



**Neighbor to Neighbor**

**ENERGY CHALLENGE**

Small Changes. **BIG RESULTS.**

**DOE Webinar:  
Translating behavior change research into consumer action**

**Kat A. Donnelly and Jess Bergman**

**May 28, 2013**

**[www.CTEnergyChallenge.com](http://www.CTEnergyChallenge.com)**



**1. Behavior Change Strategies and Lessons Learned**

**2. Overview of N2N**

**1. Appendices/Publications for your use later**

# Challenges in our Residential Market



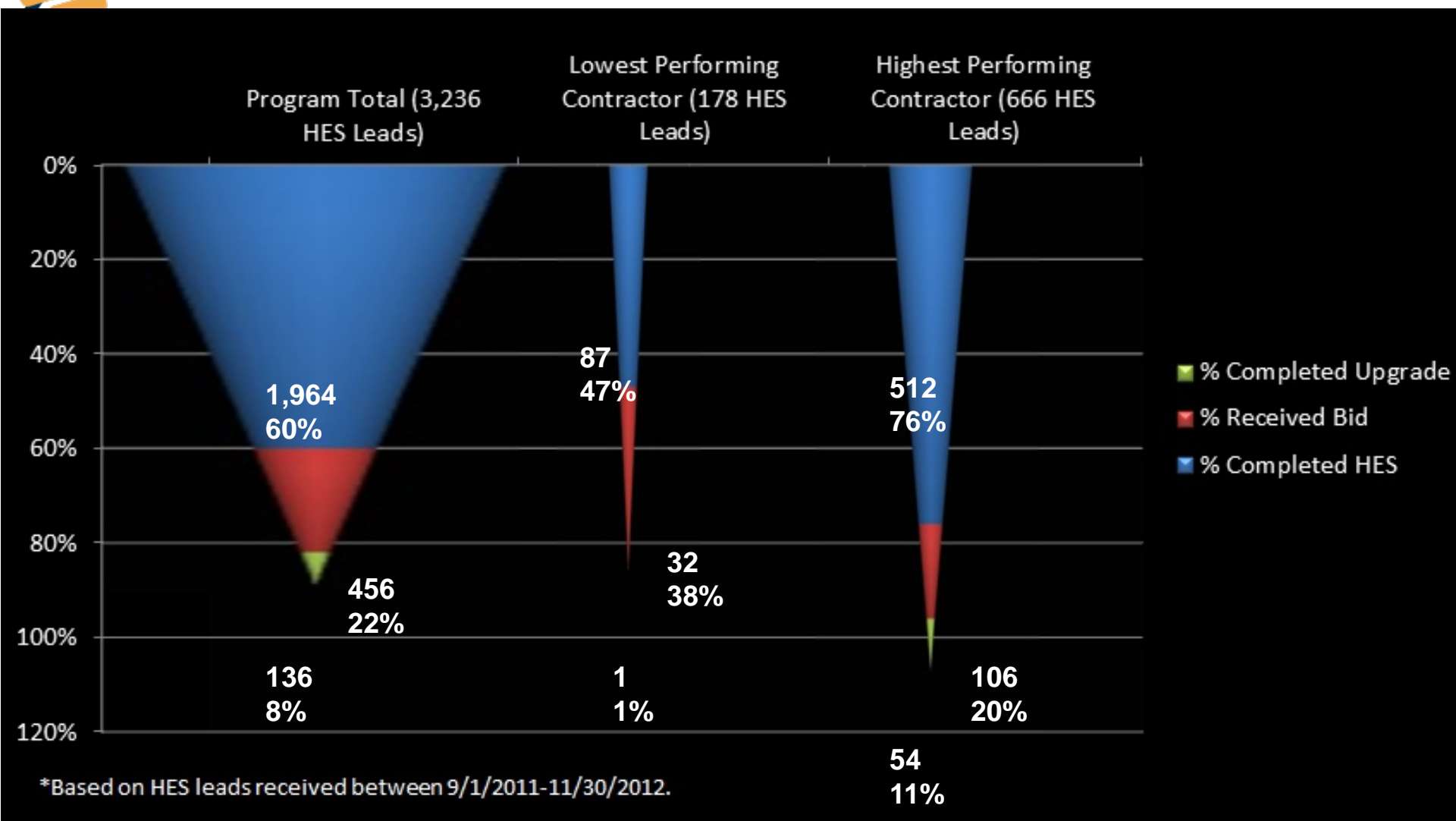
## Energy efficiency- who cares?

- Low priority category
- Low consumer awareness and demand for upgrades
- Residents are confused about what to do
- Lack of trust for utilities and contractors
- Program marketing is **not as consumer friendly as it could be**
- **Overemphasis on Home Energy Solutions** and small changes
  - 75% of residential energy savings are from air sealing and lighting
  - Less than 10% do more than HES

In CT contractors and customers are not sufficiently incented to focus on upgrades... **yet.**

# Lessons Learned

## Contractor Funnel of Doom





- Current residential EE programs don't work, lack flexibility and accountability
- Need to morph/evolve in a petri-dish
- Subtle behavioral insights need to be detected and woven into programs
- Support with robust data platform

Behavior matters!!!!



### Test, learn, adapt

Technology platform that tracks customer through all energy actions

- Real-time data collection and reporting
- Compares cost-effectiveness of outreach strategies and sets targets for campaign performance

### Behavioral research

- Quantitative action research with real-time data collection
- Qualitative analysis of outreach and messaging through in depth interviews, surveys, customer feedback
- Behavioral experiments with program participants

### Program dashboards

- Internal and external dashboards
- Contractor pipeline/ scorecards



## **N2N customer relationship management (CRM) database tracks:**

### Outreach Data

- Leads/Contacts
- Households
- Outreach Activities
- Referrals
- Coalition Partners

### Upgrade Data

- Project Information  
Savings, Rebates/Incentives, Costs
- Contractor Scorecards  
Close, Bid, Upgrade



**For each participant, information is collected on 3 levels:**

**Contact**

- Events attended
- Survey responses

**Projects**

- Completed actions – HES, HES-IE, Efficiency Improvements, Solar
- Pipeline data from sign-up to completion
- Energy savings, cost, and financing

**Household**

- Utility records
- Pre-assessment interest & “hot lead” designation
- Cumulative Energy Savings



