Meeting
of the
Minds

Behavior Change Tactics for Urban Challenges

Insights From Practitioners

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Overview

Behavior Change Tactics for Urban Challenges features case studies of behavior change initiatives from disciplines and focus areas around the world.

Informed by interviews with thought leaders from Meeting of the Minds' international network of urban sustainability, mobility, energy, and health professionals, each case study offers a brief summary of a given initiative, its intended goals and outcomes, and a brief analysis of the principles, values, and theories that informed the design of a behavior change strategy for a particular target audience.

As a collection, these case studies offer valuable lessons and insights for leaders seeking behavior change strategies that can advance successful urban social change movements in the future.

What's This Project All About?

The Meeting of the Minds Behavior Change Project features twelve case studies comprised of international, cross-disciplinary change initiatives that have been successful because their leaders intentionally worked to change human behavior in their field. The twelve pieces are informed by interviews with thought leaders and change agents from Meeting of the Minds' international network of urban sustainability, mobility, energy, and health practitioners.

The Behavior Change Project applies the theoretical frameworks from behavioral economics to understand how each organization moved the needle in their given focus area. Each case study offers a summary of a given change initiative, its intended goals and outcomes, and a brief analysis of the effort involved in advancing behavior change among a particular target audience. While the origins of a given change initiative were not always informed by behavioral economics theory, the author uses a behavioral economics lens retrospectively to examine and glean lessons from this rich body of work.

Through examination of each change initiative, the author highlights the considerations and factors involved in each effort to shift human behavior, whether aimed at the individual, group, community, institutional, and/or society-wide level. Regardless of specific context, these case studies show that behavioral economics is an important tool for driving change by:

1. Gaining insights about human behavior;
2. Using those insights to develop change strategy; and
3. Implementing those strategies to change feelings and behaviors among actors in a system.

As a group, the articles help distill important, transferable lessons for social change practitioners seeking to solve vexing real-life challenges. It may offer hope to those trying to realize incremental change with the intention of growing its impact to scale across communities, cities, institutions, and even nations.

Summary of Insights Gained from the Behavior Change Project

As a body, the Behavior Change Project case studies offer three critical insights that any social change practitioner will find useful for applying to their own work:

1. *Relationships are integral to advancing behavior change that will scale impact at a systems level.*
2. *The complexity of shifting culture requires managing many change strategies in parallel.*
3. *Shifting behavior requires a team to understand and engage its target audience intimately.*

The author of this report selected three of the twelve case studies to elevate as illustrative examples of these insights:

- Greater Portland (Maine) Council of Governments and Opioid Misuse
- The Brooklyn District Attorney's Office
- Sacramento Municipal Utility District - Driving Electrification

While each case study is illustrative, these three case studies are worth more focused attention because they are truly dynamic projects. The practitioners who are leading these change initiatives are seasoned at employing multiple behavior change tactics simultaneously. These particular case studies provide rich, real-life examples of effective behavioral economics as a tool for change agents to employ in their social change work.

A Brief Primer on Behavioral Economics

Behavioral economics integrates the study of behavioral sciences, such as psychology and sociology, into analysis of the human decision-making behind an economic outcome. Examples include the factors leading up to an individual choosing to, say, walk or bike rather than drive a car. Unlike the field of classical economics, which assumes that decision-making is based on logic, behavioral economics assumes that decision-making behavior can be irrational. Human decision-making is influenced by context, and even by the way information is presented. Behavioral economists attempt to understand why.

The roots of behavioral economics theory have been evolving for decades as both complement and counterpoint to the prevailing theories behind classical economics. Most notably, economists Tversky and Kahneman published a number of papers in the 1970s that, among other things, asserted prospect theory, which states that human decision-making is context-dependent. Building on that theory, in the 1980s economic scholar and Nobel Prize winner Richard Thaler developed the concept of mental accounting, which grounded the field that has since become behavioral economics.

Drawing from this foundational work, the Behavioural Insights Team (BIT), based in the United Kingdom, began applying behavioral sciences to public policy and programs in 2010. Initially established as a small unit within the UK government, the BIT became a social enterprise company in 2014 and now has offices around the world. One of the BIT's contributions to the field of behavioral economics, introduced in 2012, was the MINDSPACE framework, a nine-element mnemonic device designed to highlight cognitive biases and their influence on human decision-making behavior.

MINDSPACE Framework	
Messenger	We are heavily influenced by who communicates information to us.
Incentives	Our response to incentives is shaped by predictable mental shortcuts such as reference points, aversion to losses, and overweighting of small probabilities.
Norms	We are strongly influenced by what others do.
Defaults	We "go with the flow" of pre-set options.
Salience	Our attention is drawn to what is novel and also to what seems relevant to us.
Priming	We are often influenced by subconscious cues.
Affect	Our emotional associations can powerfully shape our actions.
Commitments	We seek to be consistent with our public promises, and to reciprocate acts.
Ego	We act in ways that make us feel better about ourselves.

After using the MINDSPACE framework with clients in the field for a number of years, the Behavioural Insights Team began to see that the numerous central elements of the MINDSPACE framework were somewhat impractical for busy policy makers to apply in their day-to-day work. At the same time, the Team found that the most reliable effects of the work came from changes that weren't easily captured by MINDSPACE. For these reasons, the Team wanted to develop a shorter, simple mnemonic device.

EAST Framework	
Make it Easy	*Harness the power of defaults.* We have a strong tendency to go with the default or pre-set option, since it is easy to do so. Making an option the default makes it more likely to be adopted. *Reduce the 'hassle factor' of taking up a service.* The effort required to perform an action often puts people off. Reducing the effort required can increase uptake or response rates. *Simplify messages.* Making the message clear often results in a significant increase in response rates to communications. In particular, it's useful to identify how a complex goal can be broken down into simpler, easier actions.
Make it Attractive	*Attract attention.* We are more likely to do something that our attention is drawn towards. Ways of doing this include the use of images, color or personalization. *Design rewards and sanctions for maximum effect.* Financial incentives are often highly effective, but alternative incentive designs — such as lotteries — also work well and often cost less.
Make it Social	*Show that most people perform the desired behavior.* Describing what most people do in a particular situation encourages others to do the same. Similarly, policy makers should be wary of inadvertently reinforcing a problematic behavior by emphasizing its high prevalence. *Use the power of networks.* We are embedded in a network of social relationships, and those we come into contact with shape our actions. Governments can foster networks to enable collective action, provide mutual support, and encourage behaviors to spread peer-to-peer. *Encourage people to make a commitment to others.* We often use commitment devices to voluntarily 'lock ourselves' into doing something in advance. The social nature of these commitments is often crucial.
Make it Timely	*Prompt people when they are likely to be most receptive.* The same offer made at different times can have drastically different levels of success. Behavior is generally easier to change when habits are already disrupted, such as around major life events. *Consider the immediate costs and benefits.* We are more influenced by costs and benefits that take effect immediately than those delivered later. Policy makers should consider whether the immediate costs or benefits can be adjusted (even slightly), given that they are so influential. *Help people plan their response to events.* There is a substantial gap between intentions and actual behavior. A proven solution is to prompt people to identify the barriers to action, and develop a specific plan to address them.

After initial testing in seminars given by members of the team with UK Civil Servants, the Behavioural Insights Team refined and developed some of the core concepts and ideas that became the EAST framework, based on new findings and feedback from those field tests. While there are more complex behavioral economics models in the field, and many subtle effects that the EAST framework does not address, it is a more widely applicable framework for policymakers and leaders who seek straightforward, easy-to-use guidance and strategies for advancing behavior change in their work.

The Promise of Behavioral Economics

A recent review of the literature yielded numerous articles and papers whose authors utilized insights from behavioral economics to showcase how contextual and cognitive factors can influence changes in human behavior. Researchers have recently begun

to examine the reliability of the behavioral economics theoretical framework, and its relevance to solving some of the world's most vexing challenges.

Such studies have shown how things like branding (Hess & Bitterman, 2016), government decision-making (Egan, Rutter, & Mc-Crae), habits (Clark et al, 2016), design thinking (Goldin, 2018), and incentives (Barsky, 2016) can benefit from the insights offered by the MINDSPACE and EAST frameworks, and specifically, how context influences choice and behavior. This body of work shows that the application of behavioral economics can provide important insights and outcomes for teams seeking to encourage public, pro-social behaviors.

The Limits of Behavioral Economics

There remains much to be learned about how insights gained from the field of behavioral economics can be used to advance social change. According to the BIT researchers who developed the MINDSPACE and EAST frameworks, there remains a need for more real-world testing of these concepts (Hallsworth et al, 2012). As with most approaches to complex social problems, there is no "one size fits all" regarding which factors and considerations will predictably "unlock" desired changes in human behavior.

It is well understood that practitioners seeking to advance behavior change must study and understand the particulars of their audience quite well, and try several different strategies in parallel to learn what works best. As humans are inherently both predictable and unpredictable, there are no guarantees that application of a certain insight will yield certain behavioral shifts or outcomes. For these reasons, customized, context-specific approach to any behavior change initiative will inevitably be required for these reasons.

What Behavioral Elements Were Most Important in the Behavior Change Case Studies?

To add to the growing body of literature about the beneficial aspects of applied behavioral economics, the author analyzed the twelve behavior change case study articles she wrote using the MINDSPACE and EAST frameworks. After examining the behavior change elements in all twelve articles together, the author identified five elements that appeared most frequently in the behavior change case studies.

Those five behavioral elements that featured most frequently in the case studies were also associated with successfully influencing pro-social behavior change. For this reason, the author suggests that these elements be considered carefully by policymakers and decision-makers because they proved influential in advancing behavior change in the work case studied in the Behavior Change Project. The relevance of these "top five" factors or considerations is described in detail below.

Top 5 Factors or Considerations Involved in Successful Behavior Change Initiatives

1. Messenger - In several case studies, the person bearing a behavior change message, along with the message recipient's regard for that person, were shown to be highly influential in changing behavior. The significance of a highly influential figure who is held in high regard, and with whom the target audience can relate, cannot be overstated.

2. Timeliness – Numerous case studies showed that the timing of delivery and receipt of a behavior change message was critical to actually changing behavior. Regardless of the change initiative, using the "opening" that can come with a life transition (i.e., buying a new home, changing jobs, bearing a child) can be a powerful way to get someone to change up their routine and/or establish new habits.

3. Social – Creating an opportunity for people to connect meaningfully with others was a key element in several change initiatives case studied. Those teams that understood the value of social networks enabled people in their target audience to gain the support of their peers in doing something different together. Changing a behavior alongside others appears to help people fulfill their commitment to creating a new habit or ritual.

4. Easy – The leaders of several change initiatives that were case studied actively worked to anticipate and eliminate the barriers people might encounter when trying something new. This, and working to simplify the messaging about a desired change, enabled more people to try the new behavior. The easier it is, the more likely a person is to try something new and different.

5. Defaults - A number of the case studied change initiatives featured the development of new "default settings" associated with a person's participation. Pre-setting a system or process to so a desired behavior is the default option is a straightforward way to encourage behavior change.

What Constructive "Big Ideas" Can Be Distilled from the Behavior Change Project as a Whole?

Adding practical insights that complement the MINDSPACE and EAST frameworks, the author distilled the following constructive "big ideas" from the case studies featured in the Behavior Change Project:

1. *Relationships, and the messengers who leverage those relationships to advance behavior change, are integral to advancing change that will scale impact at a systems level.*
2. *The complexity of shifting culture requires managing many change strategies in parallel.*
3. *Shifting behavior requires a team to understand and engage its target audience intimately.*

Below is a detailed exploration of these three big ideas.

1. Relationships Are Integral to Advancing Behavior Change That Will Scale Impact at a Systems Level

Behavior change work is heavily dependent upon an investment in relationships. Public health practitioners are careful to designate one or more messengers who will be successful in communicating to and connecting with others in efforts to change behavior. They also routinely develop and test their messaging ir order to advance their intended change.

Public health practitioners also search for any "opening" that might allow them to connect a desired behavior change to points of relevance for the target audience. Often those openings are leveraged with a sense of timeliness — catching people when they are likely to be receptive to messages about changing behavior.

> ### Greater Portland (Maine) Council of Governments and Opioid Misuse
>
> There is much to be learned from the field of public health and its effective use of behavioral economics insights. The case study featuring the Greater Portland (Maine) Council of Governments and Opioid Misuse highlights how a deep investment in relationships and partnerships helped enable a paradigm shift in how the town is responding to the opioid misuse problem, and becoming more proactive in its efforts to prevent substance misuse in the first place. Over the past year, GPCOG and its public health consultant have helped the town's various elected and appointed leaders foster meaningful relationships and productive partnerships to assess, plan, and coordinate a community-wide response to the problem.
>
> In a relatively short time, those relationships and partnerships have fueled unprecedented collaboration across Falmouth's departments, agencies, institutions, and sectors. Together, these leaders are coming together to learn about and understand the root causes of the opioid misuse problem, get their arms around its symptoms, assess response actions already in place around the community, identify gaps in those response actions, and coordinate a response that leverages the strengths and capacities of each entity in town. In addition to helping the town come to grips with its opioid misuse problem, the civic infrastructure and social capital developed through this change initiative will provide scaffolding for taking on similarly complex challenges in the future.

2. The Complexity of Shifting Culture Requires Managing Many Change Strategies in Parallel

Organizational development work, especially when an organizational culture shift is the goal, requires careful attention and incremental changes on many fronts simultaneously. From a systems assessment and technology investments, to changes in human resource practices, nomenclature, and other internal processes, orchestrating change across an organization or system requires numerous things happening in parallel.

Timeliness matters a great deal in terms of when and how organizational change initiatives unfold. Because change can be challenging, many people actively resist efforts to change organizational processes and procedures because their default operating assumption is that they will lose something when the change takes place. To counter that notion, change managers must work hard to ensure the prospect of change, and the vision for how the new reality will look, feel, and function, must be attractive. This often involves the use of incentives for employees who change their behaviors in keeping with the intended change, and messengers who are trusted and well regarded, and who will communicate how the new regime will unfold.

The Brooklyn District Attorney's Office

The case study featuring The Brooklyn District Attorney's Office reforms provide an excellent example of how organizational change requires attention and effort on many fronts. While the work and the longer-range outcomes will continue to unfold over the next few years, early indications are already showing that these incremental changes have already helped usher in a new energy amongst the DA's office team just eighteen months into the new project.

At the very beginning of the change initiative, the then-newly elected District Attorney announced intentions to change his office's bail process. After winning an historic election, the DA utilized the focus on his ascendancy as a platform to announce his intentions in a timely way. The change management team then identified and led in parallel several change efforts alongside the bail process reforms.

They re-wrote the organization's guidelines for annual reviews, promotions, and advancement. They developed and offered incentives for those who shifted their work behaviors in keeping with reformed goals and outcomes. They invested in new technology systems that enabled more convenient submission of materials and tracking of open cases. They built the capacity of staff members who became DA's office ambassadors out in the community. They created opportunities for these messengers to build relationships with stakeholders in the community whose loved ones were frequently navigating the criminal justice systems and regularly interfacing with the DA's office. They shifted the language used internally to discuss their work, emphasizing the concept of "people" rather than "cases". There are numerous other examples of these small changes in parallel that can be found in the case study.

3. Shifting Behavior Requires a Team to Understand and Engage its Target Audience Intimately

There is much to be learned from public relations and communications teams that are typically embedded inside large corporations. These professionals hold much in the way of the capacity and knowledge about designing and implementing behavior change strategy. One fundamental way that PR and communications professionals approach their work is to understand the norms, preferences, and motivations of their target audience. They work to make a message about a product or service attractive. They prime their audience with messages that lead up to a value proposition. Another way these professionals do their work is by focusing on the emotional aspects of decision-making.

Sacramento Municipal Utility District

The case study featuring the Sacramento Municipal Utility District - Driving Electrification initiative provides a behind-the-scenes examination of the utility's creative strategies for promoting electrification among customers across its service area. SMUD's team leveraged insights about the cognitive biases of the human brain to encourage its customers to experiment with new electrical technologies they had never tried before. In one campaign, they invited customers to test a modern electric cooking range in place of the gas range with which they were intimately familiar. They developed a social media platform for these beta-testers, and encouraged them to share their experiences via video and chat with others doing the same thing. In another campaign, they offered cost-free chargers as an incentive to customers who purchased an electric vehicle.

By creating fun, social, hands-on experiences, and by offering meaningful incentives, SMUD helped its participating customers try something new while also testing their assumptions about what they've always known and done. In driving electrification, SMUD is accelerating green and low carbon solutions, and at the same time, extending the feel-good benefits of the benevolent act of behavior change to its customers and their egos.

Points for Further Study

While much has been learned from the case studies featured in this project, it must be acknowledged that the selection process used by the Meeting of the Minds team to choose change initiatives for case study may reflect implicit bias. This question arose first during the author's analysis of the factors and considerations most frequently involved in the change initiatives that were case studied. Future case study selection methodology may benefit from addressing these kinds of biases during the project's design phase.

Another opportunity for learning could come from revisiting the change initiatives that were case studied in a few years' time to see whether and how behavior changes persisted, and whether culture shifts and systems change goals and outcomes were achieved.

Conclusion

The Meeting of the Minds Behavior Change Project offers numerous examples that demonstrate what it takes to change behavior among individuals, groups, and more broadly across a community, institution, or society. Drawn from its twelve case studies of successful change initiatives from around the world and across disciplines, the work and insights from these change agents are sure to enrich a variety of social change efforts in the future.

As a body, the Behavior Change Project case studies offer three critically important insights that any social change practitioner will find useful for applying to their own work:

1. *Relationships are integral to advancing behavior change that will scale impact at a systems level.*
2. *The complexity of shifting culture requires managing many change strategies in parallel.*
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The author of this report selected three of the twelve case studies to elevate as illustrative examples of these insights:

1. Greater Portland (Maine) Council of Governments and Opioid Misuse (see page 43)
2. The Brooklyn District Attorney's Office (see page 59)
3. Sacramento Municipal Utility District - Driving Electrification (see page 28)

These three case studies are worth more focused attention because they are truly dynamic projects. The practitioners who are leading these change initiatives are seasoned at employing multiple behavior change tactics simultaneously. These particular case studies provide rich, real-life examples of just how effective behavioral economics can be as a tool for change agents to employ in their social change work.

It is our hope that these articles help social change practitioners internalize these important insights, and also come away from reading this collection with transferable insights and ideas of their own. May this body of work inspire and support all those seeking to solve vexing real-life challenges, and offer hope to those realizing incremental behavior change with the intention of growing its impact to scale across communities, institutions, and even nations.

Framework Matrix

This matrix is designed to highlight which behavior change factors are featured in each behavior change article. This tool enables readers to select those behavior change factors and articles that may be most important to them and their work. The page number where each article begins is offered for reader convenience.

Organization	See page	EASY	ATTRACTIVE	SOCIAL	TIMELY	MESSENGER	INCENTIVE	NORMS	DEFAULTS	SALIENCE	PRIMING	AFFECT	COMMITMENTS	EGO	Totals
People's Liberty	15	X		X	X	X	X	X		X		X			8
The National Street Service	19	X		X	X	X			X		X	X	X		8
Cleveland Neighborhood Progress: The Racial Equity & Inclusion Initiative	22	X	X	X	X	X									5
Sacramento Municipal Utility District: Driving Electrification	26	X		X	X	X	X	X	X	X				X	9
Elemental Excelerator: The Equity & Access Program	29	X	X	X	X										4
LA Department of Water & Power: The Shared Solar Program	33		X	X	X	X	X			X			X		7
Remix	36	X			X	X			X	X			X		6
Greater Portland (Maine) Council of Governments and Opoid Misuse	39			X	X	X				X	X				5
Greenfield Labs	44								X			X			2
City Systems & Affordable Housing	47	X	X			X	X		X	X		X			7
The Brooklyn District Attorney's Office	52	X	X	X	X	X	X		X				X		8
The City of Benecia, California	57			X		X	X		X				X		5
Totals		8	5	9	9	10	6	2	7	6	2	4	5	1	

Case Studies

People's Liberty

Published April 3, 2019

Summary	People's Liberty is a philanthropic experiment whose leaders invested grant dollars directly in people creating change in their community, rather than in nonprofit organizations, as is customary. In doing its work differently, this change initiative changed expectations among residents across the City of Cincinnati regarding participation in community development process. The effort also fostered meaningful relationships among community change agents, and galvanized stakeholders around the idea of reclaiming ownership of community improvements together.
Features the following behavior change factors:	Easy Social Timely Messenger Incentives Norms Salience Affect
Keywords	Philanthropy, access, systems change, equity

People's Liberty is a community development-oriented philanthropic experiment initiated five years ago as a project of the Carol Ann and Ralph V. Haile, Jr./U.S. Bank Foundation, based in Cincinnati, Ohio. To quote the organization's website:

"People's Liberty is a philanthropic lab that brings together civic-minded talent to address challenges and uncover opportunities to accelerate the positive transformation of Greater Cincinnati. People's Liberty invests directly in individuals through funding and mentorship, creating a new, replicable model for grantmakers in other cities."

