘ Focus on behavior that occurs on a daily basis