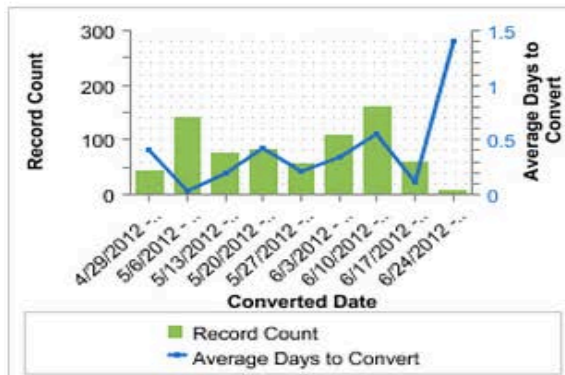
## Data is Essential for Research & Evaluation

https://na11.salesforce.com/01ZG0000000a3kx

### Unconverted Leads

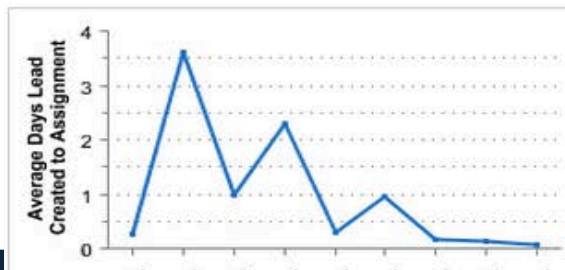
Full Name	Interest	Lead Age	Record Count
	HES	0	1
	HES	0	2
<b>Total</b>			<b>3</b>

### Converted Web Leads Summary



This & Last Month

### Average Days to Assign to Contractor



### Open Projects by Type

Project Record Type	Record Count
HES Assessment	467
HES Improvement	227
IE: HES Assessment	222
IE: HES Improvement	4
Lighting Retrofit	63
<b>Total</b>	<b>983</b>

All Open Projects

### Open HES Assessments by Owner

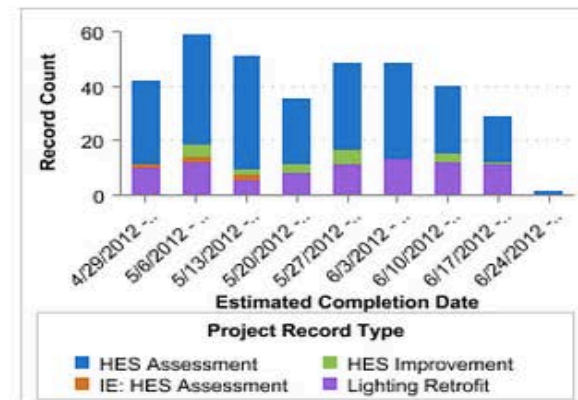
Project Owner	Record Count
	14
	36
	7
	30
	26
	108
	74
	14
	48
	6
	37
	2
	3
	10
	4
	2
	46
<b>Total</b>	<b>467</b>

### Completed HES Improvement Projects



This Calendar Year

### Projects Completed by Type



This & Last Month

### Earned Points by Town



# Transparent Data Publication

## Weekly Contractor Review Dashboard

Find a dashboard...

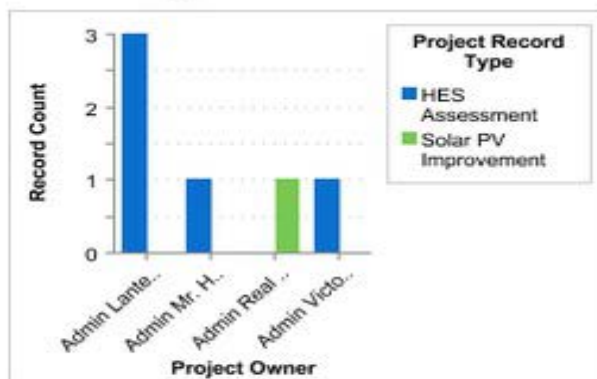
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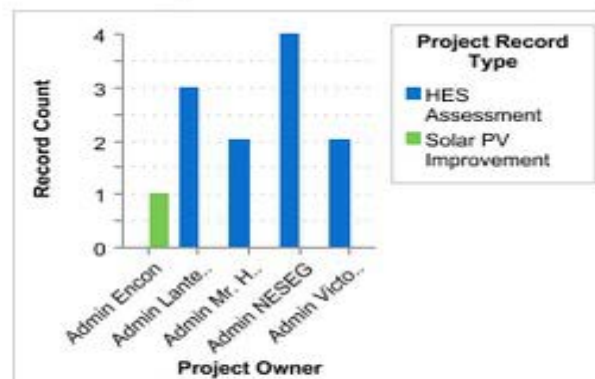
Refresh

As of Yesterday at 7:14 PM

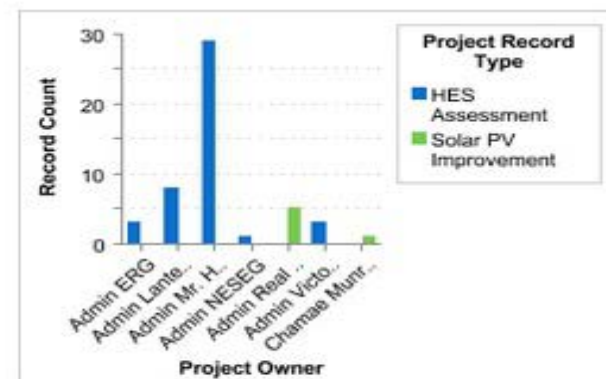
### Leads Assigned Last Week



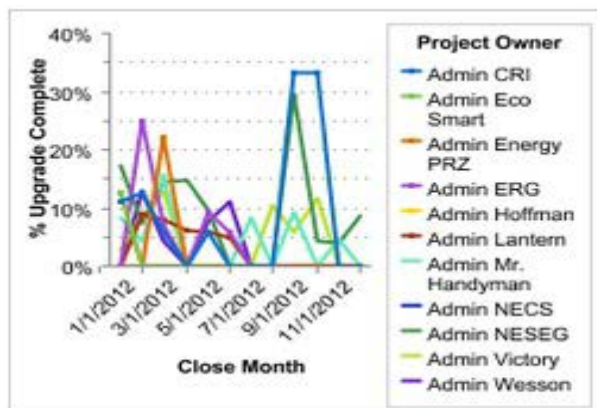
### Leads Completed Last Week



### Leads Lost Last Week



### Upgrade Conversion Rate by Contractor



### Hot Leads - HES Completed in Past 60 Days

Project Owner	Record Count	Sum of HES Upgrade Bid
Admin Lantern	8	5
Admin Mr. Handyman	6	0
Admin NESEG	4	0
Admin Victory	4	0

### Energy Savings by Contractor

Project Owner	Average Overall Net Annual Energy Savings (%)
Admin CRI	8
Admin Eco Smart	8
Admin Energy PRZ	8
Admin ERG	11
Admin Hoffman	13
Admin Lantern	10
Admin Mr. Handyman	14

### Completed HES Assessment Projects

Project Owner	Record Count
---------------	--------------

### Completed HES Improvement Projects

Project Owner	Record Count
Admin NESEG	77

# Program Tools Dashboards



[Help for this Page](#) ?