Over a five-year period ending this year, this new model has been implemented and tested with local changemakers across Cincinnati. By investing in and supporting residents who seek to create change directly on the ground in their community, People's Liberty aims to catalyze deeper and broader impacts across the community and its institutions, governance, and culture by positioning grantees to grow through their work, develop their capacity as leaders in community, and ascend to positions of leadership and influence over time.

Eric Avner is the Foundation's Vice President and Senior Programs Manager for Community Development, and as such, is CEO of People's Liberty. His vision for people-centered philanthropy is informed by his career as a community development practitioner who realized significant and tangible impacts across the Cincinnati landscape. In his vocational experience, Eric cites the power of being given wide creative latitude and trusted with the capacity to affect change as he saw need and opportunity. It was this realization that spurred in him a desire to change the way foundation philanthropy has traditionally operated, which is to grant funds to nonprofit organizations that use the money to develop and deliver projects and programs. Eric saw the ways this model rendered nonprofits as the "middleman", perpetuating the disconnect between everyday people and their capacity to affect change in their immediate community.

In dreaming big about the potential impact his employer could create in the Cincinnati philanthropic and community development realms, Eric led with two questions:

- What difference would it make in our city if we were to grant money directly to people who desire to affect change in their own community?
- And if we did so, could we affect change at scale, essentially powering the next cadre of Cincinnati's leaders?

Guided by these questions, and to inform the development of the foundation's own community development initiative, two members of Eric's team, Megan Trischler and Kate Creason, designed and conducted a national fact-finding trek to seventeen cities across the United States over a summer to visit and learn from civic innovation labs and other places and people who were testing these kinds of ideas. Eric says: "Our team learned something from each place, but a common thread running through all of these experimental labs was the fact that foundations were nowhere to be found. So, in witness of that vacuum, our foundation set out to create People's Liberty."

Eric and his team quickly established a storefront presence for People's Liberty. They curated a communal event celebration to an-

nounce the launch of their philanthropic lab, to which they invited hundreds of people. When the phrase "philanthropic lab" appeared to lack resonance or recognition among members of their audience, the team stripped down their language, saying "We are going to give grants to people who want to make a difference in their community,". Suddenly, the audience, and by extension its networks, were abuzz.

Soon after, the team developed and issued a simple Call for Proposals, which they distributed broadly using a retail approach that featured advertising on public, pop, and talk radio stations, in both newspapers of record and small neighborhood weeklies, on posters around the community, in direct postcard mailings, by word of mouth, and more. Central to each of these Calls was an in-person informational session designed to demystify and democratize the application process. Any individual who possessed an idea and an interest in applying was offered a 20-minute one-on-one consultation with a member of the People's Liberty team. In these meetings, potential applicants were invited to ask questions, seek feedback on their ideas, and receive constructive input to draw out and refine what they had in mind to include in their grant application. Applicants were invited to submit proposals using an online interface, and all were offered support should internet access or use create a constraint or barrier to participation.

For each round of its grant review process, People's Liberty assembled a jury of people who reviewed and ranked the proposals, and selected the winning ones. In each instance, the juries were carefully composed of community stakeholders who, together, were reflective of the racial, ethnic, cultural, and gender diversity found across Cincinnati. People's Liberty awarded grants to groups of people in waves every four months, using a cohort model, so that grantees could be supported and engaged alongside one another in community, thereby cultivating a culture of collaboration, connection, and a shared desire to create impact among grantees. Grantees were funded to complete their proposed work over a period of either three months (storefront installations), six months (projects), or twelve months (fellowships). Both during their grant period and afterward, grantees were invited to frequent and regular in-person events at which they could connect, learn from, and lean on one another.

Now in its final year of implementation, the People's Liberty team is moving from grant-making and grantee engagement to reflection, analysis, synthesis, and sharing of results and insights from the past five years of work.

Behavior Change Analysis

The People's Liberty philanthropic lab was established with the intention of changing the field of foundation philanthropy and the potential scale of impact such institutions can bring about in the community development realm. While Eric acknowledges that the actual change realized by People's Liberty was in the way it redefined community development, it's clear there is much to be learned from the behavior change aspects of this initiative.

People's Liberty is a model that is `social` by design.

From the initial celebratory event where the Foundation announced its launch, to its granting of funds to cohorts of recipients, to the un-conference it hosts for its grantees each year, People's Liberty set out to develop and nurture a community of people who desire to affect change of some kind in the city and neighborhoods immediately surrounding them.

The People's Liberty experiment embraced the concept of TIMELINESS in a number of different ways.

Fundamentally, the project was predetermined to last for five years. This time-bound feature communicated a sense of urgency for aspiring grantees to "apply before this opportunity disappears." Eric described the extensive thought he and his team gave to the notion of creating an initiative that would be perceived at once as both accessible and somewhat rare, and the time-bound nature of People's Liberty helped to create that duality.

People's Liberty was forthright in offering potential grantees the obvious INCENTIVE of $10,000 project grants,

$15,000 storefront installation grants, or $100,000 fellowship grants, all of which were meant to go directly into the pockets of community members rather than that of an intermediary organization. Over time, however, as the number of grantees and cohorts grew, the added incentive of a grantee's membership of the community lovingly referred to as "the People's People" became more attractive

to aspiring grantees. The cohort model embraced by People's Liberty helped foster relationships and connections amongst grantees in early cohorts, whose members quickly grew to become enmeshed in the community via connections with their fellow grantees as they were learning from one other, and sharing advice, inspiration, and encouragement. Even as the People's Liberty grant-making experiment is drawing to a close, the community it has nurtured– which is now driven by and for the grantees themselves– shows no signs of stopping.

The People's Liberty experiment demonstrates the way affect can be an important driver of human behavior.

As demonstrated by dozens of grantee testimonies, people who became People's Liberty grantees experienced a profound emotional experience as a result of receiving their grant and carrying out the work they were funded to implement. Eric shared that many grantees have expressed an overwhelming sense of gratitude for the gift of "believing in me", as the grants served as a means for affirming and legitimizing their ideas, desires, and lived experiences, even and especially harrowing ones.

This deep emotional experience helped many grantees engage deeply, and to persist in their involvement with the grantee community, even going so far as to constructively shape "the People's People" events, communications, and other engagement activities. But, says Eric, "This emotional connection and gratitude goes both ways. All of us at People's Liberty are intensely moved by and thankful for the personal connections we now have with more people in the community."

The People's Liberty team considered use of various messengers to get the word out about their Call for Proposals.

Because the philanthropic lab endeavored to grant directly to people instead of nonprofit organizations, the team knew they had to tap a variety of networks and messengers in order to reach a broader range of everyday people who don't typically see Calls for Proposals. Knowing people are influenced by those who communicate information to them, the People's Liberty team utilized a variety of retail methods to reach those individuals and groups, who were trusted by many, to spread the word. While the team used talk radio, public radio, the local alternative weekly, local black-owned newspapers, posters around town, and postcard mailings to share their Call for Proposals, what ultimately ended up diversifying the pool of grant applicants and grantees was the promotional efforts conducted by word-of-mouth.

The People's Liberty team was devoted to making the application process as accessible to all as possible and took extensive steps to MAKE IT easy .

The team streamlined the Foundation's more traditional Call for Proposals. The team used simple language in the Call for Proposals aimed at lay people rather than Development Managers at nonprofit organizations. The Calls for Proposals were rolling, with calls being issued roughly every four months. Frequent grant cycles helped more people apply, and minimized the discouragement that might come from needing to wait a year between application cycles.

With each Call for Proposals, the People's Liberty team held informational sessions at which a simple presentation of the program was made, and where anyone could ask a question. Additionally, People's Liberty held steadfast to the practice of offering a 20 minute one-on-one meeting with anyone who had an idea to listen, ask questions, flesh out ideas, give feedback, and help them refine their ideas. Potential applicants came away understanding quickly what would make for a more successful application, which eased their process. The team also required applications to be internet-based, and offered direct assistance to anyone lacking internet access or encountering trouble with technology or the online interface.

People's Liberty also shook up the norms of grantmaking,

By offering one-on-one feedback to applicants who weren't successful, in many cases sharing verbatim comments from the jury that reviewed their particular proposal. This resulted in many examples of people reapplying in subsequent rounds, and in a number of cases, being selected for a grant after a second or third attempt.

Finally, the People's Liberty model embraced the notion of SALIENCE in its design.

Eric says: "We were intentionally vague in the Call for Proposals about what the topic or aim of the proposals should be. We weren't prescriptive. We wanted to solicit and receive proposals that were topically relevant to individuals. We designed this project to center the expertise of everyday people in the community, to be trusting of that expertise rather than being prescriptive as foundations typically are." Keeping the Call for Proposals open-ended meant that aspiring applicants could be seen and validated for their ideas, and for the salient needs and opportunities for affecting change they saw around them.

Conclusion

The People's Liberty model is a great example of how to create an emotional and immersive experience by intentionally building a community that felt supportive, accessible, and malleable. Aspiring grantees found deep meaning in receiving grant funds directly, and felt validation to pursue their vision for change in the world around them. The deeply emotional experience of joining a cohort and a community enabled grantees to become vulnerable in the presence of fellow grantees, and speaks volumes about how creating a "sticky" experience can motivate human beings to engage, and stay engaged, in a meaningful endeavor over a long period of time. Please visit www.peoplesliberty.org for more information about this inspiring philanthropic experiment.

The National Street Service Project

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Summary	The National Street Service is a project designed to find ways to get more people engaged in the movement to shift American street design (and expectations about that design) from auto-centered to human-centered. Everyday people from five pilot communities engaged in experiential learning and received coaching that enabled them to successfully develop and implement their own community engagement projects. Each engagement focused on provoking community members' reflection on and reclamation of the notion of streets being a public realm and a public good for human beings. As these stakeholder-driven projects were implemented, dozens of local stakeholders in the pilot communities engaged in the conversation, many of them becoming more deeply involved in the campaign. Five communities were selected for project implementation after the conclusion of the highly successful pilot.
Features the following behavior change factors:	Easy Social Timely Messenger Defaults Priming Affect Commitments
Keywords	Relationships, built environment, tactical urbanism

The National Street Service (NSS) is a project designed to find ways to get more people engaged in the movement to shift American street design from auto-centered to human-centered. NSS was born from a collaboration between Gehl, an urban design consultancy, and Ford Motor Company's Greenfield Labs, whose leadership envisions itself a steward of the movement for streets to change, becoming more human-centered and enabling more sustainable transit modes.

Most Americans have heard of the National Park Service, a federal agency that celebrates, conserves, and stewards the rich natural and cultural resources and its outdoor recreation potential across the United States. NSS was developed in that same spirit, in embrace of the fact that 80 percent of public spaces in American cities are comprised of streets, and thus are essential pieces of connective tissue across our communities and the public realm.

Architects of the NSS project sought to engage passive supporters of human-centered streets as its target audience. These are people who might support this idea, but don't (yet) recognize themselves as supporters, or know how to affect change. This target group is distinct from those who are already active in organizing for change (e.g., chair of bike coalition, frequent neighborhood meeting attendee advocating for complete streets, etc.). The NSS team's approach to reaching this audience was informed by research and data on psychology and human behavior.

The first phase of the NSS project involved the team developing and refining its theories of change, as well as testing a variety of messages and engagement strategies on the streets of its "home base" in San Francisco. The second phase of NSS involved implementation in four other US cities chosen as a representative sample of communities that might seek and implement tactical urbanist strategies to advance change in their streetscapes. The NSS team encouraged replication of the strategies that demonstrated greatest success in the San Francisco pilot. Interactive and provocative NSS projects took place concurrently in Boise, Idaho; Philadelphia, Pennsylvania; Pontiac, Michigan; and San Antonio, Texas.

Rather than exchange words or jargon themselves, the NSS team recruited, trained, and coached locally-based volunteers to create and implement their own small, low-cost "intervention" connected in some way to streets in their community. During the training period, volunteers participated in several tactical urbanist activities that prompted exploration of their emotional relationship with local streets. Volunteers were then coached through design and implementation of their own intervention based on their training experience. All interventions were designed to spark ideation and conversation, offering passers-by in the public realm a "moment" or experience that appealed to their sense of emotion, place, or history. Volunteers gathered feedback from those who participated in

their interventions. The NSS team then spent time reflecting on the data gathered and distilled a set of principles that NSS hopes will inform and advance a broad national movement toward designing and building more human-centered American streets in the future.

Behavior Change Analysis

Gehl focuses on making cities for people, using the interdisciplinary lenses of architecture and psychology to build cities that encourage people to choose, say, biking or walking as a transportation mode. Created by Ford, Greenfield Labs focuses on exploring the future of mobility through human-centered design. Through the NSS collaboration, the team set out to answer one key question: "How do we provoke a change of mindset about streets in order to change behavior?".

The kinds of behavior change NSS sought centered on how people think, how they vote, and how they engage in and advocate for change. The idea that seeded the genesis of and strategy behind the National Street Service project was that transforming streets for a human scale would require building political capital. Thus, the NSS project was designed to engage people meaningfully and thoughtfully by embracing the tendencies of human nature and behavior.

Gehl's philosophy centers on the social-emotional aspects of urban design, especially the urban landscape and the streetscape. A principle Gehl often uses to guide their work, "Making the easiest choice for an individual also the best choice for society at large," suggests that the NSS team embraced an understanding of human cognitive bias. By design, the NSS project sought to harness the power of defaults; in this particular case, the powerful default of the human brain choosing the easy path, or path of least resistance, when expending effort. This has been observed of humans tending to cross a street where the distance to cross is shortest, and can be seen in the way NSS volunteers designed their interventions to encounter people already in their daily routine.

The NSS team was explicit in understanding the importance of attuning their language and message for an intended audience. In this case, while the identity of the messengers themselves varied, what was important in every intervention was the forethought and strategy given to their communication. Gehl team member Anna Muessig spoke about language influencing where focus is placed in any given effort. This sensibility was applied to the NSS volunteer role, for which language and messaging was tailored to emphasize a focus on realizing streets designed for the human pedestrian experience rather than the automobile. "Most people speak about streets in the language of those who control them, traffic engineers. When you speak like a traffic engineer, you optimize for speed and efficiency, and often not for other important qualities like comfort and delight," Muessig says. "We worked with volunteers to develop the language for the streets they want to see in their community. We also operate using the axiom that you should measure what you care about – and you end up managing what you measure. If you measure traffic you will end up managing traffic. If you measure things you care about, like public life and quality of experience, you will be able to manage these outcomes on streets. At Gehl we know that there is a lack of data on things we care about. This is why we have led the effort to create a standardized system for measuring public life."

The NSS project focused heavily on affect, that is, humans' emotional responses and associations, which can powerfully shape human actions. In this particular project, the NSS model focused on creating "empathy moments" between street users across modes as a strategy for helping people value changes that prioritize more vulnerable people among us.

The National Street Service project also focused on priming the pump amongst members of its target audience. Rather than exchange words or jargon, NSS recruited and built the capacity of locally-based volunteers who were coached to create and implement a small, low-cost "intervention" connected somehow to streets in their community. Each intervention was designed to be encountered by a community member, who was then solicited for a reaction, or offered a call to action. Data collected from these interventions were then reviewed by the NSS team to distill principles and messaging that would advance a broad national movement toward designing and building more human-centered streets in the future.

The overarching strategy that informed the entire NSS project was the intent to make it social. Engagements on the ground in five pilot NSS communities encouraged local people to tap into and use the power of networks to encourage and support people in making a commitment to be a part of streetscape change in their community. The NSS team was very clear in understanding that the best way to nurture a person's sense of ownership or buy-in is to have them participate in something first-hand and alongside fellow participants.

The NSS project team also sought to make it timely. By design, NSS "interventions" on the ground prompted people when they are most likely to be receptive– in this particular case, encountering them in their day-to-day commute along streets and through the public realm in the course of their daily lives. The NSS team knows that meeting people where they are is a great way to ensure some type of engagement with a target audience.
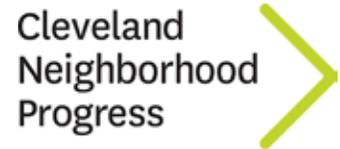
Designers of the NSS project were intentional about appealing to shared values around the street, particularly those around changes that are of the highest and best use for society, that allow for democracy to play out on the street. Thus, the NSS project tapped into the cognitive bias associated with `commitments`, specifically humans' desire to maintain public promises; the value proposition of streets and the public realm can be viewed as one of these "public promises" associated with life in civil American society.

Conclusion

The National Street Service project offers an excellent example of how leveraging cognitive biases and the human behavior that results from them can inform and build a campaign for social change. "You have to experience something on a one-to-one scale, with other people, in real urban space in order for an experience to make a difference in someone's mind," says Muessig. By creating emotional "moments" like this for people to encounter and engage first-hand with other people in the course of their daily routine, the NSS team and its volunteers designed a very powerful strategy for sparking introspection and dialogue among laypeople. NSS also designed a near-term strategy in multiple communities with an eye toward affecting change over the longer-term: "We ran the program concurrently in these 5 cities in order to cultivate a sense of urgency and importance as a result of being part of a 'national movement whose time has come'," says Muessig. Indeed, it will be interesting to watch this national campaign for designing more human-centered streetscapes across the United States unfold in the years ahead. Visit www.ourlivingstreets.com to review the National Street Service Principles for the Living Street of Tomorrow.

Cleveland Neighborhood Progress
The Racial Equity & Inclusion Initiative
Published April 23, 2019

Summary	The "Year of Awareness Building", initiated by the nonprofit community development corporation known as Cleveland Neighborhood Progress, was the first phase of a successful multi-year effort to embed racial equity and inclusion as a central organizing principle of its holistic approach to community development. Stakeholders representing dozens of organizations across Cleveland participated in a racial equity training module in cohort waves over a period of twelve months. The training was designed to educate, awaken, and inspire in each person the will to develop and implement a project of their own volition that highlighted racial inequity in their respective domain. Though they were separate events, all projects were co-branded, co-marketed, and included under the "Year of Awareness Building" banner, leading to a rising collective sense of urgency and action around undoing racism. The initiative was regarded so highly by community stakeholders that an ongoing initiative was begun in Year 2, and continues to this day.
Features the following behavior change factors:	Easy Attractive Social Timely Messenger
Keywords	Equity, inclusion, systems change, relationships, structural racism

Cleveland Neighborhood Progress is a nonprofit intermediary leading the revitalization of neighborhoods across Cleveland, Ohio. It impacts the community by providing financial support, training, and capacity building efforts to community development corporations (CDCs), supporting and performing placemaking activities that improve residential, commercial and greenspace properties, and delivering economic opportunity programming to ensure city residents can thrive where they live.

Established thirty years ago, Cleveland Neighborhood Progress is an organization rooted in activism and organizing. In 1977, just after the Community Reinvestment Act was passed into law, Cleveland Neighborhood Progress came into being as a means for ensuring that Cleveland was free of the practice of racial redlining– that is, banking institutions' avoidance of lending to, or investing in real estate projects in, low and moderate-income communities and communities of color. "A continuous thread running throughout this organization's history has been the struggle to reconcile the organization's roots with its efforts to support human development, and its efforts to support real estate development," says Erika Anthony, Cleveland Neighborhood Progress's Vice President of Government Relations, and leader of the organization's racial equity and inclusion initiative.