## Completed Hot Leads Past 60 Days

Report Generation Status: Complete

### System Administrator

Hierarchy: [Aegis Solar Energy Partner Executive](#) | [Competitive Resources Incorporated \(CRI\) Partner Executive](#) | [C-TEC Solar Partner Executive](#) | [Eco Smart Partner Executive](#) | [Encon Partner Executive](#) | [Energy PRZ Partner Executive](#) | [Energy Resource Group \(ERG\) Partner Executive](#) | [Green Star \(GRG\) Partner Executive](#) | [Hoffman Partner Executive](#) | [Lantern Energy Partner Executive](#) | [Mr. Handyman Partner Executive](#) | [New England Smart Energy Group \(NESEG\) Partner Executive](#) | [Next Step Living Partner Executive](#) | [Nutmeg Mechanical Partner Executive](#) | [Program Administrator](#) | [Real Goods Solar Partner Executive](#) | [Sample Contractor Portal Account Partner Executive](#) | [Sunlight Solar Partner Executive](#) | [The Meadows Partner Executive](#) | [Victory Energy Solutions Partner Executive](#) | [Wesson Energy Partner Executive](#)

### Report Options:

Summarize information by: Project Owner

Time Frame

Date Field: Estimated Completion Date Range: Last 60 Days

From: 11/5/2012 To: 1/3/2013

Show: All projects Project Status: Closed Won Probability: All

[Run Report](#) [Hide Details](#) [Customize](#) [Save](#) [Save As](#) [Delete](#) [Printable View](#) [Export Details](#)

Filtered By: [Edit](#)

3. How serious are the problems to you? equals "a. Very serious, I'd like to solve the problems now" [Clear](#)  
AND Project Record Type equals HES Assessment, IE: HES Assessment [Clear](#)

HES Upgrade Bid	Project Name	Created Date	Estimated Completion Date +	1. I'm interested in learning more about	2. I am already aware of serious problem	3. How serious are the problems to you?	4. I plan to live in my home for:	Household HES FST Attached	No Opportunity for Upgrades	HES Upgrade Complete	Upgrade Recommendation Notes	Description
Project Owner: <a href="#">Admin Lantern</a> (8 records)												
5												
1	<a href="#">Sebula Household - Portland - HES Assessment 2012</a>	10/8/2012	12/19/2012	c. Solar PV	-	a. Very serious, I'd like to solve the problems now	-	1	<input type="checkbox"/>	0	-	10/10 open construction df
1	<a href="#">Hanna Household - Portland - HES Assessment 2012</a>	11/15/2012	12/6/2012	c. Solar PV	-	a. Very serious, I'd like to solve the problems	-	1	<input type="checkbox"/>	0	-	-



- Participatory Action Research:
  - Continuously Test/Learn/Adapt;
- Qualitative analysis; and
- Behavioral experiments and surveys.



Social/behavioral approaches,  
Real-time data collection,  
Frequent analysis, and  
Quick course correction.





### Community Based Social Marketing

- Blend social and individual psychology behavior change strategies
- Targeted at people who have reason to care; ready for change
- Works on the installment plan
- Carried out at the community level
- Involves direct contact with people

### The theory:

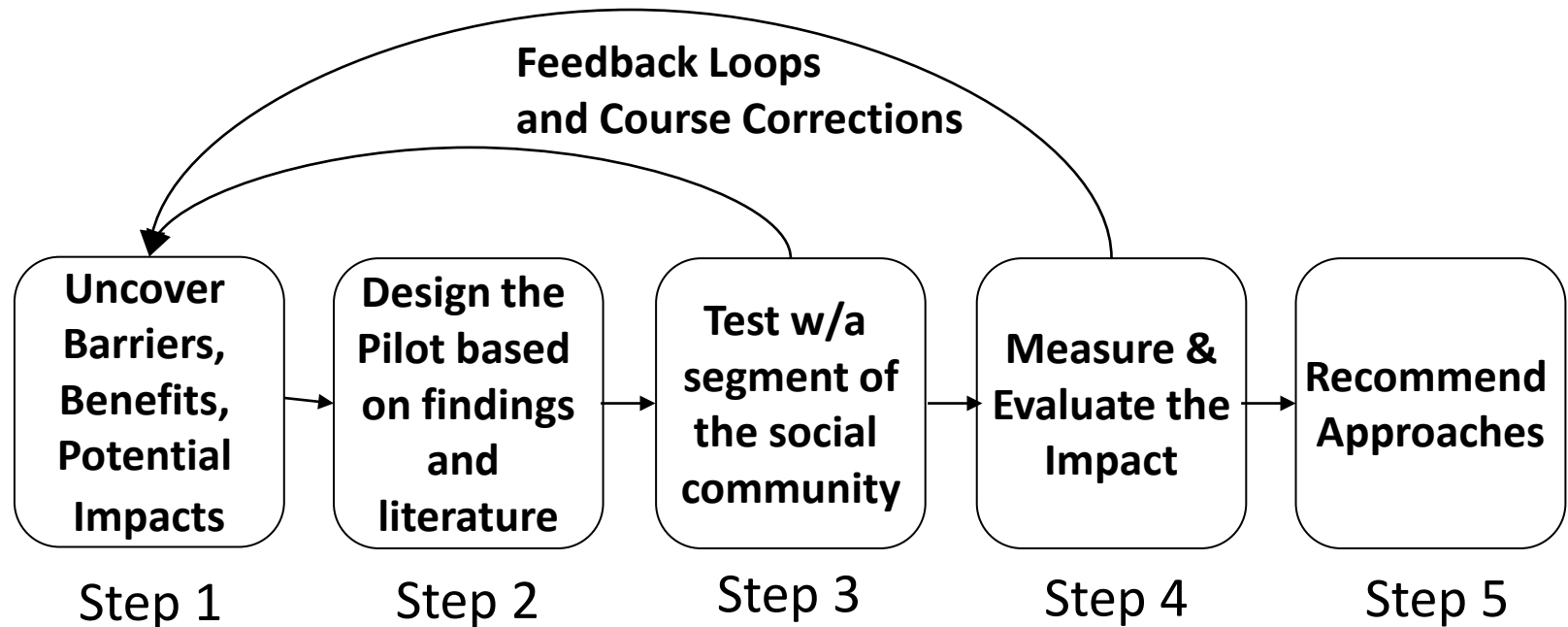
- Widely used in Public Health
- N2N applies it to Energy Waste!