In the wake of the 2014 police killing of twelve year old Clevelander Tamir Rice, Erika began encouraging Cleveland Neighborhood Progress's staff and leadership to reflect with greater intention on the ways racism has framed the field of community development. Erika and her team wanted to make explicit for the whole city the ways that Cleveland's present day patterns of gentrification, displacement, and cultural and socioeconomic segregation—along with police brutality and so many other systemic injustices—mirror the real estate redlining practices that helped define and justify the organization's founding mission. Erika says there was a burgeoning sense that, as an intermediary community development organization, the team needed to look into the mirror and ask: "How do we take this line of questioning from conversation to action?".

The Cleveland Neighborhood Progress team prioritized efforts to develop a common lexicon among its staff and board members around the concept of systemic racism and the dynamics rooted in it. "We needed and wanted to hold ourselves accountable. We said, 'let's acknowledge that systemic racism is at the root of the dynamics we see today, and explore how that should impact our work going forward'," says Erika. With that guiding question as their north star, Erika and her team developed and established the Year of Awareness Building, which kicked off in January 2017.

"The Year of Awareness Building was very much a starting point for our continuing efforts to embed racial equity and inclusion as a central organizing principle of a holistic approach to community development," says Erika. "To truly accomplish our vision for Cleveland's neighborhoods, we know that Cleveland Neighborhood Progress must ensure that all residents— especially historically

disadvantaged members of the community— feel connected to the fabric of their neighborhoods; have equal access to opportunities; and are meaningfully engaged in the decision-making processes that affect their lives." The team envisioned a year-long effort that would be grounded in the delivery of carefully designed trainings, which Cleveland Neighborhood Progress saw as an important vehicle for growing and galvanizing a broad community of people around this shared vision for a Cleveland in which everyone can thrive.

Through a professional network recommendation, the team learned about the Racial Equity Institute (REI), an alliance of trainers, organizers, and institutional leaders who have devoted themselves to the work of creating racially equitable organizations and systems, and help individuals and organizations develop tools to challenge patterns of power and grow equity. Cleveland Neighborhood Progress developed a partnership with REI in order to invest in and grow a cohort of Clevelanders who would come to share a common awareness of systemic racism and language for it, and then incorporate this awareness and language into their day to day lives and behaviors.

Cleveland Neighborhood Progress secured funding to support the REI team coming to Cleveland on a monthly basis to conduct half-day and full-day racial equity and inclusion trainings. The REI trainings that took place during the Year of Awareness Building initially were offered to Cleveland Neighborhood Progress's staff and leadership, CDCs in the Cleveland Neighborhood Progress network, and leaders from allied organizations and institutions, including some of the largest and best-known in the city. Using their "Groundwater approach", REI training leaders facilitated group learning and development through the use of a metaphor designed to help practitioners at all levels internalize the reality that we live in a racially structured society, and that this reality is what causes racial inequity.

From the very beginning of Cleveland Neighborhood Progress's yearlong effort, the racial equity trainings were met with overwhelming enthusiasm. "Participants were characterizing their training experience as deeply emotional and life-changing," says Erika. "Because their experiences were so profound, and because of the way the trainings were structured, participants came out feeling compelled and equipped to take action in their own work and personal lives." The early trainees began telling other folks in their social, familial, and vocational circles about their experience, and soon, demand for more trainings rose across Cleveland.

By the end of the Year of Awareness Building, nearly 1,500 people representing over 200 Cleveland-based organizations had participated in either half-day or full-day trainings with REI, a far larger reach than the team had anticipated at the outset of its work. After receiving such positive feedback from training participants, Cleveland Neighborhood Progress set its sights on broadening the racial equity and inclusion conversation citywide. Based upon the community's overwhelming response to the trainings in 2017, Cleveland Neighborhood Progress decided to continue the trainings in 2018 with its Year of Deeper Awareness and Action. By the end of last year—two years after the Year of Awareness Building first began—3,159 people, representing 709 organizations across Cleveland, had participated in a racial equity training.

The team was pleased to see the impact of the REI trainings on participants' behaviors unfold so quickly. "As more and more trainings took place," Erika says, "organizations across Cleveland began taking up the mantle of awareness raising through development of thematically-related events and programs." While some were spearheaded by or in partnership with Cleveland Neighborhood Progress, a number of these events and programs emerged following an organization's leader participating in an REI training.

Examples of events co-branded with the Year of Awareness Building include: an art exhibit focused on redlining and segregation in America; a film series; book clubs; and book discussions. These new practices and events pushed the opening of the racial equity conversation into the lives of everyday community members, practitioners, and the institutions surrounding them in ways it hadn't ever been before. And, the work to reach even more people continues in a creative, multi-faceted fashion.

In parallel with teeing up the racial equity trainings for Clevelanders, Cleveland Neighborhood Progress focused its efforts internally on operationalizing and embedding racial equity within all aspects of its organization. Toward that end, Cleveland Neighborhood Progress leaders made behavior changes of their own, beginning with adaptation of their existing grant programs to explicitly name and support racial equity and inclusion work. For example, for their 2017 Neighborhood Solutions Award program— a small, competitive grant funding program for Cleveland-based CDCs seeking to bring a concept or idea to bear, or to enhance something they're working on— the theme centered in its call for proposals was racial equity and inclusion. Leaders of Cleveland Neighborhood Progress's larger grant program, the Strategic Investment Initiative, began soliciting detailed information from grant applicants about how they frame their mission, work, and approach through a racial equity lens.

Cleveland Neighborhood Progress continues to sustain the impact of this work by launching new programming and continually modifying existing efforts to reach an ever-broader audience. For instance, Cleveland Neighborhood Progress and REI introduced and added a training specific to Latinx people and their associated challenges with systemic racism, which are distinct from those associated with the experience of African Americans. In the fall of 2018, Cleveland Neighborhood Progress launched a traveling interactive exhibit at the Mount Pleasant NOW CDC called "Undesign the Redline," which explores the history of race, class, housing policy, and

how that legacy continues to shape our communities today. Three organizations will host the exhibit for the rest of 2019.

Hack Cleveland, an initiative of Cleveland Neighborhood Progress, recently convened a scope-a-thon, a day-long collaborative event where technologists and problem-solvers get together with local community organizations to understand their challenges and develop relevant tech and data solutions; Cleveland Neighborhood Progress's kickoff event focused on criminal justice reform. Cleveland Neighborhood Progress also convened Creative Fusion, a means for bringing together artists to focus on new ways to use and visualize Greater Cleveland neighborhood data through art. Also this year, Cleveland Neighborhood Progress will partner with Third-Space Action Lab to help organize the REI trainings for the community.

Behavior Change Analysis

The approach taken by Erika and the Cleveland Neighborhood Progress team to develop and drive a racial equity and inclusion initiative is as multifaceted as it is inspiring. In developing and nurturing the projects and partnerships that comprised the Year of Awareness Building, the Cleveland Neighborhood Progress team appears to have drawn from many aspects of the EAST and MINDSPACE frameworks.

Although there are many defining facets of Cleveland Neighborhood Progress's initiative, for purposes of this project, the behavior change analysis will focus on the development, promotion, and expansion of the Year of Awareness Building. This work provides a great example of what it takes to reach with intention across a community in order to connect meaningfully with people from all walks of life, and to instigate change. This is the work of changing hearts, minds, and behaviors related to critically important issues in our society.

Cleveland Neighborhood Progress made the trainings very `easy` for willing participants to access.

Anyone who expressed interest could sign up for a racial equity training. If cost appeared to present a barrier to an aspiring participant, Cleveland Neighborhood Progress subsidized the cost with scholarship funding it had set aside for such purposes.

In terms of the racial equity training itself, REI made it easy for participants to see the dynamics of power and gate-keeping by continually prompting them to reflect on the power and gate-keeping capacity they hold in each and every setting, whether faced with a vocational leadership decision, a challenging social exchange, or otherwise.

The multi-disciplinary, multi-faceted, and inclusive approach to the racial equity training also made it easy for participants to see themselves in the work, and to find their own path for taking action to promote racial equity and inclusion. Erika says, "We tell participants that whatever your protest medium, frame it through a racial equity lens."

The Cleveland Neighborhood Progress team made the REI training `attractive` to would-be participants by making the training low-cost, and by offering aspiring participants the prospect of joining a training alongside a network of engaged community members, activists, and some of Cleveland's most prominent and influential leaders from the city's largest and best-known institutions.

Cleveland Neighborhood Progress made the racial equity training `social` by encouraging nonprofit leaders to assemble and send a delegation of board and staff members from their organizations; by inviting leaders to purchase a block of participant slots for their teams; and by engaging participants in cohorts that nurtured the possibility of a profound experience shared with another. Erika says, "Many people who went through a racial equity training developed deep relationships with their cohort members. They've come to know others in the community beyond their own cohort who have completed the training, too." This deep shared experience has helped build lasting relationships, along with a shared desire to do something, whatever their position in the community. "Folks come away knowing that everyone has a role to play in dismantling white supremacy," she says.

Cleveland Neighborhood Progress's efforts were and are relevant and `timely`.

This community-wide work grew out of an increasing sense of urgency across the city following social and political unrest happening both nationally and locally, reflected in the growing movement and visibility of the Black Lives Matter movement in communities across the United States, and magnified by local issues such as the police shooting of Tamir Rice, and the City of Cleveland's Consent Decree issued by the Department of Justice.

The Cleveland Neighborhood Progress team also relied heavily on positioning leaders from prominent Cleveland organizations as participant `messengers` and ambassadors who shared with others about their racial equity training experience via word-of-mouth. In addition to inspiring their peers, colleagues, and friends to join in the effort, these leaders used their influence to help their own organizations to take a deep dive into racial equity and inclusion work following their own training experience.

Conclusion

Because systemic racism can be as invisible to people as the air we breathe, the work to build awareness about it, and to establish a culture of commitment to racial equity, is inherently disruptive. It is iterative, too, requiring persistent vigilance and continual effort on the part of each individual to step outside their emotional zone of comfort, where most human beings seek to dwell by default. This work requires nuanced strategies for bringing to each heart and each mind an awareness about dynamics that most people are socialized to not see. Thus, factoring into such strategies knowledge of typical human behavior and the biases inherent in the human brain is essential for doing this work effectively.

In taking a multifaceted partnership approach to awareness-raising, the team at Cleveland Neighborhood Progress has shown that with persistence and thoughtfulness, change is possible. The legion of people and institutions now committed to disrupting systemic racism and realizing racial equity is growing across Cleveland thanks to Erika and her team, and the energy and resolve of this movement shows no signs of stopping. Please visit www.clevelandnp.org to learn more about this bold and inspiring organization and its work to realize lasting social change.

Sacramento Municipal Utility District
Driving Electrification
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Summary	The Sacramento Municipal Utility District developed a multi-faceted behavior change initiative to encourage electrification among its customers. The utility took on this initiative as a way to reduce greenhouse gas emissions while simultaneously strengthening its fiscal viabilty as a business. Through a variety of experimental activities, SMUD invited a self-selecting group of residential customers to test new cooking technologies powered by electricity. As they participated in that beta-test, the customers were engaged in social media activities such as reviewing and sharing video testimonies about their experiences. In parallel, the Utility also experimented with marketing and promotional initiatives designed to encourage its customers to purchase electric vehicles. The behavior change tactics featured in this work were so successful that SMUD has seen a significant increase in customers using electrifed versions of previously well-loved carbon-emitting technologies, and plans to continue these efforts into the future.
Features the following behavior change factors:	Easy Social Timely Messenger Incentives Norms Defaults Salience Ego
Keywords	Electrification, relationships, timeliness

California is a national leader in greenhouse gas reduction, and through its major behavior change-fueled initiatives, the Sacramento Municipal Utility District (SMUD) is helping to light the way. Citing a paradigm shift inside his organization several years ago, SMUD CEO Arlen Orchard says that when his team first set out to develop and implement a plan for reducing SMUD's carbon footprint, they very quickly saw they needed to learn more about their customers. "We used to design our programs based on what we thought we knew about what our customers wanted, rather than tuning into those things our customers value. So, we collected data to do that." Arlen's team gathered a great deal of valuable data about their customers, facilitated by newly installed smart meters. From that data, the team discerned trends in how SMUD customers use electricity. The team then added to that data their customers' demographics and psychographics– that is, customers' habits, hobbies, spending habits, and values.

Using this assembled information, Arlen's team further segmented its customers beyond the traditional commercial and residential customer segments. For example, SMUD developed 7 unique residential customer segments. They reflected on how to create messaging that would cater to each specific segment and their particular leanings, and on how to develop a variety of nuanced approaches that would enable SMUD to reach them. Arlen says his team needed to use a lot of market research. "Unfortunately, classic market research is expensive to do, and takes a long time to get results," says Arlen.

In light of that expensive reality, SMUD's team opted instead to do what Arlen calls "quick and dirty" market research. The team developed two online communities to conduct their research. One was a residential customer group comprised of several thousand customers, crafted to reflect the diversity of their customers from age, ethnicity, and where they live, to socioeconomic status and whether or not they consider themselves "environmentalist". The other group was comprised of a comparably representative array of business customers. Arlen says his team was explicit in sharing what they were doing with their customers: "We're asking you to help us think through our ideas."

"We used these online groups to test messaging and marketing. When I say 'quick and dirty', I mean that through this active online community, we're getting a 35% response rate. We're getting data within a week. All of a sudden, we can be agile in how we're rolling out programs, and we can really start to achieve some adoption of new behaviors among our customers." Arlen says his team's work to develop and test their messaging was heavily informed by the EAST and MINDSPACE frameworks. He cited two examples of how this worked, both in light of SMUD's goal to promote electrification.

The first example centers on encouraging the purchase and use of electric vehicles. Given SMUD's aim to decarbonize its operations and its customers' carbon footprint, Arlen's team worked to develop and test messaging to understand the line of thinking most

likely to inspire customers to opt for an electric vehicle. "We developed a rewards program called 'Charge Free for Two Years' that we promoted through parallel campaigns on billboards, across social media, radio and on television." In short, the program offered those who purchase a new electric vehicle the opportunity to charge at home for free for two years from their date of purchase.

Rather than simply offering a rebate, SMUD hardwired an emotional appeal into their design of the program by tying a customer's use of electricity to their purchase and use of an electric vehicle, and by affirming that customer's purchasing choice in the first place. They also offered customers an additional choice: "If you're not interested in the 'charge free for two years' offer, then we'll take the equivalent value and put it toward an in-home charger." Overall, Arlen says this approach was very powerful: "The idea of getting something for free over two years following their purchase was really appealing to customers."

The second example features SMUD's efforts to promote electrification in their customers' residences. Arlen cited a well-known barrier to promoting electrification in the residential kitchen: customers strongly dislike traditional electric ranges because the electrified coil is challenging to use. Arlen's team suspected that the advent of the induction range, a major improvement upon the electric coil, meant there was an opportunity to challenge and change that prevailing sentiment. They decided to engage willing customers in beta tests of new induction cooktops to see whether or not a first-hand experience could do just that.

The SMUD team reached out to its online residential community and posed the question "Are you somebody who loves to try new products?". In that same message, SMUD offered an explanation of the new induction cooktop appliance, and an invitation for the first 400 willing participants to test one of the new appliances for a period of two to three months. Interested customers clicked through to SMUD's Energy Store, an online e-commerce site which sells and connects consumers with energy efficient products, where they were prompted to use a special customer code. Once they entered their mailing address, their free cooktop, valued at $100, was shipped directly to their home. Over the subsequent two to three month period, participants were emailed short online surveys to assess their user experience, and how their perspectives about the product changed over time. The SMUD team encouraged participants to create and share videos of their experiences and testimonials.

At the beginning of the program, SMUD's initial survey asked participants for their impressions, especially among those who had never tried induction cooking and didn't know anything about it. At the outset of the project, only 10% of those customers new to induction cooking had a very positive or slightly positive view of it. After their experience using it, however, Arlen reports that "... more than 90% of participants took a very or slightly positive view of induction cooking. 63% of those folks had a very positive view and would recommend it to their friends. From this, it became clear this experiential marketing and learning approach was very powerful."

What SMUD learned through this experiment has the potential to promote electrification at scale, too, Arlen says: "Not only will the information help inform how SMUD promotes electrification among its customers, but will also help inform our approach with developers. We'd like to convince them to create all-electric housing developments, whether multi-family housing, or single home subdivisions. We've had some developers commit to all-electric subdivisions, and want to see those commitments scale up."

Behavior Change Analysis

Much can be learned about promoting individual and population-scale behavior change from SMUD's efforts to drive electrification across its residential and business customer base. Arlen stated that his team's work was informed directly by the MINDSPACE and EAST frameworks. Specifically, by building an engagement strategy informed by human behavior and known cognitive biases in the human brain, along with nuanced data and trends about their customers, SMUD was able to directly engage with their customers in ways that were meaningful to them and responsive to their particular tendencies.

For instance, in the case of the induction cooking units, SMUD aimed to connect with customers as they were purchasing their new home. They made sign-up for the testing program convenient, with SMUD shipping the appliances directly to participating customers' homes. In doing so, SMUD made their engagement efforts easy and timely .

Similarly, the SMUD team aims to connect with developers as they are designing new housing developments, encouraging them to source electric ranges for all their new units before any construction or supply chain decisions are made, also a strategy involving timeliness and SALIENCE. Securing these commitments with developers also means influencing the defaults that customers encounter when purchasing a newly constructed home furnished with an electric induction cooking range and other energy-efficient appliances.

In the case of the "Charge Free for Two Years" program, SMUD tied a customer's use of electricity to their purchase and use of their electric vehicle. SMUD affirmed their customers' purchase of electric vehicles and appealed to their ego , embracing the fact that humans behave in ways that make them feel better about themselves.

In the case of SMUD using the occasion of a new electric vehicle purchase to introduce tools and a routine of electric charging to

their customers at the time of purchase, thereby facilitating the integration of new norms associated with customer use of electricity to charge the motor vehicle in their lives.

Arlen and his team nudged SMUD's customers to give electric ranges and electric vehicles a try by offering strong incentives such as the "Charge Free for Two Years" program and the option to test and give feedback about their induction cooking experiences on free electric ranges they could keep when the testing period ended.

Finally, SMUD made their electric range testing program social by engaging their participating customers online, alongside other users, and asked them to provide feedback in the form of videos, chats, and testimonials on social media. At the conclusion of the program, SMUD's team asked participants whether they would recommend the electric range they tested to their friends, which utilizes the heavily influential messenger and word-of-mouth means of promotion.

Conclusion

SMUD's customer engagement strategies for promoting electrification among both residential and business customers across its service area offers relevant, real-time examples of how leveraging cognitive biases and the tendencies of human beings can actually change human behavior in positive ways. "Everything we do starts with our customers and the communities we serve. Our board of directors sets our strategic goals, and defines longer term outcomes. With those guiding our actions, we aim to reduce not only SMUD's carbon footprint, but also that of our customers. At the same time, we're building new revenue sources and encouraging customer loyalty, so internally we are responding to the incentives we see in us making these changes as well," says Arlen.

By creating a fun, hands-on experience, like the induction cooking range test program, SMUD helped its participating customers try and learn about something new that also tested their assumptions about electric range cooking and their emotional attachment to cooking over a natural gas or propane flame. By incentivizing and affirming the purchase of electric vehicles, SMUD is doing right by the future of our world, and at the same time, extending the feel-good benefits of that benevolent act to its customers.

While SMUD has only just begun testing and refining these behavior change strategies, it will be interesting to watch the shift in electricity usage scale across the Sacramento region in the years ahead. Visit the SMUD website, where you can access the SMUD Energy Store and also find more information about the organization's many programs and intitiatives.

Elemental Excelerator
The Equity & Access Program
Published May 29, 2019

Summary	Elemental Excelerator's startup business accelerator model creates both local and global impact. It is an effective behavior change agent in the way it invests strategically in companies, their people, and projects. As an investment and philanthropic platform, Elemental is focused on strengthening the relationship between humanity and nature through supporting scalable, equitable, and innovative solutions to some of our nation's most intractable challenges. In explicitly supporting the growth of entrepreneurs and their mission-driven companies from pilot phase to commercialization, the Elemental team is changing both the behaviors and expectations of businesspeople and investors alike, rendering it an important model for instigating market-based social change.
Features the following behavior change factors:	Easy Social Timely Attractive
Keywords	Entrepreneurship, equity, access

Elemental Excelerator (Elemental) is a startup growth accelerator that finds and funds mission-driven companies to help improve systems that impact people's lives in the sectors of energy, transportation, water, agriculture, and beyond. Elemental's model is based on place-based innovation — looking at the challenges of a specific place and working with startups and the surrounding community to collaboratively solve these challenges in innovative ways. Through co-funding, co-designing, and co-developing projects and strategies that help startups improve infrastructure and sustainably enhance communities, Elemental has built an ecosystem of passionate people and companies working to change the world.