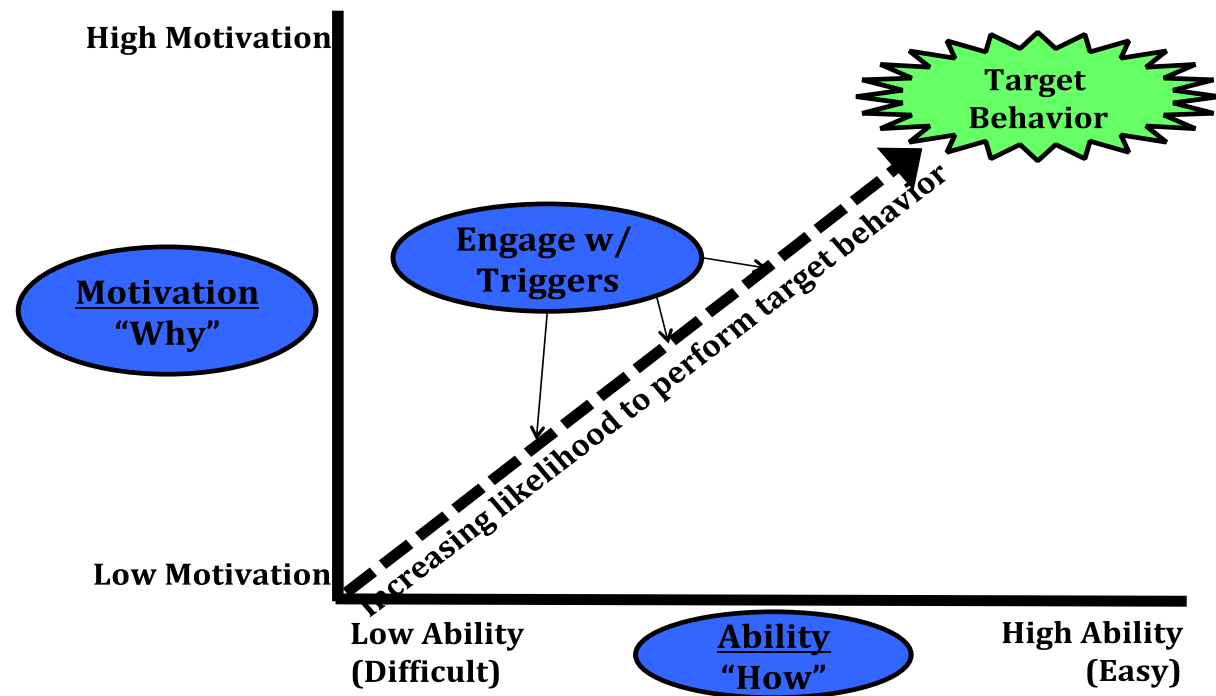
Sources: (McKenzie-Mohr 2008, 2009, and Brooks et al 2002)



### Community-Based Social Marketing



Derived from: McKenzie-Mohr, D. (2009). *Fostering Sustainable Behavior Presentation*. Paper presented at the Behavior, Energy, and Climate Change Conference. <http://aceee.org/conf/09becc/09BECCPresentations.html> - Day3





Influence Dimension	Motivators/ Co-Benefits	
<b>Individual</b> (Personal Context)	Fun!, Comfort, Convenience, Core/Intrinsic Values, Health, Sense of Ownership, Gain/Fear of Loss.	
<b>Group</b> (Social Context)	Social Approval, Peer Pressure.	





### Problem

Poor Close Rate (26% of leads completed HES visit)

### Qualitative Diagnosis:

- Low Quality Leads
- Customer Confusion

### Solution—Course Correction:

- N2N All-Staff Analyses
- Refine pitches/materials
- Prime for upgrades
- Staff Training
- Sign up “receipts”



### Keeping your message simple and fun

- Messaging musts—anchor on upgrades and WIIFM
- Tailored to each segment
- Understands different motivations for different people

### Using social strategies

- Need multiple touches through multiple channels with repeated messaging
- Trusted source
- Strategic messaging

### Priming for upgrades from moment one



1. Community based organizing
  - Thrives with experienced staff
  - Must be multi touch multi channel
2. Contractor coordination and support
  - Huge need for hands on oversight and support
  - Need data platform for real time oversight
3. Marketing
  - Needs to understand the target audience and energy efficiency marketing
  - Air war re-enforces ground war (you need **both to be successful**)

# *Behavior Matters Fundamentally*



- **The Big**
  - How to create a real-world program, continuously evolving over time
- **The Small**
  - How to tweak behavior through small, but important changes
- **The Reality**
  - Four sets of behavioral stakeholders: Consumers, Contractors, Program Admin, Policymakers
  - It's not pretty
  - Making an impact requires diving into the field

## Community Based Outreach is Critical



- Establishes you as a trusted source
  - Gets you in the door and gives people an emotional connection
  - Helps you handhold residents through program complexities
- Allows you to test and refine messages
- Drives demand and awareness by utilizing existing social networks



*We are social creatures that do what others do*

# N2N “Ladder” of Sustainability



**#1. Sign Up for the N2N Challenge at a workshop, tabling event, on-line, etc.**



**#2. Change out lighting, install CFLs, see instant savings.**



**#3 Complete Home Energy Solutions visit; Achieve 10% energy savings. Learn what else needs improved; Buy Clean Energy Options.**



**#4 Complete necessary upgrades in your home. Achieve 20% energy savings.**

**#5. With savings achieved, install PV.**



**What We've Accomplished**

<b>Category</b>	<b>Totals through 5/20/13</b>
<b>Coalition partners</b>	137
<b>Outreach events</b>	1049
<b>Workshops</b>	91
<b>Participants</b>	8393
<b>Home Energy Solutions signups</b>	6032
<b>HES visits completed / %</b>	3378/ 66%
<b>Upgrades completed / % of HES</b>	384/ 11%
<b>Upgrades financed/ % of total</b>	24/ 6%
<b>Facebook Fans</b>	458
<b>Email list</b>	7041
<b>Media Hits</b>	269+