Elemental is funded by the U.S. Navy and a diverse coalition of utility partners, corporate partners, the U.S. Department of Energy, state government, and philanthropic organizations. Elemental typically works with companies in the later stages of the startup phase as they move from pilot to commercialization. Prime candidates are companies that have already gone through the research and development phase, and have at least one established customer. Elemental funds such candidates to develop and implement a go-to-market strategy or a demonstration project for their product. Either way, Elemental's investment is meant to help transform the company in some meaningful way while also positively impacting the community in which it works.

Elemental Excelerator was first established in Hawaii as a place-based, clean energy accelerator. Its model is reflective of the fact that the organization's founding roots were laid upon a set of islands, and was designed to help people on those islands reach their fullest potential. Accordingly, Elemental centers in its work an ethos of deep respect for relationships and for the land, which are essential for anyone living or doing business in a small place inhabited by a small community of people and surrounded by water.

Sara Chandler is Policy and Community Manager with Elemental Excelerator, where she focuses on bringing to life projects that support the growth of mission-driven startups while also creating positive and equitable outcomes in disadvantaged communities and communities of color, which routinely face environmental, economic, and social burdens in higher concentrations than whiter, more affluent communities. She explains how Elemental migrated its work from Hawaii to the continental US this way: "Two years ago, after seeing the continual need to address environmental degradation and disinvestment in low-income communities broadly, we began seeking ways to lend our support to even more startup companies so they could become part of the solution beyond the Hawaiian Islands. This desire to expand our impact followed a natural progression for Elemental's leaders, who, in an embrace of the way they saw energy touching upon every single sector, had begun to integrate into the organization's clean energy mission a focus on agriculture, water, and mobility about five years ago."

Elemental's search for a new place to apply its ethical accelerator model eventually brought it to California, where several major environmental equity policy victories have been realized in recent years. This is when Sara joined the Elemental Excelerator team. With more plentiful resources and people devoted to thinking about and solving equity and sustainability challenges in California, Elemen-

tal's leaders saw a pivotal opportunity for helping new technology innovators in the Bay Area, who have an important role to play in creating equity-oriented solutions in the marketplace. Thus, Elemental kicked off its work in California, with an emphasis on offering technology startups a suite of best practices and expert guidance on addressing issues of equity through direct work with low-income consumers and community-based organizations.

Mission-driven work permeates all of Elemental's programming, which features three tracks for making investments in startups operating in Hawaii, Asia-Pacific, or California:

1. The Go-to-Market Track – In this track, Elemental funds earlier-stage startups at the $100,000 level to explore their company's product fit in the marketplace, offering these teams time, resources, and support in figuring out who their best customer is.
2. The Demonstration Track – In this track, Elemental co-funds and designs transformational projects that help companies scale, and involves an investment of up to $1 million, usually co-funded with another investor. This track is for companies that already have an innovative technology, customer traction, early results, and resources to grow.
3. The Equity & Access Track – In this track, Elemental supports companies that have an innovative technology, and a sales strategy that increases access to this technology in disadvantaged communities in California. Participation in this track happens within a cohort, and is guided by two principles: "equity in", or integrating equity into a company through such internal practices as hiring, professional development, and responsible supply chain procurement; and "equity out", referring to the incorporation of best outward-facing practices, typically direct engagement with a population or community historically under-represented in the marketplace and co-located with the company geographically.

Sara says that "entry into any of these three investment tracks requires a thorough application process, which is conducted by members of the Elemental team collaboratively,". The iterative vetting process is an important way for the Elemental team to assess where it can make the greatest impact. Borrowing from a few Hawaiian analogies, Sara explains how her team seeks and cultivates its portfolio companies: "We do a lot of spearfishing, which of course involves nurturing the environment, nature, and the ecosystem the fish are in, in order to catch them." The initial application is very short, and is meant to initiate a conversation that draws out additional details about the startup, its mission, its team, and its vision for impact. Elemental seeks businesses and leaders who demonstrate "good fit" in the following ways:

- They share Elemental's culture and team values, especially including the notion of joyful work
- They are coachable
- They are trying to create a paradigm shift, or are open to creating one
- They have identified the potential trickle-down benefits of their work
- They are leading long-term projects, ideally ones involving infrastructure of some kind
- They care about the place associated with their business, not simply extraction of wealth or resources from that place

Sara describes some of the additional facets her team seeks in "good fit" startup candidates. "Those we select must be open to experimentation. Our typical investment engagement runs just eighteen months to two years, so a level of comfort with the concepts of testing ideas and 'failing fast' is especially important." Sara says the startups she sees that are best positioned for investment are those willing to engage meaningfully in equity considerations, whether seasoned or new to the concept.

"Really, we see two company archetypes. First, we've got the companies that 'live for equity'– these folks who are always thinking about the low-income customer. Then, we've got the later stage companies that may be further along in their growth, so they may have more resources, but this interest in equity and community impact is something new to them. So, with those companies, we're working to find ways to hold them more accountable to equity outcomes, especially in terms of how their business plays out in the marketplace."

Once a cohort of companies has been selected for investment in a given year, Elemental engages company representatives in the process of getting to know their fellow entrepreneurs, their mentors, and their coaches. Sara says, "We think of ourselves as entrepreneurs too. Working with people and businesses is how you make change and find success, and we work hard to create a program culture that reflects that reality." The Elemental team designs events using a variety of formats that create a convivial atmosphere, thereby cultivating the informal peer learning program experience. Gatherings for program participants are held in Hawaii to immerse participants in the island culture, thereby deepening participants' understanding and embrace of the land and relationship ethos,

and their commitment to instigating meaningful changes both inside their respective companies, and in the broader ecosystem within which they exist.

Since its first cohort in 2013, Elemental Excelerator has invested over $30 million in 82 companies across its portfolio, and many of those companies are now generating revenue. In five years, the pipeline of applicants has grown from a few dozen to 800 in the latest round of applications.

Behavior Change Analysis

Elemental Excelerator's model offers excellent lessons on how powerful an organizational culture and atmosphere can be in nudging entrepreneurs to change their behavior, and that of their team members.

The Elemental team makes their application process for funding easy .

Although applying for funding from Elemental involves a thorough three-month process, Sara says her team is conscious of the continual need to keep barriers to entry low. "We iterate on this. Every year we make the application process less onerous on the entrepreneurs. We've landed on having everyone fill out this quick, five-minute application, and then our team does the work from there to ensure those applicants are ready for the next round. We make everything we use intuitive, involving as few clicks as possible. We also prepare our questions for applicants in advance to make the vetting process go more smoothly."

Elemental makes its offerings attractive .

Elemental's cohort model is attractive by design. Although the issues with which winning Elemental entrepreneurs will wrestle are complex and not for the faint of heart, $1 million in funding is a good bit of investment for a startup enterprise looking to scale. Start-up funding that affords an entrepreneur time, space, and support to address issues of equity and sustainability in their business model can otherwise be difficult to come by. Sara says Elemental's cohort model is especially alluring for entrepreneurs. "We are affiliated with great partners from around the world, both in and well beyond Hawaii and California, many of them representing familiar brand names. We have talented people who are mission-aligned mentoring across our cohorts, and that's valuable to our clients."

Elemental makes its program social .

Sara and her team at Elemental use a variety of rich formats to engage their clients with and alongside one another. For example, their CEO Summit offers safe space for executives to learn about different topics from one another. There's ample time for listening to seasoned and inspiring speakers, as well as for engaging in intimate, off-the-record conversations with fellow entrepreneurs and mentors. Elemental's Interactive is an event designed to showcase all the companies in a given cohort, providing a unique opportunity for introductory, semi-structured conversations between CEOs and potential investors. "We developed this way because we know people thrive on peer-to-peer learning. We learn best from the folks who are going through something just like we are," says Sara.

Elemental's Town Square Event, which is held after companies are selected, brings an ecosystem of project partners that broaden the palette of thought partners available to entrepreneurs in the program. "We bring together different folks from different industries. We get them all talking together, discussing how a given project can be the best it can be, learning about the policies and partners they should know about, starting to build relationships that will support the startup over the long haul," Sara explains. Design sprints, world cafes, and un-conferences are additional conference formats that Elemental uses to turn the concept of a more traditional conference on its head, thereby democratizing the process of learning.

Event design considerations heavily factor in the more social aspects of investing. Sara says: "We work hard to create warmth in our settings. Our speakers are mission-aligned, and they help us convey 'this is why we're doing this; this is the desired impact we're aiming for'." Elemental events emphasize comfort. "Hawaiian sensibility is very casual. We place strong emphasis on making people feel at ease, and feel seen for who they really are." What's more, the skill of holding space for fruitful conversations to unfold is something Elemental invests in among its staff. "All of our team members have gone through facilitation training, so we know how to create and sustain group conversations that will be generative."

Elemental makes its offerings timely .

The Elemental team thinks a good deal about timeliness in their work. Sara says: "We organize and align ourselves with how and when companies are raising funds, and support companies at the riskiest points of a typical company's growth toward maturity. We are intentional about managing the timeline of our application process. Our events happen cyclically, progressing from application, to due diligence, to Interactive, to CEO Summit." Elemental cultivates a pipeline of applicants, and works over time to develop relationships with people representing those applicant companies from which they'll choose future cohorts, too.

Conclusion

Elemental Excelerator's startup business accelerator model is an effective behavior change agent in the ways it invests strategically in companies, their people, and projects that create both local and global impact. As an investment and philanthropic platform, Elemental is focusing on strengthening the relationship between humanity and nature through supporting scalable, equitable, and innovative solutions to some of our nation's most intractable challenges. In explicitly supporting the growth of mission-driven companies from pilot phase to commercialization, the Elemental team is changing both the behaviors and expectations of businesspeople and investors alike. Visit www.elementalexcelerator.com to learn more about this exciting model for instigating market-based social change. There you can also explore their 2018 impact report, which highlights a summary of the many positive ripple effects the organization and its investments are making around the world.

LA Department of Water & Power
The Shared Solar Program
Published June 4, 2019

Summary	In March 2019, the Los Angeles Department of Water and Power launched its Shared Solar Program, designed to allow the utility's residential customers living in multi-family dwellings (apartments, condominiums, and duplexes) to participate in the solar economy while fixing a portion of their electric bill against rising utility costs. The program, informed in part by behavioral economics insights, took four years to create and engaged dozens of relationships from concept to launch. The effort began with the LADWP Board of Commissioners' public commitment to examining issues of fairness, service disparity, equity among rate payers, and across all of the utility's operations. Following that institution-wide assessment, the Commission developed the Equity Metrics Data Initiative, which gave the utility's staff and leadership data, a common language, and shared understanding about the value of equity considerations. The Shared Solar Program emerged following the utillity's recognition of trends showing its longstanding renewable power programs favored homeowners and households earning higher than average incomes. While the program only launched this year, this case study highlights the importance of behavioral economics as a tool for instigating and sustaining institional-scale behavior change.
Features the following behavior change factors:	Attractive Social Timely Messenger Incentives Salience Commitments
Keywords	Equity, access, inclusion, shared solar

The Los Angeles Department of Water and Power (LADWP), the largest municipally-owned water and power utility in the nation, is lighting the way in making solar power more equitably accessible to all with the design and launch of its new Shared Solar Program. Once up and running this spring, the program will allow LADWP's residential customers living in multi-family dwellings (apartments, condominiums, and duplexes) to participate in the solar economy while fixing a portion of their electric bill against rising utility costs. The program took four years to create, and engaged dozens of relationships from concept to launch.

Established more than 100 years ago, LADWP delivers reliable, safe water and electricity to four million residents and businesses across Los Angeles. A five-member Board of Water and Power Commissioners establishes policy for the LADWP. These Board members are appointed by the Mayor and confirmed by the City Council for five-year terms.

Aura Vasquez is a recent former LADWP Commissioner whose five-year term just ended in December 2018. As a Commissioner, Aura championed the Shared Solar Program concept, calling for a solution to the disparities in customer participation that LADWP leaders observed of the utility's earlier solar incentive programs. "There were all these people for whom it was impossible to participate in the solar economy, simply because they were renters and not homeowners," says Aura. "It's a question of ethics, a question of equity. How can we, as a publicly-owned utility, allow such disparities to persist?"

Jason Rondou, Manager of Strategic Development and Programs with LADWP, elaborates: "LADWP has been running energy incentive programs since 1999, so there's a lot of data on who's participating in what. Our numbers have consistently shown low rates of solar adoption among renters, and especially multifamily dwellers." Promoting solar energy adoption involves much more than simply helping utility customers "go green". Equity-centered leaders like Aura Vasquez know that participation of a critical mass of customers is essential in a city's quest to meaningfully lower its carbon emissions. "The reality today is that over 50% of Los Angeles residents are renters, so getting all those people to adopt solar is how we can achieve real climate resiliency," says Aura.

Once LADWP acknowledged the skewed trends in solar participation, the utility began promoting its programs in lower-income communities and communities of color. These areas, which the State of California had designated as 'disadvantaged', were the same ones where LADWP's data had shown little to no solar penetration. "LADWP prioritized solar infrastructure installations atop homes in

those neighborhoods, enabling households to host solar power generation and earn money by selling excess electricity back to the grid." But, even after focusing its efforts in underrepresented areas, LADWP staff saw that participation still trended toward homeowners who were, on the whole, wealthier and whiter.

"Essentially, customers on our low-income rate, as well as those located in disadvantaged communities—those who could benefit most from lowered utility costs—were often shut out of our solar programs," says Jason. One major barrier to participation among people with lower incomes is "the up-front investment in infrastructure required on the part of both utility and customer," Jason explains. "Another barrier was that renters rarely have a say in the decision to install solar infrastructure on the roof their landlord owns. Even if solar were installed, the resulting cost savings wouldn't necessarily be shared with the renter," he says.

There were institutional barriers, too. "Our Solar Rooftops Program, which launched back in 2017, held promise," Jason says. Among other things, however, the prospect of rate-payers selling electricity back to the utility triggered the need for significant upgrades to LADWP's billing system. "LADWP is a large organization serving millions of customers. Our billing system is massive. Making any major IT change like the ones this program needs would require a coordinated project and communications plan. In this case, it also required a good deal of will-building. We had to get the IT team, which was already fielding a long to-do list of system modifications for other projects, on board in terms of prioritizing this program," says Jason.

Then-Commissioner Vasquez and other shared solar champions urged management to take coordinated action, "but both internally and externally, people were saying, 'we already run solar incentive programs, why do we need to add another one and deal with all these changes?'," Jason explains. "Confronting this rationale, communicating why the changes were so important, and in the process building the will among people who saw a lot of work in what we were proposing, required strategy."

In 2013, when Commissioner Vasquez joined the LADWP Board, she and other equity leaders on staff began engaging local community based organizations (CBOs) in discussions about the disparities in solar program participation. They met frequently to sustain their dialogue, and to brainstorm possible solutions to the challenge. "There were two organizations in particular that were highly supportive of making solar accessible to low-income people and to renters. They said 'we want to see a program like this happen, so much so that we'll help you do it'," recalls Jason.

Jason's team initiated bi-weekly meetings with representatives from the two CBOs, and included them in the planning and implementation of several public meetings focused on equitable access to solar. "The organizations held their own public meetings, too, and invited utility representatives to attend and participate in their agendas," says Jason. "These two CBOs were very effective at communicating the support they knew was there on the ground. Community involvement was instrumental in elevating the equity discussion, first at the departmental level, and ultimately, with the Board of Commissioners," recalls Jason.

By 2015, in response to that mounting community support, the LADWP Board of Commissioners approved its 2015-2020 rate action. Coupled with that decision was the Board's expression of commitment to examining issues of fairness, service disparity, equity among rate payers, and equity across all of LADWP's operations. "Suddenly, across the utility, we had a mandate to study each and every one of our expenditures happening in our service area. We had to look at where investments were being made, where they weren't, and how the data informed decision-making for every one of our planned upgrades," explains Jason.

The following year, the Board of Commissioners adopted the Equity Metrics Data Initiative Resolution, which outlined the utility's intention to track, measure, and report on how LADWP programs are serving every customer in its service area. Following that resolution, awareness about the equity initiative started to grow at the departmental level, Jason says. "People started asking 'how can we get the ball rolling?'." Because Jason's team had already been working on the design of the Shared Solar Program, "we were able to talk up the idea," he says. "We told them, 'this program we've been working on is a great way to get at exactly what the Equity Metrics Data Initiative is aiming to do. But here's the thing: we really need your support'. And then it kind of just took off from there," says Jason.

The Equity Metrics Data Initiative gave staff and Commissioners data, a common language, and shared understanding about the value of equity considerations. "Once equity metrics entered the conversation, the Shared Solar Program concept quickly captured the attention of the Board, LADWP's General Manager, the Mayor, and stakeholders across the community," Jason recalls. The equity initiative elevated the importance of the Shared Solar Program. "Without question, the mandate and the data helped us justify why shared solar was so important," explains Jason.

At that point, efforts to advance program development centered on aligning management and staff around work planning and priorities. Incrementally, LADWP as an organization came to "more broadly appreciate the value of what we were trying to do," says Jason. As of December 2018, the billing system upgrades process came to a close. "And now, here we are, just days from program launch," Jason says.

The community based organizations are still engaged in shaping the program's roll-out and marketing strategy. "As we develop

our marketing plan, the CBO reps are there alongside us in our meetings. They've been embedded in the entire program development process, and continue to be willing to sit at the table, communicate concerns the community had, help ensure they are addressed, and support the utility's efforts to overcome and mitigate public skepticism," says Jason.

While there's great excitement in the community about the launch of the much-anticipated program, Jason says there's one challenge yet to be solved. "Right now, when someone first subscribes to be part of the program, they encounter a premium on the rate they're charged to account for the infrastructure cost," says Jason. In the initial years of the program, adding on that up-front cost brings the solar customer's rate above current retail prices. After two to three years, as the retail rate begins to rise, the customer will begin to reap the savings of their fixed rate. "But for the low-income families with no margin, we need a way to buffer or eliminate that steep up-front cost, or it'll still be prohibitive for them," explains Jason.

"We're currently seeking grant funding or some other mechanism to address that up-front infrastructure cost, because we want to provide a shared solar program that truly works for lower-income customers," explains Jason. "Until we get there, we're going to try to mitigate that burden by co-marketing the energy efficiency upgrades we can offer alongside the Shared Solar Program. This doesn't completely address the problem, but by investing in home and appliance efficiency, we can help people save a little extra money in the interim as they go solar."

Behavior Change Analysis

There are a number of behavior change elements involved in the story of LADWP's Shared Solar Program coming to life, both in the four-year effort to design and launch it, and in the forthcoming planning and implementation of the program's roll-out and marketing to would-be customers. Numerous examples that reflect elements of both the EAST and MINDSPACE frameworks are evident.

Aura's framing of the patterns of disparity in solar participation, and her sense that LADWP has an obligation to address such disparities, highlights her concern with the commitments that the utility has made to the public as a publicly-owned organization.

In engaging the community based organizations deeply in dialogue about the disparities, brainstorming about solutions, and planning for program roll-out and marketing, LADWP staff tapped the power of social networks to build ardent community support for the Shared Solar Program.

Especially in the early years of the effort, the CBOs conveying the community's support for the Shared Solar Program served as an important messenger that convinced the Board of Directors to make a public commitment to equity with the passing of its Equity Metrics Data Initiative resolution.

The effort to align LADWP's Board members and staff in their respective roles to support the design and launch of the Shared Solar Program was helped by the SALIENCE those stakeholders perceived of the program's equity goals.

The TIMELINESS of the Board's passing of the Equity Metrics Data Initiative resolution helped the Shared Solar Program build awareness about how patterns of disparity in solar program participation fell along socioeconomic and racial lines among staff and management, allowing the program development process to gain traction internally.