# *N2N Focused on Driving Upgrades*



## Objectives:

- Increasing demand and cost-effectiveness
- Using community-based and behaviorally-focused outreach strategies

## Methods:

- Event-based Outreach
- Workshops
- Door-to-door canvassing
- Community-partner outreach
- Passive sign-ups, and
- Contractor-generated leads





# Our Approach Comprehensive Strategies



A team with multi-disciplinary expertise in:

- community outreach
- energy education
- marketing and market research
- media relations
- social marketing
- behavioral science
- project management
- web-based design and software tools
- performance evaluation





- Community Groups
- Town Government
- Low Income/ Seniors
- Faith
- Education
- Business
- Earned/ Social Media



**The Cheshire Community Food Pantry, Inc.**

*Caring about our neighbors*

[www.cheshirefoodpantry.com](http://www.cheshirefoodpantry.com)

**WESTPORT  
WESTON  
FAMILY**

We build strong kids,  
strong families, strong communities.

**WESTON**  
warm-up fund, inc.



**Windham Area  
Interfaith Ministry**

**Cheshire  
Public  
Library**

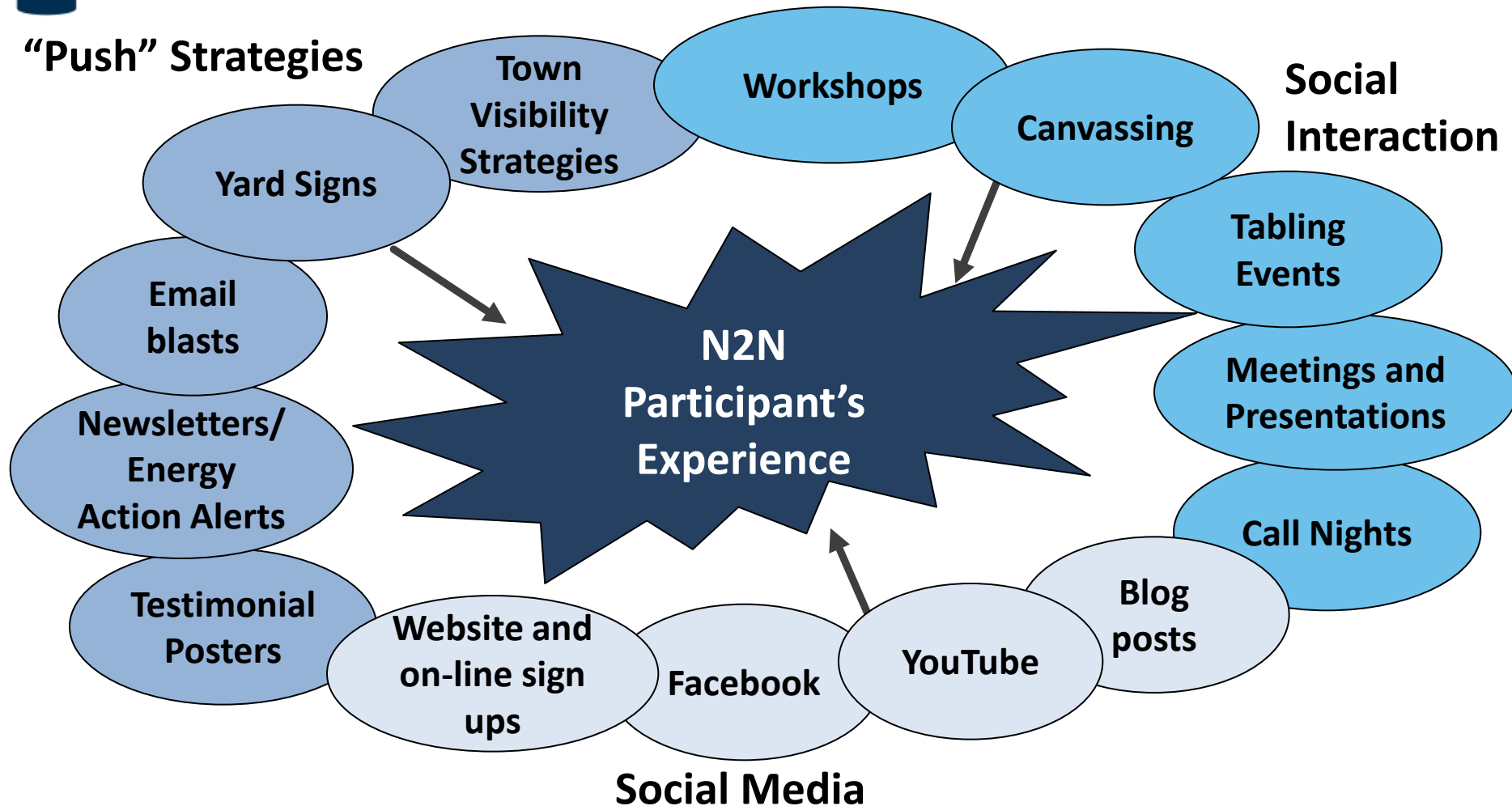


*“We see you everywhere! I had to sign up...”*

# Driving Demand: Multi-Touch, Multi-Platform



## “Push” Strategies



From Cheshire





# Our Approach Earned Media



COLCHESTER • MARCH 24, 2011

# Reminder News

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Shown in the  
Virginia His  
Michael Eck

Connecticut  
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involvement

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which can re  
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towns with  
powered LE

## 'ENERGY CHALLENGE'

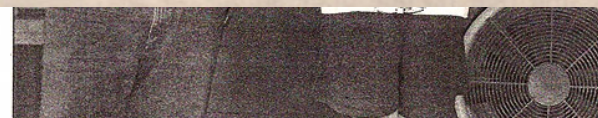
### Local towns in program



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recommendations made during the Home Energy Solutions visit.

The Westport Home Energy Challenge isn't slowing down now. As summer cooling skyrockets in local homes, Westport residents who have not yet had HES visits are being urged to schedule one by visiting [www.NE-SmartEnergy.com/Westport-Challenge](http://www.NE-SmartEnergy.com/Westport-Challenge) or calling (203) 292-



Tantam Energy Technician Jim Nazarenus, Mayor Donna Hermann and Community Organizer in the Citizens Energy Advisory Committee, Chamae Munroe stand on the Mayor's front porch in front of the fan.