Co-marketing the utility's energy efficiency upgrades alongside the Shared Solar Program demonstrates LADWP's attempt to use an INCENTIVE to encourage participation by offsetting the steep up-front cost scenario associated with the program.

The marketing required to highlight the customer's cost savings over time will require a concerted effort to make program participation attractive in spite of the required up-front cost of the solar infrastructure.

Conclusion

LADWP provides its 681,000 water customers and 1.4 million electric customers with quality service at competitive prices. It stands as a leader in assuring more equitable access to renewable power generation with its Shared Solar Program, and in its continuing efforts to assess operations, program development, and service delivery utility-wide with an eye toward fairness and equity. While still actively working to eliminate anticipated barriers to participation in its solar incentive program, LADWP's efforts will inevitably be successful if it continues to develop strategies collaboratively with its customer base, and to ensure those strategies factor in the tendencies of the human brain and human behavior. Visit LADWP's website to learn more about this innovative utility's Shared Solar Program and its many other Go Green incentive programs.

Remix
Published June 24, 2019

Summary	Remix is a tech startup that helps cities proactively manage and make decisions about mobility. Seeing cities' need to maintain balance across mobility ecosystems as the field of new mobility (for example, shared scooters and bikes) evolves so rapidly, the co-founders of Remix assembled a team of software developers and transportation experts to create a multimodal technology platform for its clients (cities) to use. The tool helps a city gather all its relevant data in one place, and then enables a team to view, analyze, and shape their entire transportation system simultaneously. Remix approaches their sustainable change work by aiming to pull three "levers" (policy, design, and data) at once. At the outset of any project, however, the Remix team first focuses on the lever with which their clients are most familiar, and then incrementally works to incorporate change oriented to the other two levers. Using this incremental methodology, Remix has helped hundreds of cities make data-informed decisions that have begun to translate into more comprehensive mobility investments, and safer mobility systems overall.
Features the following behavior change factors:	Easy Timely Messenger Defaults Salience Commitments
Keywords	Street design, future, planning, design thinking

More people than ever live in cities. City leaders today are challenged to find efficient mobility options for residents, while promoting high quality of life and while minimizing carbon footprint. How can cities proactively manage the entry of new mobility (for example, shared scooters and bikes) while maintaining balance in the existing transportation system and the built environment that supports it? Is it possible to allow users across all modes to travel and co-exist seamlessly?

Seeing this need to maintain balance across rapidly changing mobility ecosystems, the co-founders of Remix assembled a team of software developers and transportation experts to create a technology platform for cities to answer these kinds of questions. The Remix team brings this multimodal platform to its clients, primarily local governments, to help them gather all relevant data in one place, and then view, analyze, and shape their entire transportation system at once.

Remix supports communities with planning and analysis across three realms:

- Public Transit: Planning public transit from vision through implementation by sketching out ideas quickly, examining how proposed changes impact the transit network, and facilitating collaboration with peers — all in one place.
- Streets: Envisioning, planning, and designing streets for the multimodal city by viewing streets as public spaces, and designing them to prioritize people and safety.
- New Mobility: Managing scooters and bikes, shaping policy, and proactively responding to the rapid expansion of new mobility options.

Tiffany Chu is one of Remix's co-founders. She says the path her team might take with a city customer to work in one or more of these realms can vary widely. She says this depends heavily on context, "but we've come to see that cities have three levers to pull in order to affect change in the built environment and its systems." According to Tiffany, these domains are:

1. Policy – writing laws to put guardrails in place that prioritize public benefit
2. Design – influencing physical design of the city and its infrastructure
3. Data – using data to inform and guide policy development

"Usually when we first engage with a team, they're zeroed in on the one lever they're most comfortable with," says Tiffany. "Part of our job when we first sit down with a city is figuring out how to help them bring all of these levers together ," she says, because "a city needs to work with all three to actually bring about sustainable change."

The Remix team brings a multidisciplinary approach to their change management work, which helps them complement municipal government clients, whose stakeholders tend to be siloed into separate departments. "We're fairly unique in the software industry, because our team is blended," Tiffany explains. One half of their team is comprised of transportation practitioners and policy experts, and the other half is made up of software developers and designers. "We bring to transportation planning the culture of co-creation and fast iteration that is typically found in the software industry," she says, "so, we go into a room having both those muscles to flex." Tiffany says this duality helps her team relate to many different departments inside a local government, tailoring their message depending on the audience and their level of comfort with change.

In terms of determining scope and strategy with a new city, Tiffany says: "We often come with an approach to look at every possible angle to help a community be on the leading edge" of managing the prospect of new technology coming into their community. Using their software to look at and understand existing conditions, Remix helps cities anticipate new challenges before they happen. In short, Tiffany says, "when the future comes, you'll be ready."

Remix originally came at this work from a grassroots, civic tech background. "Our birth story was 'we built a prototype for citizens to suggest better transit routes to their local agency," Tiffany says. "That was our opening of the door. We believe that if you believe public t transit is the backbone of a city, then you care about maximizing that public service in terms of equity and sustainability. We are practical and mission-driven at the same time."

However, Tiffany is quick to point out two factors that influence her team's point of entry with a city, even more so than a community talking about transportation explicitly: time and leadership. When her team starts engaging with a new city, Tiffany says, "we tell them that cities planning their transportation systems need to have a sense of urgency about the future."

Communities with a broad, multimodal vision for their transportation future seem most receptive to what Remix has to offer. "If a new mayor comes into office issuing a decree or mandate of some kind, such as New York City's goal to improve bus speeds by 25% by 2020, it often means we can accelerate our work," Tiffany explains. Communication of such a vision can come in the form of an outward-facing announcement that outlines this broad strategic vision, and helps various departments and actors in the local government see themselves in the work ahead.

Understanding the need to balance planning and policy also helps Tiffany and her team. "We work hard to start where cities are. No one does well by looking at urban mobility in a vacuum," Tiffany says. Her team spends ample time ensuring that whatever built environment modifications are contemplated during visioning will work in concert with everything else that's going on in reality. "So often we hear cities say 'We've already invested so much of the public's money in this transit system for so many years. We have to get it right—we can't fail. How can you help us?'. That's a lot of pressure, but looking at the system from multiple angles all at once can really help the city make good on its commitment to making the most of its resources."

Much of what Tiffany describes of the Remix approach is informed by the discipline of user centered or service design. Tiffany offers this example: "People who plan transit must be transit users so they can be in the head and heart space of the transit user. But this mindset is very rare for city government. The most effective organizations—whether corporation, city government, or nonprofit— are those who are user-facing, who truly put users at the forefront of everything they do. "

Tiffany cites the work, vision, and values of Code for America, for which she and her co-founders were fellows when they co-founded Remix, as having helped many cities move forward with user design principles guiding their work with measurable success. Code for America's model bore strong influence on Remix core business vision. "We bring the user centered approach to local governments in our work, absolutely. Especially when we work with innovation teams embedded within a city government, we ask them to think about 'what does the customer journey look and feel like?' and move forward from there."

Behavior Change Analysis

As a civic tech company, Remix uses the powerful tools it developed to help municipal teams change their cities for the better.

The Remix team influences local government teams by making it `easy` to plan proactively for the evolution of their streets and transportation systems. As the Remix approach is user centered, a client can be expertly guided through a facilitated view and analysis of their city's transportation system and built environment. Change for the public good is assumed by `default` , with Remix encouraging its clients to better understand what's happening on the ground in their community, and to then rapidly beta-test management of different mobility solutions.

Everyone on the Remix team visits cities and agencies to learn first-hand about their customers' challenges and pain points. The firm's platform is also informed by a practical mix of disciplines—software development, design,urban planning—that enables its creators to convey to clients a sense of SALIENCE. Once engaged with a client, Remix uses its software to manipulate existing conditions, and with just a few clicks, generate a customized, interactive visual display of how that client's city could be.

The Remix team makes their offering timely by bringing to its clients a sense of urgency in the work of planning municipal transportation systems. With a co-creative approach to their clients, the Remix team provides an impetus and an opportunity for municipalities to consider proactively planning for new transportation modes as they arrive on the scene, or, more optimally, before they do.

The Remix team itself is a messenger that is responsive—to the context in which a client sits, and to that client's needs in terms of where it is in its change journey. The team can modulate certain aspects of its message depending on what will resonate most, but brings to its clients a powerful suggestion that there's an opportunity and a responsibility for a city to maintain its commitments to the public by being proactive about planning for its transportation future and stewarding municipal systems, services, and resources as responsibly as possible.

Conclusion

With its user centered approach to understanding, analyzing, and testing solutions to cities' mobility challenges, Remix has helped communities plan their streets and manage mobility so it all works together. To date, over 300 cities have engaged with Remix, and have gained the capacity to play a more proactive role in shaping their transportation future. Learn more about Remix by visiting their website, and stay up to date on the leading edge of mobility management by checking out the Remix blog.

Greater Portland (Maine) Council of Governments

Published July 22, 2019

Summary	In Falmouth, Maine, the Greater Portland Council of Governments and its public health consultant supported town leaders in taking coordinated action to reduce its opioid misuse problem. Informed by behavioral economics insights, the work was aimed at developing and advancing decision-makers' understanding of the root causes of opioid addiction, dismantling stigma and bias associated with false narratives about addiction, and encouraging coordinated, community-wide implementation of evidence-based strategies to reduce the problem. By affirming the things that various staff, departments, and agencies were already doing to address the problem, this collective impact approach helped the town's leaders and a variety of stakeholders connect, identify gaps, and work together to develop and begin implementing a coordinated effort to address them. In less than 18 months, the community is "rowing together" toward comprehensive solutions to this and other major community-wide challenges.
Features the following behavior change factors:	Social · Timely · Messenger · Salience · Priming
Keywords	Opioid misuse, substance misuse, prevention, public health, metaphor, collective impact, relationships

What does it take to galvanize a town's leaders around taking coordinated action to reduce the opioid misuse problem? How do public health practitioners use behavior change strategy to advance decision-makers' understanding of the root causes of opioid addiction, and encourage coordinated, community-wide implementation of evidence-based strategies to reduce the problem?

Public health consultant Liz Blackwell-Moore can tell you answers to these questions. Having devoted much of her career to preventing and reducing substance misuse as a nonprofit practitioner, in recent years, Liz has been guiding local and regional governments and NGOs wrestling with substance misuse issues, especially opioids. In 2017, she began working with the Greater Portland Council of Governments (GPCOG), the regional and municipal planning organization for the region surrounding Portland, Maine. With GPCOG's team, Liz has helped several GPCOG member communities learn, assess their current response, and develop a coordinated strategy to address the opioid misuse problem across multiple sectors, agencies, and institutions.

The work with GPCOG emerged from a member mandate. "As GPCOG was implementing a strategic planning process with its member communities, one of the Council's leadership groups chose the opioid misuse problem as their priority issue," says Liz. At that time, the State of Maine had one of the highest rates of overdose deaths in the United States. "At the same time, the State had steadily been cutting funding for public health and prevention work and had cut Medicaid funding making less people eligible for insurance necessary to access treatment. So many communities were overwhelmed by the statistics, and the scale of the problem, but their leaders were not yet seeing the path in terms of how to manage the issue," she explains.

Established as a regional transportation and community planning agency, GPCOG's leadership team had little familiarity with building capacity around substance misuse issues. GPCOG's Executive Director Kristina Egan began searching for this expertise, and as it happened, one of her employees knew of Liz and her work from years spent working as nonprofit colleagues together. For Liz, working directly with a network of local governments leaders feels like the most effective place to plug in. "In all of the years I've worked in public health, we've consistently had trouble reaching leaders and decision-makers on the issue of substance misuse. We could get into some individual schools; we could work with parent groups, some police officers and other concerned citizens; but we always had a hard time reaching the people who were in charge of the policies and budget," Liz explains.

"GPCOG responded to their member mandate and elevated the issue," says Liz. After the organization secured funding to support an educational and action planning effort, Liz and the GPCOG team engaged in a strategic planning process to assess what efforts were already happening within the region. Liz then developed and delivered a series of six once-monthly workshops that would bring foun-

dational information about the root causes of opioid misuse to a broad Portland regional audience. The strategic planning process culminated in a workshop for municipal leaders from across the region during GPCOG's annual meeting.

Liz designed the workshops specifically based on the patterns she's seen in her work over many years. "Historically, government leaders haven't felt it was in their purview to take action in response to the opioid problem, or to make active decisions about it. What I always say is that 'opioid misuse is a community problem that requires a community solution.' There are root issues that lead to the problem, and we must tackle those aspects of the problem in order to really solve it."

Liz says that one of the most important strategies she uses to share this information is metaphor. She tells this story called "The Waterfall" to bring along her audience's understanding of the issues in depersonalized way. Here is Liz's telling of it:

"There is a community where there's a waterfall and a river running through. In this community, there's a group of folks who one day start to notice people falling over the waterfall. Very quickly they string up nets to catch people as they're falling. Very soon they realize they can't catch every person with the nets, so they send people downriver to pull those who are floating down out of the river. But pretty quickly, the community members realize that there are still people who are drowning and dying. As they are pulling people out of the river, the community members are sending the rescued people back into the community to reengage, connect, and find support. Eventually, they realize they need to start sending a team up river to find out why all these people are falling into the river in the first place. And in sending a team upstream, they observe that there's a park right next to the river, and people who are playing there keep falling into it. The community members create a barrier to keep people from falling into the river. And slowly, as they're doing all of these things, they're also trying to relocate the park further away from the river's edge."

Liz says she uses this story whenever she begins a workshop, "to help people understand that this is exactly where we are in the opioid misuse problem; that we need direct action, while also needing to address the structural issues causing the problem in the first place. All of that has to be coordinated and happening at the same time to really be effective," Liz explains. "This storytelling is a massive part of the work," says Liz.

Liz cites an oft-used tool developed by Frameworks, an organization devoted to identifying and sharing messaging shown to have the most traction in helping people understand, take action, and reduce stigma around substance misuse and addiction. Liz says Frameworks helped her realize that addressing stigma head-on by confronting the beliefs people hold onto, often unquestioned, can be threatening. Instead, Liz says, "we use metaphor because it brings the issue up a level by depersonalizing it, evoking a visual that is relatable. Plus, people love stories. But the context is essential—we have to help people understand the system in which that story is happening, the environment, the structures that surround it," Liz explains. She then facilitates a process by which people in her workshop slowly begin to identify where they may have had misinformation, or where they had thought about this problem differently.

Sharing basic facts about the brain is another strategy Frameworks recommends for helping people understand addiction and youth substance use in a new way. Accordingly, when teaching, Liz shares simple information about brain development, and takes it a step further. "I also talk about the key risk factors that contribute to substance use disorder—early use of substances, adverse childhood experiences, and unresolved mental illness. I give context about why so many people get addicted and what happens in the brain. Many people think the problem is just that doctors gave out too many opioid prescriptions. But, in fact, people who had substance use disorders earlier in their lives are twenty-eight times more likely to get addicted to opioids prescribed to them by a doctor," Liz says.

To develop its recommendations and create key messaging about brain development, Frameworks partnered with the Center on the Developing Child at Harvard University "because this is something the general public doesn't understand very well," Liz says. "When we presented the basics of brain development to city leaders, it completely shifted what they thought about the problem of substance misuse," Liz explains. "Once you understand that relationships and environment are key contributors to how the brain develops, it's easy to see how the brains of people who grew up with fractured relationships, or in environments where they experienced discrimination, abuse, or neglect, have brains that might be at more risk for substance use disorder."

Following the region-wide workshops, GPCOG's goal was to deepen its engagement with any community whose leader(s) experienced that shift in thinking as a result of Liz's workshop series. "Once we've achieved that shift with someone, our next goal is to bring more intensive work to their municipality," says Liz. At this point, our target audience then becomes the whole ecosystem of people in a town who shape practices and policies," Liz explains.

Liz says that really deep thinking about behavior change is built into the entire process. "The goal here isn't to just raise awareness about the problem. People already know what the problem is," Liz explains. "Our fundamental goals are to move forward local leaders' understanding about the root causes of substance use disorders, and ultimately, especially, to increase their adoption and implementation of evidence-based strategies that we know are impactful and will reduce the opioid misuse problem."

From the outset, Liz looks for leaders who demonstrate interest, willingness, and commitment to bringing along their fellow leaders. Last year, the Town of Falmouth, Maine was the first such GPCOG community. "In Falmouth, it was easy. The town manager engaged in our workshops, and he got it right away," says Liz. "The chief of police had already been championing substance use prevention work among young people. These are two very respected figures in their community, so we knew that if Nathan said 'we are going to do this', then people would show up. We completely trusted his leadership."

Liz says the internal champion is someone who needs to see the possibility and the promise of a coordinated, cross-sector solution. "They need to be able to succinctly speak about a very complicated problem in a way that garners the support and actions of others. I can't stress this enough," Liz says. "The town manager in Falmouth understood this. With each person he engaged, he was able to show each colleague how they were part of the solution."

The collaborative work in Falmouth has involved three phases:

1. Education to build understanding and will among the ecosystem of decision-makers in that leader's community—that is, the town manager, chief of police, school superintendent, recreation director, key direct reports, and the community's elected officials including school board members, town councilors, state representatives and state senators who represent that town.
2. Panel Discussion that involves five key decision-makers across that leader's community engaging in generative dialogue about the problem and possible solutions, in a public setting. The panel typically involves leaders oriented toward prevention, law enforcement, harm reduction, treatment, and recovery. Discussion topics include what that town is doing currently, what gaps and barriers exist, and what each leader hopes their municipal colleagues will do in the future to support the effort.
3. Action Planning that involves significant facilitation by Liz of three parts:
    a. *The School Practice & Policy Scan*, which looks at what the town's educational institutions are already doing related to substance use, misuse prevention, and intervention, including an assessment of practices for suspension, retention, detention, health and mental health supports, prevention curriculum, and more.
    b. *The Municipal Practice & Policy Scan*, which is a review of existing policies and practices at the departmental level (i.e., recreation, police, school department, community development, etc.) that includes an assessment of training and capacity building for officers and employees related to substance use, misuse prevention, and intervention.
    c. *The Assessment and Characterization of Barrier*s, which brings to light things that might prevent progress (i.e., money, time, lack of awareness, prohibitive ordinances, etc.) and involves an extensive line of questioning in order to demonstrate to the town's leaders the breadth of what's necessary to really fix this problem, and to highlight the extent of things the town is already doing but didn't before see as part of a comprehensive strategy.

There are three important aspects of the work that Liz highlighted as she explained it. First, action planning cultivates accountability across multiple stakeholders. "We make sure there's a point person responsible for each to-do item, and dates and timelines for completion. The local stakeholders coordinate their meetings, which we don't attend. This is how we know our impact is sustainable, when the effort becomes owned by the town," she says.

Second, Liz describes the action planning as "holding up a mirror". She explains: "A lot of the work is me facilitating an exploratory conversation, and mirroring things back to them. I say 'look at what you're already doing here.' What I'm offering is fresh eyes, refinement, coordination, tweaks. I'm filling gaps, really. This is not 'major overhaul' kind of work. I think the clients find it empowering in many ways—it's really a series of a-ha moments, 'the ball is already rolling, there's stuff we're already doing' it's just that they hadn't really viewed what they were doing through the lens of preventing and responding to substance use disorders," she says.

Third, Liz says, is knowing the language and framing that will help your audience. "You really have to show people the good stuff first. What we're working to create is really, really big. People need something to hold onto; it can't feel too overwhelming," Liz says. She's careful to avoid using "crisis" language. "I say 'opioid misuse problem.' In a crisis, people feel totally overwhelmed, and they have no idea how they can possibly be part of the solution. So, I show people what they're already doing, where the gaps are, simple things they can do to address them. Of course, I put some 'reach' things on their list, too, aspirational things," Liz says.

But Liz says that many of the suggestions on the action plan are "things they could do tomorrow. Most of the stuff doesn't take additional money. The resources already exist, they just need to plug into and connect them," Liz explains. Over time, some things will take resources. "The problem in this town is not so huge… in a bigger city like Portland, it would take more resources and capital because the problem is so acute. But Falmouth's population is just 14,000, so the work feels do-able, in part, because it's a smaller community."