Chamae  
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seal on  
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o insu-  
shower  
faucets  
weather-  
Page 2

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# Program Tools

## Planning Tools



	A	B	C	D	E	F	G	H	Controls hidden. Press	
1	Westport	Overall Goals for July - September	Overall Actuals for July-September	July 1-7 (JL OFF)	Goals	Actuals	July 8-14 (JB, BP OFF)	Goals	Actuals	July 15 Corps.
24	Social Media						JL to start HES article for Fall			
25	Existing Coalition Partners (BP)									
26	Conservative Synagogue	10 HES		(BP) Set up meeting with conservative synagogue, ask about poolside luncheon			Ladies pool side luncheon on July 11 (Jen or Donna to attend)			
27	Westport Y	15 HES		(BP) is scheduling a meeting						Meeting Cohen. present. identify raising (testimonies) posting website placement
28	DMA	20 HES		(BP) is setting up meeting w/new president Steve Desloge			Sidewalk Sale on July 13 and 14 (not set up yet)	5 HES		Fine Art on July
29	N2M Behavior Change							- Ask number of members, - fundraising goals remind them that there is \$225 at stake for every sign up, - we will help you realize your fundraising but we need your full cooperation/ help, - this is community		



- Organizers should work with local leaders on asset mapping
- Rigorous goal based campaign plans are crucial
- Needs multi-touch basket of approaches
- Use data to monitor effectiveness of each strategy
- Increase effectiveness by coordinating earned and social media
- **Need significant staffing with experienced organizers**
  - Community groups and volunteers are critical and require training
  - Youth service model has PR benefits but limited effectiveness
    - Needs funding source dedicated that supports professional development goals



# Questions?



## Contact:

**Kat Donnelly, PhD, [kdonnelly@empowerdevices.com](mailto:kdonnelly@empowerdevices.com)**

**or Jess Bergman (860) 372-4405**

**[www.ctenergychallenge.com](http://www.ctenergychallenge.com)**





# Appendix I:

## Behavioral Research

### by Kat A. Donnelly

Link to behavioral excerpt of thesis/N2N Process Evaluation:

<https://dl.dropboxusercontent.com/u/749694/2012April28%20Donnelly%20Thesis%20Behavior%20Only.pdf>

Link to entire thesis/process evaluation:

<https://dl.dropboxusercontent.com/u/749694/2012%20Donnelly%20PhD%20Dissertation.pdf>

## Reducing Household Energy Use



- Residential buildings use 1/5<sup>th</sup> of U.S. energy use
- Efficiency gap
- Homes waste up to 50% of energy use
  - mostly air leakage and behavioral actions.
- Peer Effects/Social Norms (Bollinger & Gillingham, 2012)

Other Sources: NRC 2010, APS 2008





Are community/behavior programs more cost-effective than utility administered efficiency programs?



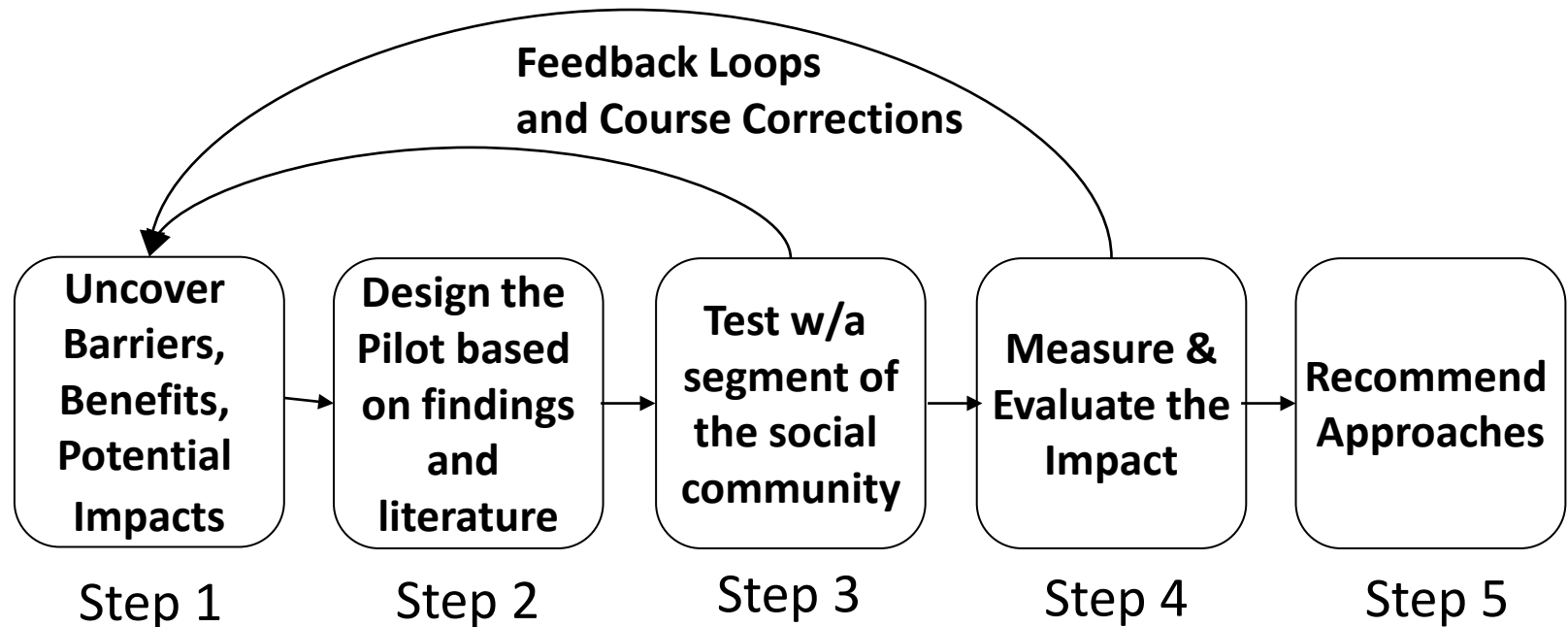
Large-scale pilot demonstration project

What conditions facilitate the adoption of energy efficiency?

How can community/behavior programs be used to drive deeper upgrades?



### Community-Based Social Marketing



Derived from: McKenzie-Mohr, D. (2009). *Fostering Sustainable Behavior Presentation*. Paper presented at the Behavior, Energy, and Climate Change Conference. <http://aceee.org/conf/09becc/09BECCPresentations.html> - Day3

# Action Research in Action: Car Idling in Schools



- **Barriers** → Forget, Incorrect beliefs (3 min)
- **Benefits** → Air Quality/Health, Save fuel/\$
- **Approach:**
  1. Describe benefits and barriers first sentence
  2. Secure commitment:

“Would you be willing to make a commitment to turn your car off?”
- **Measure results of idling:**
  - Reduced frequency: 32%
  - Reduced duration: 73%

Source: McKensie-Mohr (2009)

# Action Research in Action: Car Idling in Schools

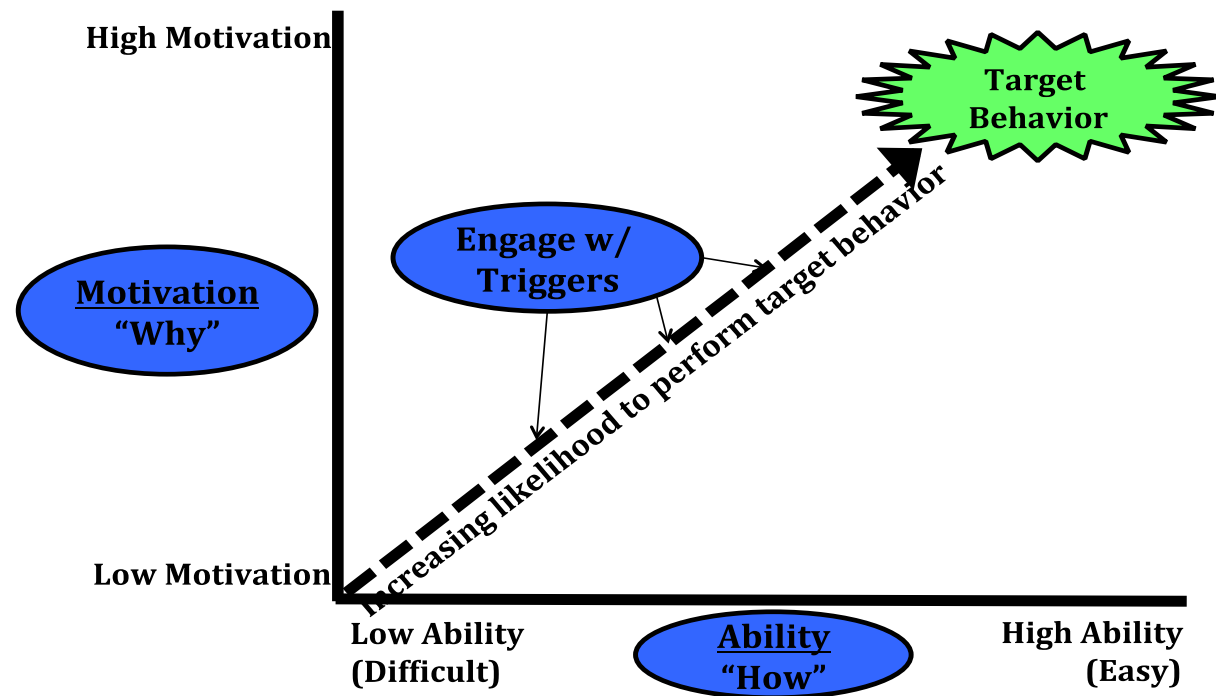


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“Would you be willing to make a commitment to turn your car off?”
- **Measure results of idling:**
  - Reduced frequency: 32%
  - Reduced duration: 73%
- **Provide Turn Key Tool Kits**
- **Follow up Regulation** →
- 50 Canadian Municipalities passed Idle Free laws

source: (MacKenzie-Mohr, 2009)