In terms of initial outcomes, Liz says her team has utilized a simple pre- and post-workshop survey to help GPCOG assess how their workshops are being received, and to measure overall project impact and progress. She summarizes examples of early progress in three categories:

1. Shifting attitudes – Liz says Falmouth has shown an increase in the number of conversations focused on getting more people involved in general, and specifically, heightened interest in recovery residences. "Historically there has been a good deal of resistance to the idea of recovery houses. There's stigma and fear about people having a past criminal history, and regarding a group of seven to eight men living together. Before, only code enforcement had been interfacing with the folks in recovery residences. Now, the town manager is setting the tone, saying: 'you belong here; how can we be helpful to you so you can stay?'"
2. Catalyzing connections – The Town of Falmouth has shown how powerful a convening initiative can be in terms of connecting things already existing but were previously not widely known. "Both the middle school and high school administrators and staff had been talking about restorative practices in place of suspension and expulsion—neither team knew about the other team's efforts or interest. Now, the two schools' staff have created a working group, and they're already advancing a major sea change in both schools over the next academic year."
3. Seeding new partnerships – Small groups working directly on issues that have long been taboo are growing new partnerships. The Portland Recovery Community Center has begun connecting with churches that wanted to do more, especially programming for young people and for families. The Portland Needle Exchange, a harm reduction organization, has been expanding its needle collection program beyond Portland proper. "They've been great in raising visibility of the problem, helping people understand it better, and recognize that people who use drugs deserve our empathy and our support," says Liz.

Behavior Change Analysis

As a public health consultant, much of what Liz does is focused on ripening the hearts and minds of decision-makers to prepare them for behavior change. As her initial work with Greater Portland Council of Governments demonstrates, along with the successive work with leaders across the Town of Falmouth, Maine, when people are presented with new information and new ways of thinking, they become most ready to change their behavior in positive ways.

With its initial series of six monthly informational workshops, Liz and the GPCOG team made the work timely by presenting GPCOG's member leaders with stories, facts, data, language, and context about the opioid misuse problem, symptoms of which have been causing such urgent desire for solutions among GPCOG's municipal leaders, and so many others across the country. "We talk a lot in the public health field about 'finding the door'—creating the point of entry people want to walk through," Liz says. Liz and the GPCOG team promote their workshops by zeroing in on exactly what is most top of mind for members of their audience. "They're very willingly walking through that door and attending our workshops because everyone in their administration is freaking out about opioid misuse and overdoses, and they all want tools and answers," Liz says.

Related to timeliness, Liz and her team use the concept of SALIENCE by recruiting workshop attendees with the promise of gaining information about a problem that is one of their greatest concerns, "and then, once they're in the workshop, we present a much larger and interconnected body of information to give them a complete picture."

Liz also described using the concept of priming in the way she presents workshop attendees with "more than what they were expecting when they walked through the door," Liz says, "and that's by design. They're thinking addiction and overdoses. To move them from panic to action, we need to take them through an exploration of the root causes of those issues, such as ACEs (Adverse Childhood Experiences), trauma, and restorative practices. We prime the audience members by providing foundational information, and build to ultimately help them see why those early life experiences can be such a big deal," she says, "and from there, they are on the path toward empathy and taking action."

Liz and her client team also made their workshops social to prime the room for connecting, relating, and relationship building. "We mixed up the group by doing assigned seating at the tables. We offered dinner. Once the teams identify some of the things they could put into their action plan, our team facilitates a group prioritization process. So, then everyone goes up to cast their individual vote, and by design, the meeting is over at that point. So many people stood around and talked awhile afterwards; the fact that folks met other people who were new to them was done by design, and that does encourage attendees to speak with other people, and come away with fresh ideas.

The GPCOG team works to convey a compelling story that can then be picked up and shared by a local stakeholder messenger, that is, someone who is respected, trusted, and well-liked. The messenger is someone who uses the messaging and the metaphor as their own to paint the picture—showing each person the problem, and how each person fits into the solution to that problem.

Conclusion

In a short period of time, Liz and the GPCOG team have shown incremental but certain progress in changing attitudes and behaviors among leaders in Falmouth, Maine. The team is increasingly gaining traction with leaders in other communities across the Greater Portland region, too. As with many public health initiatives past and present, behavioral economics frameworks are key to developing an effective messaging strategy in response to the opioid misuse problem. To learn more details about the work in Falmouth and the next steps the community is taking in the neighboring town of Gorham, please visit this recent article published in the Portland Press Herald.v

Greenfield Labs
Published July 29, 2019

Summary	Greenfield Labs is the "human centered design piece" of Ford Motor Company, established to help spread "design thinking", which inherently involves behavior change strategy, throughout the company, and to extend the impact of design thinking more broadly across American society. Established in acknowledgement of Ford's historic influence on the now car-dominant use of public streets, Greenfield Labs holds internal responsibility for Ford actively working to reverse the impacts of that large-scale change in the 20th Century. The Lab's first project toward that end led to the establishment of the highly successful National Street Service (NSS), a public realm change accelerator project featured in another behavior change case study. Since then, the Lab has come to lead design sprint projects across the company that last anywhere from six weeks to six months, with its team's ideation centered on a given department's pain points. While working to push a client department quickly toward a new point of view, or a new way of approaching a longstanding challenge, the Lab team ensures that any change it creates will "stick" by making sure the work has a 'business owner', either a point person or team who will ensure a landing place and continuing implementation after the Lab's design process is complete.
Features the following behavior change factors:	Defaults Affect
Keywords	Relationships, built environment, humanizing streets, design thinking

How can everyday people influence the most commonly used space in the public realm—the street—to encourage harmonious coexistence among a variety of travelers, whether pedestrian, motorized passenger, or cyclist? This is a question that Greenfield Labs, an IDEO-inspired innovation team recently embedded within Ford Motor Company, has sought to answer by exploring the future of mobility through human centered design.

Greenfield Labs was initiated three years ago by Jim Hackett, now CEO of Ford Motor Company. At the time of the Labs' inception, Hackett was an advisor to the company's fledgling mobility pursuits. Before Ford, he'd led Steelcase, a forward-thinking office furniture company that embraced and found success in its application of human-centered design solutions. "He brings that same innovative sensibility to Ford," says Ryan Westrom, Mobility Partnerships Lead at Greenfield Labs. "The point of Greenfield Labs is to bring human-centered ideation to Ford. It offers us an opportunity to revise, hone, and tweak our existing products while also shaping Ford's broader mobility pursuits."

Ryan says the company initiated Greenfield Labs "because reshaping the streets is both part of Ford's future, and a foundational part of Ford's history—for good and for bad. He cites the advent of jaywalking as an example. "Before the mid-1920s, any individual could step into any street at any time," he explains. That era was a turning point for the public realm as campaigns, fueled by automakers like Ford, sought successfully to criminalize an act that had been second nature to people. "Up until the advent of jaywalking laws, streets had been a place for pedestrians, pushcart vendors, horse-drawn vehicles, streetcars, and children at play," Ryan explains. "These new laws paved the way for American streets to become car-dominated."

In acknowledgement of the historic influence Ford had on use of public streets, and the responsibility it holds in terms of correcting it, Ford supported an inaugural collaboration between its Greenfield Labs innovation team and a team from Gehl, an internationally renowned urban design firm. "Ford envisions itself a co-creator of streets as inclusive public space over the next 100 years. To get there, we need to reestablish a vision of public streets for all, and then engage diverse audiences to ensure that vision catches on,"

says Ryan. Toward that end, this Ford-fueled collaboration led to co-development of the National Street Service (NSS), a public realm change accelerator organization featured in this April 2019 behavior change blog post.

"Greenfield Labs is as much an innovation lab as it is a product delivery organization. Our model is open-source. If we develop something successful, the way we did with NSS; we grow it and hand it off. We are ideators who work at the very front edge," Ryan says. "Now that NSS has moved into its implementation phase in many cities, we are working to integrate the program's ongoing oversight and management into Ford's DNA." The NSS project was an early real-life experiment led by Greenfield Labs that helped Ford explore a human-centered approach to problem solving. "It's been a two-way street. Yes, NSS is something Ford invested in; while we want it to create positive impact out in the real world, the learning that has come from it has also enriched our company," explains Ryan.

Drilling down into how his team approaches a project, Ryan asserts that human-centered design work is generally open-ended and iterative. He says the Greenfield Labs team's work is no different. "We start by defining the problem, or naming the question the team needs to answer. In the team's pursuit of answering that question, a strong vision for how to solve the problem can emerge." Rarely is this process or its timeline predictable. "It's pretty difficult to quantitatively define the point at which we say 'we're finished.' We do develop a project plan, a strategy we anticipate working through to answer that question. But it's just that: a plan. Sometimes you follow it, and sometimes in the course of the work, you encounter a major change in perspective that shifts how you approach the problem," Ryan says.

From that initial question, Ryan's team does some initial design research to gain insight into possible conceptual solutions. Then they prototype those ideas, and show them to people. "We facilitate their review and processing of the prototypes, which helps us glean new insights that might refine our strategy. Or, we might not get any new insights, which means we need to prototype again," Ryan explains. "A lot of times it feels like you're spinning your wheels again and again. You have to sit in that uncomfortable phase, ruminating to get to the deeper underlying insights. Sometimes we arrive at an 'a-ha' moment," he says, but more often his team winnows down to a few key questions. "And if we can answer them, then we can get somewhere," Ryan says.

Within Ford, Greenfield Labs is the "human centered design piece of the organization, established to help spread this kind of thinking throughout the company," says Ryan. At any given time, his team is running multiple "design sprint projects" that last anywhere from six weeks to six months. "Our ideation is centered on a given department's pain points. We're often pushing quickly toward a new point of view, and then, just as quickly, we're re-shuffling onto a new client," says Ryan. Before moving on, however, Ryan and his team make sure the outcomes of their work have a home. "Things we work on must have a 'business owner'—a point person with whom we're working directly. We make sure the project will enjoy a natural landing place after we create it."

This episodic nature of Greenfield Labs' work isn't for everyone, however. "Once in a while, someone on a client's team will join our team. We've had several engagements whose teams have expressed a desire for a deeper, longer-standing engagement, even integration of our team into a particular department," Ryan says. But Greenfield Labs sits outside Ford's organizational chart, and, Ryan says "being a floating team gives us nimbleness and an agility to do what we do, all over the company."

How his team generates its assignments comes "through firsthand exposure to the work," Ryan says. "We show by doing, not by telling. There are still plenty of parts of the company that are less familiar with our work, simply because they haven't yet seen it." In spite of this minimalist approach to marketing, Ryan and his team recently determined that there's more demand for what they do than the team can actually meet. "Given that, an important question for us going forward will be: How do we continue to scale to meet the demand for human centered design research? Do we scale at all? We're not really designed to grow past a certain point … agility tops out at a certain size. Maintaining our lab culture is important, because that's how you find that richness, that sweet spot," he says.

Ryan offers a real-life example to demonstrate how the Greenfield Labs team is advancing its design thinking within Ford to help the company manage quality of life for its employees, and by extension, for employees of other companies, too. "GetVoy is a commute management tool we've been incubating in our lab. This one has taken a little longer than is typical because our beta-testing phase has involved us working directly with five companies in the Bay Area that are interested in using it," says Ryan. "Our basic premise is this: a main reason mobility exists is for workers to commute to their jobs, and as we all know, commutes can be really frustrating. Likewise, a major pain point for companies is employee turnover—people leave jobs all the time due to their frustration with their commute," Ryan explains.

"But what if companies could influence their workers' commute experience?" Ryan posits. He says his team has been using the underpinnings of behavioral science to inform their pursuit of answers to this question. "What if a company had a commute concierge on staff who, at an employee's convenience, could help them realize a more optimized commute—by analyzing and perhaps modifying their route, or their mode of transport?" Ryan says one of the struggles with developing this tool has been the fact that a person making transit choices doesn't always select for optimization. "The decision could be an emotional one, or driven by any number of other

things—the time required, how much a particular mode costs, the fact that they have kids to transport… the list goes on and on," Ryan explains.

"But even with the complicating factors, what if we could help people choose their commute more wisely by guiding them through a prioritization process, so they could rank which factors are most important to them? Yes, we need a way to change hearts and minds … at a few different levels. We know decision-making isn't always rational. Our research shows that commuting is habit-driven; people tend to stay in their rut," Ryan says. "So, we need to create ways to cultivate willingness among workers to think critically about their commute, to make different choices. But also on the employer side—a change-making philosophy is needed at the top. The executive team needs to have the will to want to influence their employees' commutes, and create the organizational culture to do that," he says.

Behavior Change Analysis

Ryan cites a number of examples of behavior change strategy as he describes the Greenfield Labs approach to human-centered design thinking, and the specific projects his team has managed.

Ryan identified one of the more challenging aspects of designing the GetVoy tool when he described how many different factors can influence a person's commuting choices. Rarely a rational decision, Ryan highlighted how affect is chief among the factors shaping someone's commute.

Finally, Ryan discussed how his design thinking team had identified need for resetting a company's defaults in order to cultivate across company culture an expectation that the employer can and will be a proactive participant in shaping a more quality commute for its employees.

Conclusion

The work of Greenfield Labs that Ryan describes involves a nimble team that creatively manages behavior change strategy of some kind with its clients, though the scale of impact can vary greatly. "There are obviously a lot of factors to consider in any design process," says Ryan. "The point is, how can we instigate change that will produce tangible results at the individual level, and also more globally? This is where human-centered design thinking gets really exciting," he says.

Design thinking inherently involves behavior change strategy. The work has the potential to create impact at scale, and the Greenfield Labs' work showcases this quite nicely. That's the scale of change in the public realm Greenfield Labs seeks to create with and on behalf of Ford. We are in it for the opportunity to make the world a better place, and for Ford to be a brand known for that."

City Systems & Affordable Housing   CITY SYSTEMS

Published August 21, 2019

Summary	In East Palo Alto, California, a multi-faceted, coalition-driven movement is afoot to assure wider access to affordable housing, and a more predictable regulatory environment in which to assure that access. This effort is helping local homeowners understand and navigate the municipal permitting process for building a new accessory dwelling unit on their property. At the same time, this coalition, of which the nonprofit City Systems is a part, is using behavioral economics to inform their efforts to engage homeowners in the process of legalizing their informal conversion projects already completed without permit approvals in place. While still in the early stages of this initiative, local stakeholders have already shown willingness to participate in the effort in new and different ways, and have expressed hopefulness about the situation where there was previously very little.
Features the following behavior change factors:	Easy Attractive Messenger Incentives Defaults Salience Affect
Keywords	Affordable housing, zoning, systems change, analysis

In East Palo Alto, California, a multi-faceted, coalition-driven movement is afoot to assure wider access to affordable housing. This effort, informed by behavioral economics, is helping local homeowners understand and navigate the municipal permitting process for building a new accessory dwelling unit on their property. At the same time, this coalition, of which the nonprofit City Systems is a part, is working to streamline the process of legalizing informal conversion projects already completed without permit approvals in place.

City Systems co-founder Derek Ouyang is a lecturer at Stanford University in the Department of Civil and Environmental Engineering's Sustainable Urban Systems (SUS) graduate program, where project-based learning enables students to work directly with local stakeholders in the "messy weeds" on real-life social issues. A Stanford graduate himself, Derek says "SUS differentiates itself from typical engineering programs by taking a multidisciplinary approach to instruction, bringing in politics, ethical reasoning, and the broader set of skills necessary to understand and apply models and interventions."

SUS has created meaningful relationships with local communities—city and county government, and nonprofits—over the years, "but it was challenging to have students engage in and finish meaningful projects in the community due to the academic calendar." Frustrated by this cyclical challenge, in 2017 Derek launched the nonprofit City Systems, which takes on similar kinds of projects as SUS, and approaches the work in similar ways.

A majority of this work involves ensuring wider affordable housing access in San Mateo County. A particular focal point is the City of East Palo Alto, "where a high concentration of people who are low-income and/or foreign-born face housing shortage, overcrowding, and instability," explains Derek. Here, with seemingly few options for recourse, many homeowners have built informal—that is, unpermitted—accessory dwelling units on their property.

Many renters live in these illegally-built units, which may be as simple as a partially-converted garage, because they have no other choice. "We see this informality as a direct outcome of the formal municipal process not enabling sufficient housing in the area," says Derek. "Because there are legitimate concerns about whether or not these units are safe and habitable, we wanted to see if we could do something about it."

"It finally became a code enforcement issue. We aren't sure what caused it, but in early 2016, there were suddenly over sixty 'red tags' on homeowner doors all over the community," explains Derek. The red tag is an enforcement action that involves legal pressure on the homeowner. "They have thirty days from receipt of that red tag to resolve the issue, or else face eviction of that informal unit," Derek explains. "There's been a pervasive sense of hopelessness and frustration in the community about it."

"As you might imagine, it has led to a lot of conflict. The city is cracking down on a valid safety concern, while at the same time, families feel they have no choice. Many are doing this [informal garage conversions] as a means to sustain their livelihood." This is the political tension—between community members and their city—in which City Systems has sought solutions.

"We started wondering what might be done from a policy perspective. What can be learned from the process of getting a garage

conversion or home addition properly permitted? How could we use what we learn to help other homeowners navigate that process?" Derek and his team secured philanthropic funding to work on, resolve, and learn from four of these sixty-plus "red tag" projects.

"These first four will definitely provide a direct benefit to those four homeowner families. But they will also help our team gain tremendous insight into how we can streamline the process the other homeowners need to navigate to resolve their red tags," Derek says. Toward that end, City Systems was invited to join a partnership coalition with a handful of organizations that each contribute to this undertaking, including:

Rebuilding Together Peninsula – a general contractor akin to a Habitat for Humanity that initiated formation of the coalition

- SOUP – a nonprofit developer of accessory dwelling units
- EPACANDO – a community development corporation working to build a loan product
- Faith in Action – a network of congregations and a community voice at the table

"We've been working together for a couple years now," says Derek. "We have monthly meetings between us, and the city planner, and code enforcement, and we've forged a productive working relationship. We decided together to take on the barriers that many people are encountering," which Derek describes as:

1. Process barriers
2. Trust barriers
3. Policy barriers

Process Barriers

Derek says there were numerous questions his team identified at the outset of the project. "What can I do? What are the steps I need to take? What are my rights? It's a highly bureaucratic process. There's a lot of paperwork, a lot of legal requirements. How can I gain the knowledge I need to complete and submit my package of paperwork and renovation plans properly the first time?"

Derek says once an applicant submits their paperwork, the city has thirty days to process it and respond. "They generally take the full thirty days because the system is so backlogged," Derek explains. "And when you re-submit after addressing an error or omission, there's another thirty-day review window. This isn't necessarily an intentional delay, but it's the way it is. This slow, unpredictable process makes many projects infeasible. Waiting more than sixty days may well mean a family faces displacement and the disruption of life that can come in the aftermath."

From an architect's perspective, Derek says, he and his team have learned a lot from working on the first four "red tag" projects. "We have a much better sense of what needs to be done now. Seventy-five percent of the paperwork involves standard building code requirements common to all construction projects. Little of what is needed is unique to any given project."

With this information and insight, Derek says "we developed a template form after we completed the paperwork for our first four red tag projects. The only details a homeowner has to add are those unique to your property—the shape of your house, and a few other simple calculations," says Derek. "Now anyone can go online and download mostly complete drawings. You'll only have to add a few key pieces of information, so it'll be vastly easier."

Derek explains: "One of the key inputs you need is the official record of your property's size, its cash value, the number of beds and bathrooms, that sort of thing. Normally the homeowner must go to the County to get this information, but to eliminate that barrier, we developed a web tool so a homeowner just has to type in on their address, zoom in on their property, and find the information they need. The tool also generates an estimate for how much the project would cost."

If a homeowner's renovation has been done without permitting, the site will also flag the cost drivers related to bringing it into compliance. "When the homeowner arrives at the end of that web tool, they can click 'print' and take it to a meeting with the city planner or an architect," Derek explains. "We're trying to create access to useful information—the digital version of a homeowner's do-it-yourself guide through the process."

Trust Barriers

Another barrier in the process of legitimizing informal renovations after the fact is the general lack of trust that community members have in the City of East Palo Alto. The city government, only formally incorporated in the late 1980s, is sorely understaffed

EPA Garage Conversion Dashboard   Overview   Project Planning Tool   Export Final Construction Cost Estimate

If you are a property owner in East Palo Alto, the following step-by-step tool is designed to help you decide if a garage conversion is right for you and guide you to useful resources. The information is based on averages from similar projects in the past, but are not meant to be precise or final. Professional consultation is necessary to validate these rough estimates.

Enter address here:

2361 POPLAR AVE

Go!

Based on data from public records, we have made the following estimates. Any values of 0 indicate that we do not have that data. To use our tool, please input your estimates or make changes to the provided data.

Lot Square Footage

6620

Building Footprint Square Footage

1504

Gross Building Square Footage

1504

Garage Square Footage

201

Current Assessed Structure Value

Project Eligibility

Based on square footage requirements, your building may be eligible for a garage-to-bedroom conversion! Furthermore, given that your parcel is over 5,500 square feet in area but under 7,500 square feet, you may be eligible to construct an attached ADU, with a maximum legal ADU size of 712 square feet. Note that any of these projects would increase your number of bedrooms from 4 to 5, which will increase your required parking spaces to 3. Note that if you choose to do a garage conversion, you will need to be able to accommodate all 3 parking spaces in your existing driveway. Also, note that your property IS in a Special Flood Hazard Area. If your project involves new construction or involves improvements that exceed 50% of your structure value, you may trigger flood upgrades which will significantly increase your project cost.

Garage Conversion Cost Estimate

For a garage size of 201 square feet, we estimate a base project cost of $33000, based on past garage conversion projects in EPA. We also would recommend installing a wall heater with capacity of 7000 BTU, which we estimate will cost $800. These are the first two line items in the itemized cost table below. The other ones are additional cost drivers based on your answers to the multiple choice questions. You are welcome to adjust your responses to change the estimated project cost.

Itemized Costs

Item	Cost
Cost to start project, based on area of garage	33000
Adding air heater	800
Adding water heater	1000
Separating electricity and gas meter	1000
Adding exterior door	1000
Adding bathroom	5000
Adding kitchen	10000
Buying new furniture	1000

Project Cost Estimate: $52800

and under-resourced. Because it's a relatively new municipality, it missed out on shaping important regional policy issues, including resource allocations like water rights and tax revenues. "This put East Palo Alto at a regional disadvantage, a positioning from which it hasn't yet recovered," says Derek.

At the same time, the high concentration of foreign-born people, particularly those coming from island nations, means "there's less experience or understanding of U.S. municipal systems. Many people don't realize there's such a thing as governmental oversight and permitting of home renovations. Residents have been scared and frustrated—they want to do the right thing, but they don't know where to begin, and they don't feel comfortable talking with city officials for fear of fines, eviction, or worse, the threat of deportation," Derek explains.

City Systems being a nonprofit third-party intermediary has been critical in breaking down the trust barrier. "Folks who have already done a home renovation informally need to be able to speak candidly with someone about their situation, so they can figure out what options they have," Derek says. "It's been uplifting to see that this process does work. City Systems and our partners have been creating important communication channels, and cultivating a sense of trust through intermediary dialogue. The local government recognizes the value of our role, and has been very supportive of what we're doing."

To get the word out has taken very intentional work on City Systems' part. "We've been doing a lot of these outreach events. We know people are in need of resources, and information about how to access them. We started with two small-scale community meetings, but only about ten households attended each," Derek says. "We knew the magnitude of the problem was so much bigger than that, and quickly realized we had an outreach problem."

So, his team took the outreach work a step further. "Because we have macro-scale data about the city, we predetermined who was eligible to create what kind of accessory unit on their property based on lot size and zoning. We created a custom postcard mailer that we sent out to over four thousand households in the weeks prior to our outreach event. We held the event in a church parking lot on a Saturday, and because of that mailing, we had over seventy households show up and sign in," he explains.

"At that same event, we brought a model modular unit so folks could see what their ideal renovation or upgrade could look like. We did fifteen-minute mini homeowner consultations. We walked folks through the web tool, step by step, and upon seeing their options, were able to brainstorm ideas together. This last time, we had dozens of people waiting in line for consultations, so we knew we'd finally gotten the outreach right," Derek says.
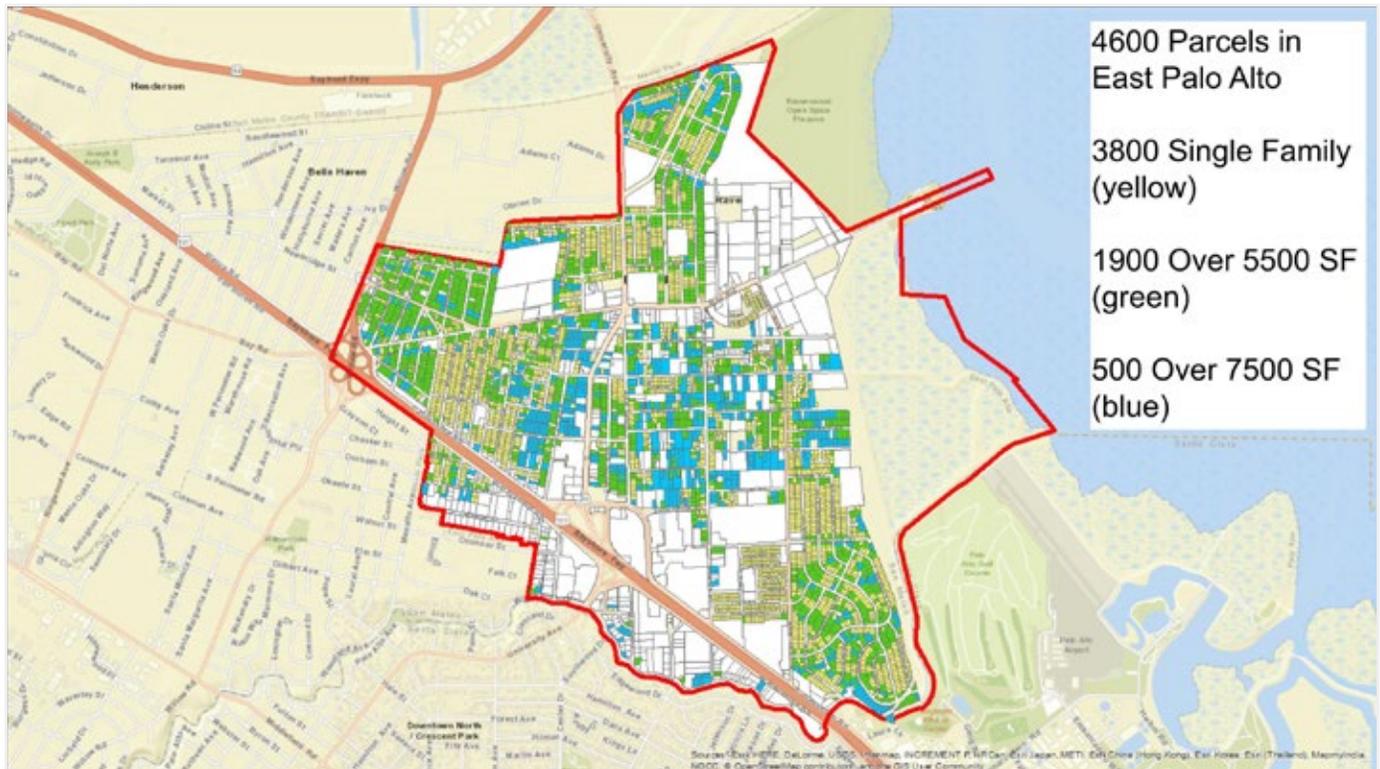
Policy Barriers

"As much opportunity as there might seem to be for making renovations to your own property, there are layers of exclusion built into the zoning code that limit what many homeowners can actually do in East Palo Alto," says Derek. "When we started looking at what homeowners could do by right, our operating assumption was that a whole new stand-alone unit in the backyard would make for the best living conditions while increasing housing availability. But, by the books in East Palo Alto, such an upgrade requires that the size of the lot be 7,500 square feet."

"If you look citywide at eligibility for building this kind of accessory dwelling unit, only about twelve to fifteen percent of lots qualify. If the city were to modify the policy by reducing the eligible lot size to 5,000 square feet, all of a sudden 75 percent of the parcels citywide would qualify," explains Derek. "Our team created GIS maps and charts showing the potential impact that this small policy shift would have on the community. It's a powerful visual. We hope that re-framing the problem as something city planners can solve, and communicating these issues alongside homeowners, can create a behavioral nudge in the right direction."

Derek remains hopeful that investing time and energy in the coalition will help. "We've built bridges. We've been working tirelessly with City Hall for a while now. Hopefully I can leverage these relationships as I eventually make the case to City Council in a rational way for reducing these lot size requirements. I'll add in anecdotes from the conversations we've been having with real-life homeowners to help change their minds," he says.

There are biases that need to be checked within the regional discourse, too. "At the county level, there have been some efforts to get more homeowners to understand their options. The problem has been that most of San Mateo County's population is wealthier, whiter, and older than East Palo Alto's. The county's default numbers and messaging were attuned to a demographic that was decidedly not East Palo Alto, where sixty percent of the population is Spanish speaking, compared with just twenty percent county-wide," Derek explains. "What's more, the informal, unpermitted renovations are numerous in East Palo Alto, and none of the county's communications assumed that as a starting point. So, it clarified the need for our work—we needed to re-frame the messaging and the focus to make it relevant and salient to the East Palo Alto audience."

This work raises a much larger question for Derek and his team as they look ahead. "Our web tool is dedicated to unlocking awareness at the individual and household level. But we're also looking to build awareness, and advance change, at the systems or community-wide level. And with those aspirations comes the question: at what level is it most effective to communicate? Are we better served aiming to connect with the individual, or more broadly across the whole community?" This sensibility guides Derek and the City Systems team as they scan the horizon for other projects to take on, too.
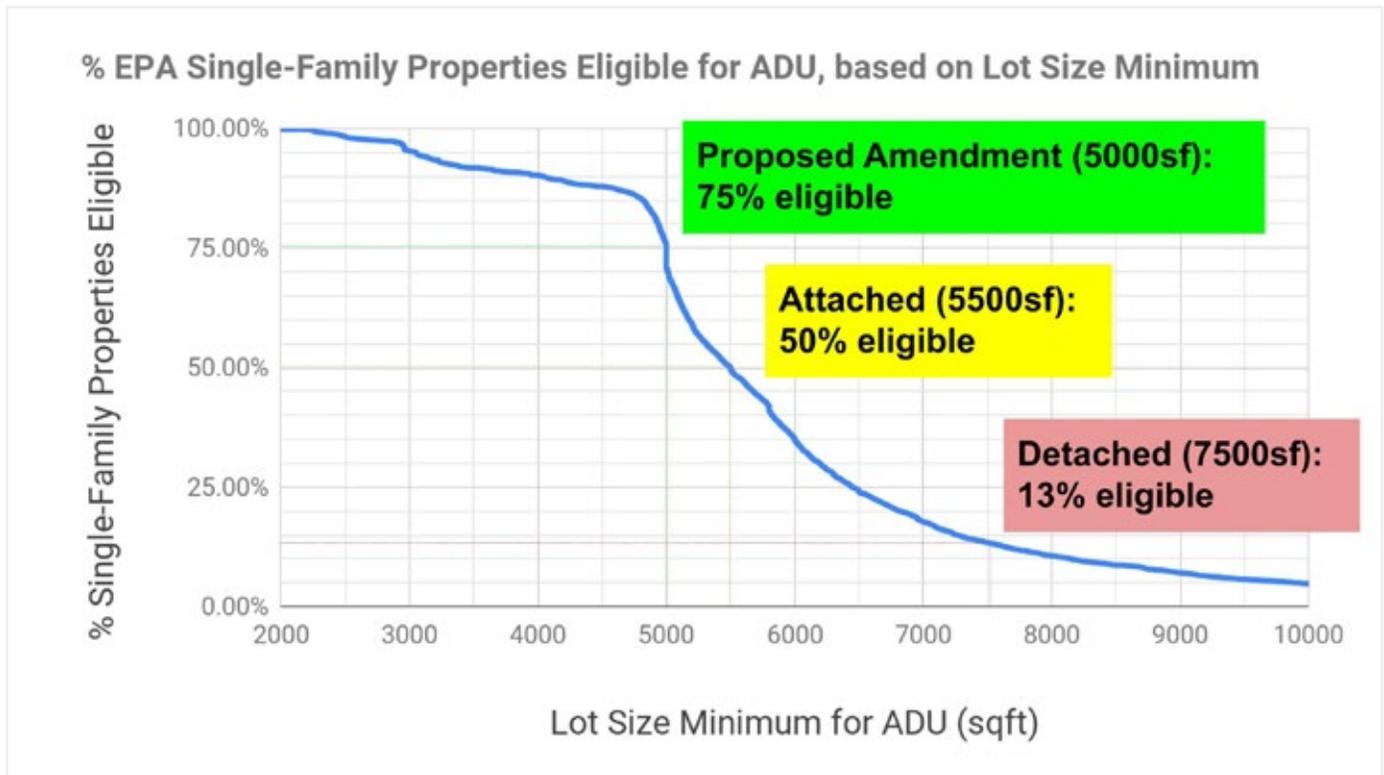
Supporting climate adaptation and resilience planning in East Palo Alto is a burgeoning area of focus for the organization. "We're asking these same questions with the climate change work we've been scoping. We know that about half the parcels in East Palo Alto are at great risk for flooding and sea level rise impacts. At the same time, there are tons of parcels inland and uphill whose owners aren't at risk at all," Derek says. "The information we communicate will land much differently with the most vulnerable residents than it will with those who won't face the most intense impacts."

"We need to find a way to strike a balance in our communications. We need to develop messaging that helps us all feel a sense of empathy for one another. We need to cultivate a 'we're all in this together' response in place of 'I've got mine'. We haven't figured this out yet, but it's definitely an important thing we've got to do, and hopefully this affordable housing work will help us better under-stand how to do it justice."

Behavior Change Analysis

The work that City Systems and its partners are leading to increase the supply of affordable housing in East Palo Alto offers import-ant lessons about the use of behavioral economics at the individual, group, and community-wide levels.

The slow, inefficient permit application review process demonstrates the strong potential impact that a set of incentives could have on affordable housing supply in the Bay Area, and especially East Palo Alto. For city planners, incentives could help increase the speed of staff review and processing of paperwork. For homeowners, an incentive might make them more likely to enter the process at all, so long as they're assured their efforts would be met with an efficient response and proactive, collaborative problem-solving.

Derek's team creating a web tool template for homeowners to use in developing and submitting plans and permit applications demonstrates how City Systems is making it easy for homeowners to be proactive in following the law and participating in a conve-nient, predictable municipal process.

City Systems' role as a third-party intermediary between homeowners and local government speaks to the power held by a good messenger for shifting behaviors. By establishing trusted relationships and holding safe space with and for homeowners to explore their options without fear of getting in trouble, the nonprofit is gathering and conveying important information from and between both the municipality and homeowner, thereby bridging an essential gap.

Derek and his team taking time to pre-determine homeowners' by-right options for building an accessory dwelling unit on their property is a marketing effort that makes important information relevant and salient to those homeowners. In the near-term, this

approach helped turn people out to City Systems' informational session and contributed to the knowledge base in the community. In the long run, this effort will help homeowners engage proactively and confidently in expanding the supply of affordable housing, starting in their own backyard.

At their informational gathering in the church parking lot, the City Systems team made the possibility of developing accessory dwelling units more attractive by having a model unit on display for homeowners to see and explore first-hand. Developing a more streamlined permitting process and templates added to the attractiveness of navigating an historically otherwise complicated permitting system.

San Mateo County's messaging aimed at white, wealthy homeowners speaks to the power of communications and marketing defaults to instigate behavior change. Once City Systems developed communications and marketing featuring established defaults that resonated with people in East Palo Alto, there was more robust attendance at informational sessions on the part of homeowners from that community.

Finally, Derek's sentiment that his team—and our society more broadly—must learn to communicate in ways that incite empathy speaks to the potential power of appealing to emotions or affect when seeking to change behavior.For more information on City Systems' inspiring behavior change work in East Palo Alto, please visit the City Systems East Palo Alto project page.

The Brooklyn District Attorney's Office
Published September 18, 2019

Summary	In the Brooklyn District Attorney's Office in New York City, a multi-year effort has been underway to shift the longstanding culture of that office, its mission, and its day to day work from punitive to restorative. The work involves the development of a public-facing reform strategy, as well as ongoing change management of the practices the organization uses to do its work. From investments in systems, technology, human resources, and internal processes, communications,and nomenclature, multiple changes have been underway in parallel within this organization. While longer-range outcomes associated with these changes-- such as reduction in rates of crime and recidivism-- will take years to see, promising signs of progress are already being seen in terms of internal behavior changes at the individual and departmental levels within the organization.
Features the following behavior change factors:	Easy Attractive Social Timely Messenger Incentives Defaults Commitments
Keywords	Relationships, structural racism, disrupting patterns, decision-making

An ever-increasing body of evidence shows the glaring need for criminal justice reform. While many institutional leaders talk about this need, few are planning and taking the steps necessary to bring about the deep cultural shifts that will help realize it. One beacon on the horizon is the Brooklyn District Attorney's Office in New York, where a multi-year effort is underway to shift the longstanding culture of that office, its mission, and its day to day work from punitive to restorative.

Alexander Shermansong has been supporting District Attorney Eric Gonzalez and his team of 1,300 employees in realizing this culture shift over the past two years. He's founder and principal of Civic Consulting USA, a boutique consultancy focused on helping elected officials, local governments, and those who work with them to advance a variety of urban innovations. He's also a professor of research and teaching at NYU's Wagner School of Public Policy, where he lectures on public policy, smart cities, and culture change.

District Attorney Eric Gonzalez made history when he became the first Latino District Attorney in New York State in November 2017. He had been appointed Acting District Attorney by Governor Andrew Cuomo a year earlier following the death of his predecessor, the late Ken Thompson, for whom he had served as Chief Assistant District Attorney. Following his election, District Attorney Gonzalez hired his campaign manager to champion his broad vision for reform.

Alexander says the DA is "strongly committed to doing things differently." For instance:

1. His team invited a committee of nearly one hundred professionals and community members to participate in an "outside in" process whereby they offered their perspective on a shared vision for reform. The panel represented a cross section of disciplines including police, lawyers, defenders, prosecutors, judges, people who served time in prison, reform advocates, ministers, funders, and academics.
2. His implementation plan was developed by many hands. Alexander says: "It wasn't just senior managers on the 19th floor; more than half the attorneys in the DA's office were involved in shaping the implementation plan."

"The scope of this work involves the development of a public-facing reform strategy, as well as ongoing management of shifting the culture and practices the organization uses to do its work," explains Alexander. The transformation plan has four components:

1. Change the office culture so that prosecutors consider jail only as a last resort.
2. Focus resources on the drivers of crime.
3. Work with communities as partners in justice.
4. Invest in the people and data systems of the office.

"By reshaping the culture, the DA intends to move from a conviction-and-incarceration-oriented, top-down organization to one that looks at each defendant as an individual and expects the trial lawyers involved in the case to determine what specific intervention would make amends for the harm caused and deter future criminal behavior," says Alexander. He offers two concrete examples of systemic behavior change in this initiative:

Bail

"Two years ago, the District Attorney changed the bail policy dramatically—and New York state law soon followed suit. Rather than defaulting to ask for bail in every case and justifying any time they didn't, the DA required his team to justify whenever they ask for bail in a misdemeanor case. The DA also began reviewing a daily report of all bail requests, and periodically asked attorneys to explain their reasoning. This shift led to significant changes in what the line prosecutors were doing—a 43% reduction within one year," Alexander says.

Sentencing

"The DA began asking the questions, 'Are there reasons not to prosecute? What is the least restrictive, most community-based intervention possible for this particular case?' Part of the mindset that he's challenging here is the fact that many people had been trained to take a 'three strikes and you're out' approach. Instead, charges of drug possession should be looked at as a public health issue and defendants referred to treatment without having to plead guilty," he explains.

Capacity building with the DA's office team helped integrate these new practices. "Before these changes in presumptions and practices were rolled out, we surveyed staff and facilitated discussion groups across the office. In response to what we were hearing, we developed and shared more model cases so folks could better understand the new expectations and how cases would typically go under these new presumptions," Alexander says.

"The office has been re-writing performance guidelines so the culture of the organization could formally recognize other achievements in addition to trial convictions. This is a big issue: aligning how the organization approaches career advancement with the new way it's approaching cases. Historically, eligibility for promotions hinged on how many convictions an attorney had won over a certain timeframe."

New technology also plays an important role in supporting integration of these expected behavior changes. "The office began rolling out new computer systems to help embed the new behaviors," says Alexander. These involve processes of:

- **Discovery.** "These are the materials the prosecutor turns over to the defense. With this new computer system, we're creating a way to electronically file those materials. It makes all this paperwork easier to turn over, and easier for the supervisors to make sure the turn over happens in a complete and timely fashion. All of this fosters a greater sense of—and an expectation of—fairness within the system."
- **Case Management.** "Up until now, the office had been paper-based. This means there's been little capacity for analysis or transparency. By creating a digital case management system based on one prosecutor handling each case from inception to disposition, they will create more familiarity with the facts of each case—and more opportunities to measure and reward alternatives to prosecution rather than more punitive responses."

At the staff level, there are human resource-oriented changes that are creating internal alignment with these new practices. For instance, the Brooklyn District Attorney's office is large—there are 1,300 employees, 500 of whom are lawyers, and the organizational distinction between legal staff and non-legal staff was profound. "Rather than 'non-legal staff,' referring to them as 'professional staff' recognizes each person for the valuable role they play in this system, and seeks to instill a sense of pride in those critically important jobs," says Alexander.

The DA's office also made changes to the nature of the investments it makes in staff. As a start, staff received new computers, because the organization respects and cares for them and the important work they do. "We came to see that the office—lawyers and professional staff alike—live in the same communities as people involved in the justice system are from. As part of this culture shift, we wanted to explicitly recognize and legitimize the important ambassador role employees play in their community, with their churches, neighbors, and community groups."

Additionally, training has significantly increased, including implicit bias and cultural competency training. "The DA's office is very diverse; the staff and jurisdiction are diverse. We wanted to help this organization and its people be more aware of the best ways to work with individuals and their communities. The entire team needs support to make sure they're hearing things right, that they're working to close the gap that difference can create. How can we listen to and truly hear a person with severe mental illness? How can we understand what someone from an ethnic community different from our own is saying—and not saying? How can we know the right questions to ask, the right way to navigate conversations so we can begin to develop a sense of trust?"

Culture shifts are happening at every level, from executive to line staff. "When we did the staff survey, we could see that people were hungry for more internal communication." Toward that end, early last year the DA's office held what is now an annual all-staff town hall meeting. "This was something that hadn't been done in many years. We solicited questions from all staff in advance, and farmed out the responsibility for answering the questions to different members of the entire leadership team. It wasn't just DA speaking, as often happens in forums with elected officials. It was a chance for everyone on the team to hear from the DA and the executive team directly."

"In terms of results, two years in, we're seeing that some of our policy shifts—bail reform, for instance—have become official state law, so those changes have taken root and have been pretty straightforward," says Alexander. "But the changes to the approach with more difficult cases, like felonies, haven't been so easy. The more complicated cases raise deep-seated beliefs about justice, about the role of punishment in the justice system, and about how law enforcement keeps people safe."

Another challenge to the changes taking root is the sheer amount of time and effort the reformed processes can take. "As attorneys are looking more at community service provision instead of jail time—instead of simply trying to get someone to accept a plea deal, you're trying to understand what type of intervention would simultaneously hold that individual responsible, deter future crime, and help that person become a more constructive member of the community. Getting to a community-based alternative is a whole different way of doing the work."

Toward that end, a focus of the DA's office will be to engage directly with communities to establish affinity groups and then turn to them to define safety, equity, and community-driven practices. "Often prosecution works by starting with the most severe charge—that's what you tell the victim you're going for—and using that to negotiate to a plea," Alexander explains. "Going forward, the team will reframe the language from 'alternatives to incarceration' to community justice, which holds individuals accountable without relying on a conviction, jail, or prison. Community members can help define and deliver these programs—thus arriving together arrive at a course of action that will ensure the community stays safe."

These aspirational shifts are ones that Alexander anticipates may take years to unfold—possibly longer than the elected District Attorney first term, which is just four years long. "To make these changes stick will take longer. DAs don't have term limits, so if crime continues to go down, we'll likely have more time to cement these changes into everyday practice," Alexander explains. "Ultimately success depends on what happens with crime over the next couple of years, how much people in Brooklyn trust the justice system, and how safe they feel each day and night."

Behavior Change Analysis

The Brooklyn District Attorney's office reforms provide an excellent example of behavior change requiring attention and effort on many fronts. From systems and technology, to human resources and processes, multiple changes have been underway in parallel within this organization.

The DA made his reform aspirations known upon winning his historic election, when many eyes were focused on his ascendancy. This making the kickoff of District Attorney Gonzalez's transformative efforts `timely`.

By announcing changes to the bail processes early on in the effort, the change management team took aim at shifting the `default` presumptions that had historically driven those processes.

In re-writing the organization's guidelines, the change management team created `incentives` for staff to aspire to new goals and outcomes in their work, and made pursuing case resolutions that featured outcomes other than convictions more `attractive` to the prosecutors.

In ushering in new technological systems designed to integrate new behaviors and practices into the day to day operations of the organization, the change management team made it `easy` to submit materials and track open cases. This will also ultimately pave the way for creating and tracking data to help monitor progress made as the reforms unfold.

In investing in the staff's capacity as ambassadors, the change management team established a team of `messengers` who could carry communications between their office and their communities, thereby making the reforms `social`, solidifying relationships, encouraging interaction between community and DA's office, and building community trust and buy-in regarding the organization and its reforms.

In its intentions to focus on engaging the victims of crime, holding space for dialogue and definition of what justice means to them, and shifting the language of DA office staff from talking about "cases" to talking about "people," the DA's office is upholding its COMMITMENT to realizing justice, and to humanizing the justice process for the entire community.

Alexander puts it best: "This shift is so important: changing the culture of this organization and how it does its work, right down to the very language the team uses. The DA is encouraging a shift from talking about cases to talking about people. If you're prosecuting a case, you're processing and disposing the case. If you're prosecuting a person involved in a case, you're asking yourself 'how can I help this person get on a different path?'"

To learn more about the Brooklyn District Attorney's office and their reform efforts, please visit www.brooklynda.org/eric-gonzalez.

Mayor Elizabeth Patterson
Published September 25, 2019

Summary	In Benecia, California, Mayor Elizabeth Patterson has been leading a comprehensive campaign to engage stakeholders citywide in helping the city become a place that operates free of fossil fuels, and ultimately, to decouple Benecia's identity from the fossil fuel industry. From developing a Climate Action Plan, drawing up and implementing sustainability measures, "rolling out the green tech welcome mat", and more, this movement aims to make Benicia more hospitable and welcoming to businesses whose models are not reliant upon fossil fuels, and changing long-held perceptions about the community and its historic identity as a refinery and manufacturing town. The effort is ongoing, but early indications have shown progress in terms of local stakeholders coming to firmly believe that this large-scale kind of change is possible, a factor that will be critical to its long-term success.
Features the following behavior change factors:	Social Messenger Incentives Defaults Commitments
Keywords	Fossil fuels, carbon footprint, relationships, leadership

What does it take to get a small California community to reduce its dependence on fossil fuels, shrink its climate impact, and relinquish its identity as a hospitable home to an oil refinery altogether? Mayor Elizabeth Patterson of Benicia, California has some first-hand perspective on these questions. She's been leading the charge to do just that as her city's chief executive for the past six years.

Mayor Patterson has been involved in environmental issues since 1968. She is an urban and regional planner by training. For over twenty years she's worked for the California State Department of Water Resources, and brings that body of experience, perspective, and skills to her elected position. "I am used to climbing very steep mountains," she says upon reflecting on the threads connecting her past and present work.

"In 1968 people weren't talking about climate change, and we were tackling a lot of things that, similar to our present-day climate challenge, seemed impossible. There was that moment when people saw the dirty water and dirty air, and rallied behind the many efforts to deal with it. I carry that spirit with me in my professional work, and in my elected capacity, too," she says.

Mayor Patterson has no illusions that realizing this fossil fuel-free vision for her city will be easy. "The reality is that the refineries want to extract and process as much as they can, as quickly as they can," Mayor Patterson explains. "It's not a question of 'will the extraction of fossil fuels end at some point?' but rather a question of 'when?'," she says. "It is well-known to most around here that Valero intends to be the last refinery standing in the Bay Area."

While this reality hasn't slowed Mayor Patterson down, it has helped her become more strategic. "I have taken a number of approaches to advance this issue," she says. "Some tacks have worked better than others. There are a number of layers to this that I'll get into. But, what we did right early on was that we got the community to rally behind the concept that we all have a role to play in reducing our carbon footprint," she explains.

Building community support for reducing fossil fuel production and consumption happened in a number of ways. Early on in her tenure, Mayor Patterson's administration devoted resources to developing and holding symposia that were open to the public. "Our main audience for the symposia was the early adopters. We worked hard to get them on board, and those same people were the ones who were vocal supporters of many of the initiatives we've implemented in subsequent years," she explains.

The symposia were designed to promote a general baseline understanding amongst members of the public about global warming, and the fact that fossil fuels contribute significantly to it. But the abstract nature of that discussion only told part of the story. "There

isn't much in the way of advocacy activities we can do to get refineries to curtail their production. Under California's Cap-and-Trade Program, yes, refineries are regulated. But the general public has no idea what that means," Mayor Patterson explains. "How are the refineries meeting their targets? Are they buying credits? No one was publicly asking what Valero is doing to reduce their carbon footprint," she says.

Mayor Patterson says that, in her experience, incremental approaches to changing mindsets and behaviors are the more successful ones. "While I may be labeled a 'radical green mayor in a refinery town', I just keep talking about it. This issue isn't going away," she says. "And once you become more comfortable with discomfort, you can have difficult conversations without shutting down."

Mayor Patterson brings this persistence to each dialogue in which she engages, even seemingly unlikely ones. "One of the climate deniers on our City Council said a couple months ago 'we should work on this regionally.' He didn't seem to realize we are already doing this. But the fact that he said that—even if he was coming from a place of skepticism, or trying to distance himself from the issue—told me that there was an opening, a path forward in changing his mind. Those are the kinds of things you have to do – take advantage of someone's perspective and see what kind of progress you can make with it."

In terms of asking people to change their behavior, Mayor Patterson says "that is so threatening. I try to look at the opportunities people could have instead. Hey, we have this really great transit system— we're growing it, and we're adding more frequent trips all the time. You can ride and read, text, use Wi-Fi. I use this rather than the 'you're just adding to the problem by driving your single occupancy vehicle' guilt trip."

Knowing what your audience needs to hear is a lesson Mayor Patterson learned first-hand when she became affiliated with a group of leaders who were members of Elected Officials to Protect California. "Their agenda has been focused on getting our Governor—who has a lot of authority when it comes to petroleum extraction and production—to make a commitment to phasing out fossil fuel production and consumption. We're the fourth largest oil-producing state in the country. If we're going to be leaders in the world, we need to take care of our own backyard, too," she explains.

"I got into this movement for several reasons. The oil extraction and production disproportionately affects disadvantaged communities. I feel that if we fancy ourselves leaders in reducing our production and extraction, then we should especially be protecting people who cannot protect themselves from that industry," Mayor Patterson explains. "We ended up getting an op-ed letter published. I was one of the spokespersons asking the Governor for reduction in production of oil and gas. As you might imagine, while the Governor was supportive, my remarks did not go over well in Benicia. In fact, it made a lot of people mad," she says.

"The problem is that reducing the production of oil and gas sounds like a threat to jobs. It was a mistake on my part. How can we say we are going to end an industry without in the same breath talking about the vision for what are we going to replace those jobs with? Aside from the fact that it's a huge misconception that oil creates so many jobs. But, because this misconception is so pervasive, the messaging in a refinery town like Benicia needs to be done well. 'This will take time. We will transition using biofuels.' Careful messaging matters," says Mayor Patterson.

The topic of energy production and consumption has many dimensions to it, and they have helped raise awareness across Benicia, and has helped people see the issues from many angles. "There have been lawsuits and settlements surrounding the refinery's impacts on air quality. Those settlements have helped our city pay for the things it needed to do. We successfully entered Community Choice Aggregation with MCE," says Mayor Patterson. "We are embarking on being powered by 100% green electricity. These steps have been incrementally successful in achieving our fossil fuel-free vision, and as we go through them, there's been ever more awareness about the refinery and its impacts."

"Our city was the first to vote against the import of fossil fuels by rail. Valero wasn't the first refinery to propose it, but because we had land use authority, we were able to resist that. That effort raised awareness in the community. So, we stopped the conveyance of some fossil fuel product, but the conversation also raised awareness about related issues. Folks are now primed to look more closely at the impacts of petroleum production on air quality," Mayor Patterson says.

"We now have many people who have become aware that Valero is contributing to air quality issues in Benicia. But Valero takes the position that they aren't the major contributor to air pollution. 'It's all the drivers' they say—and they're probably right. In a way, the refinery is helping us with our messaging—that we are part of the problem. The refinery wouldn't be there, wouldn't be emitting pollution, if it weren't for the demand on the part of the public. We need to connect the dots between the refinery's air quality impacts and people making the choice to drive or not," says Mayor Patterson.

Ever the optimist, Mayor Patterson says, "we can look at the big picture and then take little steps toward the goal. But," she says, "my concern is that time is so short. They are saying we only have ten to twelve years to reduce carbon emissions. The real question is: how do make that drastic change? How can we be effective in realizing that change over the next ten to twelve years? We know it's

possible," she says, mentioning a famous visual example of drastic change over a short timeframe.

"There's those two photos from New York City around the turn of the 20th Century—you've seen them, haven't you? On a certain Manhattan street, the photo from around 1900 shows a bustling streetscape filled with people, horses, buggies, and just one car. A photo taken of the same exact street corner ten years later shows the same street filled with early century automobiles, and almost no people, no horses, no buggies," she marvels. "Hopefully we'll get to the point where we can achieve the scale of change that we did back then with autos and horse and buggies. A challenge we face now that we didn't face then is the fact that our population growth has been exponential. We are dealing with so many more people than in 1900," she says.

Mayor Patterson reflects on the pragmatic shape-shifting she's done throughout her career. She clearly recognizes that "one size fits all" won't work. "You can be an advocate. You can be a negotiator. You can be a communicator. You need to do all those things. You almost have to choose what you think you can do, and apply different strategies for that particular situation to get something done," she explains. "And then there are times when there's just no need to negotiate. For instance, we didn't need to negotiate crude by rail. That was just a flat-out no, no hesitation."

"Although on the other hand, there is merit to negotiation sometimes—like with the refineries, and their impacts on air quality and their use of water. We have to negotiate ways to help them work smarter. It's harder to do it that way, for one thing, because the media is more likely to enjoy showing the spectacle of a 'trench warfare' battle. People seem to enjoy that more than the slow slog through negotiations," she says. "But the problem with trench warfare is that somebody always loses. With negotiation, you can gain some ground, and then move onto the next thing. You have a shelf life with negotiation that presents an opportunity to take on other challenges. But it's slow, incremental, not exciting, and it's hard to get people to support it."

"To be clear, I'm not alone in this work—there's a coalition approach to it. I'll give you a couple of examples. One of our local residents—who I recruited and then appointed as Chair of our Sustainability Commission—organized our green energy symposia I mentioned earlier. She has a really clear understanding about how to 'get to yes', and about the power of education," Mayor Patterson explains. "She was the real architect behind our green energy symposia. Her vision was to offer the public a view of the different ways we could source our energy. It was through that education, which was so critical in driving awareness-raising, that we were able to gain support."

"She also organized our first Clean Tech Expo, and that has really grown into something exciting. We discovered we had twenty clean tech vendors right in Benicia—a real clean tech industry, who would have guessed it? I don't mean high tech, I mean that they're tech companies not dependent on the fossil fuel industry," she explains. "There I was that first year, riding my bike around the industrial park, writing down names, looking for opportunities to drum up vendors. We didn't even know who was out in that area. So, we ended up having the Expo, and it was very successful. We had vendors who hadn't met one another before striking up deals and partnerships."

Mayor Patterson describes the realization her team had about "flipping the script" about Benicia's identity, brought about by the Clean Tech Expo. "We came away feeling that this was the key—we grow green tech, we put out the green tech welcome mat, and it becomes the city's revenue transition plan as we reduce our dependence on fossil fuels. We are one of the few remaining manufacturing materials communities in this part of California. Regardless of the refinery, you need to have manufacturing. We have a major role to play in the Bay Area. Our DNA is manufacturing and industry—and now, moving forward, we can be clean manufacturing and clean industry," she explains.

"We are really fortunate in Benicia to have brilliant people working on all kinds of things. One of our city's creative thinking leaders, who happens to be a principal at major firm in Silicon Valley, was keynote speaker at our first expo. In his talk, he described the value of bringing together people from different disciplines—sociology, engineering, finance, and so on—to solve a simple problem, because they each look at the same thing, but differently," Mayor Patterson says. "And this is true with our dependence on fossil fuels—we need everybody in the room coming up with the solutions together, because that's how we will be solving our problems in the most creative way."

Behavior Change Analysis

Mayor Patterson's vision and efforts to decouple her city's identity from the fossil fuel industry offer numerous examples of the challenges, opportunities, and strategies inherent in behavior change work.

In cultivating early adopters through the development of clean energy symposia, Mayor Patterson and her team were developing messengers who could help spread an appreciation of the value of clean energy, and reduction of the community's dependence on fossil fuels. These messengers became some of Mayor Patterson's strongest supporters in later years.

Mayor Patterson's description of highlighting the opportunities people have before them in opting for clean transportation choices reflects the behavior change strategy of creating and showcasing incentives for people to make changes to the habits and choices they usually make.

In noting the city's responsibility to protect the health, safety, and well-being of all residents—especially those most dispropor-tionately impacted by the outputs of oil extraction and production, Mayor Patterson is highlighting how our public commitments can help influence leaders—wherever they are in a community or institution—to make behavior changes that fulfill the commitment made by those who are elected officials and public servants in government.

In describing her community's coalition approach involving local people as leaders and organizers of educational activities and awareness-building events, Mayor Patterson is telling the audience how her community is making their climate and behavior change activism social .

As she describes "rolling out the green tech welcome mat", Mayor Patterson's mindset reflects her city's efforts to make Benicia more hospitable and welcoming to businesses whose models are not reliant upon fossil fuels. In other words, the Mayor and her team are working to change the default perceptions about their community and its historic identity as a refinery and manufacturing town.

To learn more about the City of Benicia's Climate Action Plan, sustainability measures, and related efforts to be a city that operates free of fossil fuels, please visit the City of Benicia's website at www.ci.benicia.ca.us/sustainability.

Project Timeline

2018

Research and literature review

Jan, 2019

Interviews begin

Apr 3, 2019

Article published:
People's Liberty

Apr 10, 2019

Article published:
The National
Street Service
Project

Jun 4, 2019

Article published:
LA Department of
Water & Power –
The Shared Solar
Program

May 29, 2019

Article published:
Elemental Excelerator
– The Equity & Access
Program

May 6, 2019

Article published:
Sacramento
Municipal Utility
District - Driving
Electrification

Apr 23, 2019

Article published:
Cleveland
Neighborhood Progress
- The Racial Equity &
Inclusion Initiative

Jun 24, 2019

Article published:
Remix

Jul 22, 2019

Article published:
Greater Portland
(Maine) Council of
Governments and
Opioid Misuse

Jul 29, 2019

Article published:
Greenfield Labs

Aug 21, 2019

Article published: City
Systems & Affordable
Housing

Feb 19, 2020

*Report released on stage at
the Meeting of the Minds 2020
Annual Summit*

Dec, 2019

Draft Report

Sep 25, 2019

Article published:
Mayor Elizabeth Patterson

Sep 18, 2019

Article published:
The Brooklyn
District Attorney's
Office

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Dave designs, implements, and deploys an internal and external digital strategy that amplifies the messaging and priorities of the Meeting of the Minds organization. He designed and built the MeetingoftheMinds.org website, and oversees the organization's marketing and communication campaigns.

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For more urban insights, resources, and events visit

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