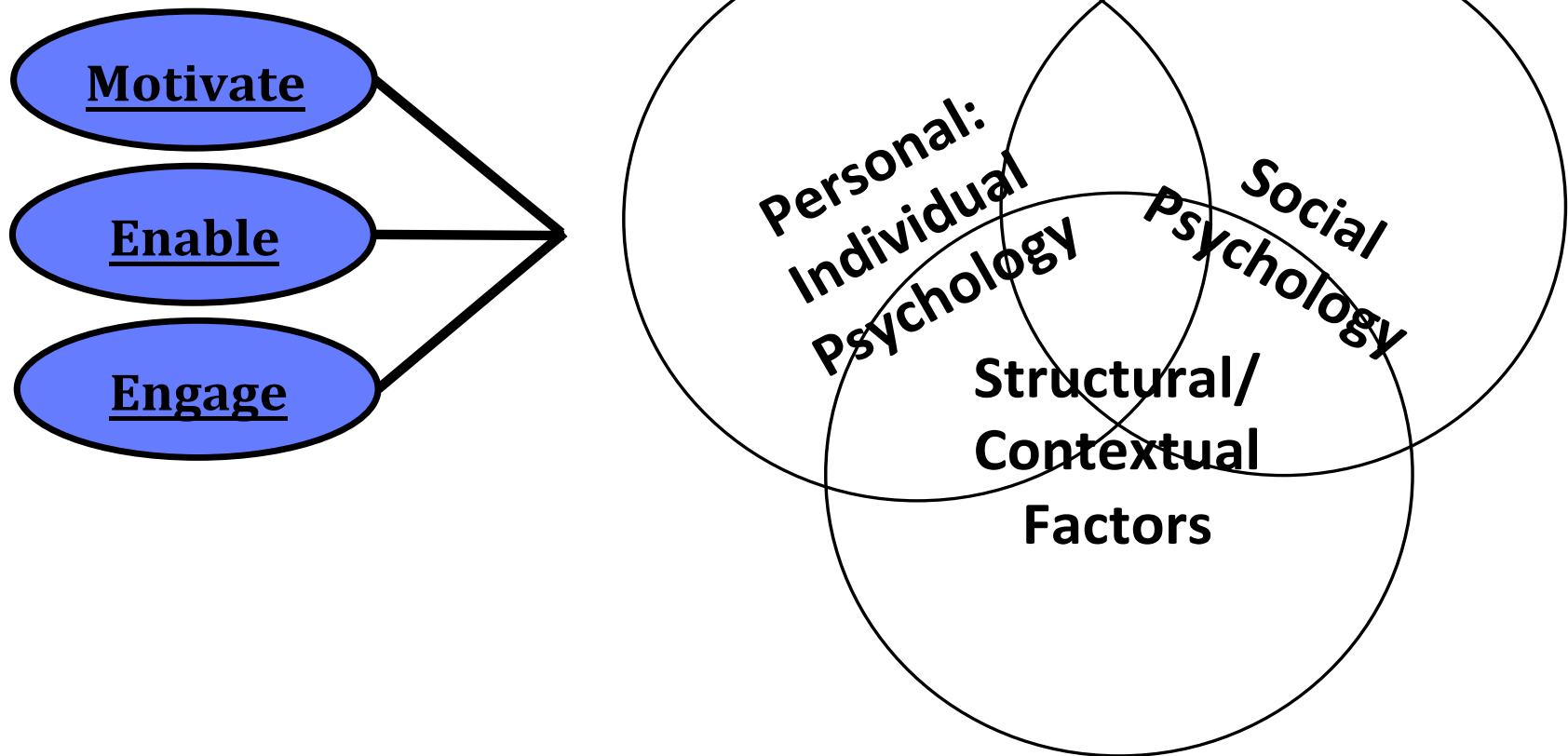


Public commitment, Social diffusion, Trigger, Social norm



# N2N Behavior Science

- In the real world, a comprehensive approach is necessary because:  
**human decision-making systems are complex!**







# Behavior Change Science: A Toolset for Social Behavior Change

<b>Co-Benefits</b>	<b>Motivations (Mostly Behavioral)</b>	<b>Abilities and Needs (Mainly Technology)</b>
<b>Personal</b>	Make the Undesirable Desirable	Much of Willpower is Skill
<b>Social</b>	Harness Peer Pressure	Find Strength in Numbers
<b>Structural</b>	Design Rewards and Accountability	Change the Environment

Table based on: Patterson et al (2009)

**Behavior Change is complex.**

# Key N2N Behavior Science

2. An individual psychology behavioral science approach helps address customer barriers and enables messaging most likely to engage the household.

**Personal:  
Individual  
Psychology**

<b>Raise Benefits (Make it Desirable)</b>	<b>Lower Barriers (Make it Easy)</b>
<b>Fun!, Comfort, Core Values, Health and Safety, Pleasure, Hope (Gain), Security (Fear of Loss), Achievement</b>	<b>Time, Money/Financing, Perception of Money, Emotion, Effort, Non-Routines</b>

# Key N2N Behavior Science

2. An individual psychology behavioral science approach helps address customer barriers and enables messaging most likely to engage the household.

**Personal:  
Individual  
Psychology**

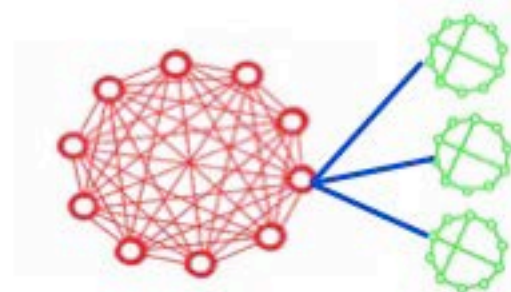
<b>Tailored Motivators and Triggers</b>	<b>Raising Abilities and Needs</b>
<b>Framing, Anchoring, and Priming; Household commitments, goal-setting, and feedback; Core value appeals; and Habit internalization.</b>	<b>Transparent data; Simple feedback on existing technologies; Easy installation; and Habit training.</b>

# N2N Behavior Science

3. Social approaches take time to gain momentum, but show greater long-term promise and drive diffusion quicker than utility traditional marketing.

**Social  
Psychology**

Raise Benefits	Lower Barriers
<b>Social Approval;</b>	<b>Create Social Rejection and Peer Pressure.</b>





# N2N Behavior Science

3. Harnessing social diffusion practices and peer pressure are the keys to creating social change.



Social Motivators and Triggers	Raising Abilities and Needs
<b>Behavior Modeling w/ Trusted Messengers; Descriptive Norms and Comparisons; Injunctive Norms; and Social Approval/Fear of Social Rejections.</b>	<b>Social Movement Toolset, including Competition/ Rules, Rewards, Earned Media, and Social Media; and Co-create Solutions w/consumer.</b>

# N2N Behavior Science

4. The structural and contextual environment supports the N2N Energy Challenge creating or hindering ownership, ability, automation, and unconscious habits.



**Structural/  
Contextual  
Factors**

<b>Structural Motivators</b>	<b>Raising Abilities and Needs</b>
<b>Actionable Steps; Triggers, Prompts, Reminders; and Rewards.</b>	<b>Contractor networks; Stakeholder Incentives (Administrator, Contractor, Customer); Feedback location; Automation options.</b>

# N2N Behavior Science Summary Table: A Toolset for Behavior Change



<b>Influence Dimension</b> (Co-Benefit)	<b>Motivations</b> (Mostly Behavior Techniques)	<b>Abilities and Needs</b> (Mainly Technology Techniques)
<b>Personal:</b> Fun!, Comfort, Core Values, Health and Safety, Pleasure, Hope (Gain), Security (Fear of Loss), Achievement.	<b>Make the Undesirable Desirable:</b> Framing, Anchoring, and Priming; Household Commitments, Goal-Setting, and Feedback: How are we doing? How did we improve? Where do we need to be?; Understand and appeal to core values; Tailor and Personalize approaches; and Habit Internalization.	<b>Much of Willpower is Skill:</b> Transparent Data; Simple feedback using existing technology (go where they already go); Educate; “Install”; Reduce time, money, emotion, effort, and non-routine barriers; and Train Habits.
<b>Social:</b> Norms, Attitudes, Social Approval, Social Rejection.	<b>Harness Peer Pressure:</b> Behavior Modeling from Trusted Messengers; Descriptive Norms and Comparisons; and Injunctive Norms.	<b>Find Strength in Numbers:</b> Develop Community and Social Competitions/Goals/ Commitments, including Rules, Rewards, Earned Media, and Social Media; and Co-create Solutions with the Consumer.
<b>Structural:</b> Ownership, Enablement, Automation (Unconscious/ Habitual).	<b>Design Rewards and Demand Accountability:</b> Actionable Steps; Triggers, Prompts, and Reminders; and Rewards.	<b>Change the Environment:</b> Contractor Networks; Stakeholder Incentive Structures (Administrator; Contractor, Customer); Physical location of feedback; and Automation levels targeted to consumer.

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# Appendix II: N2N Details

# What is Neighbor to Neighbor?



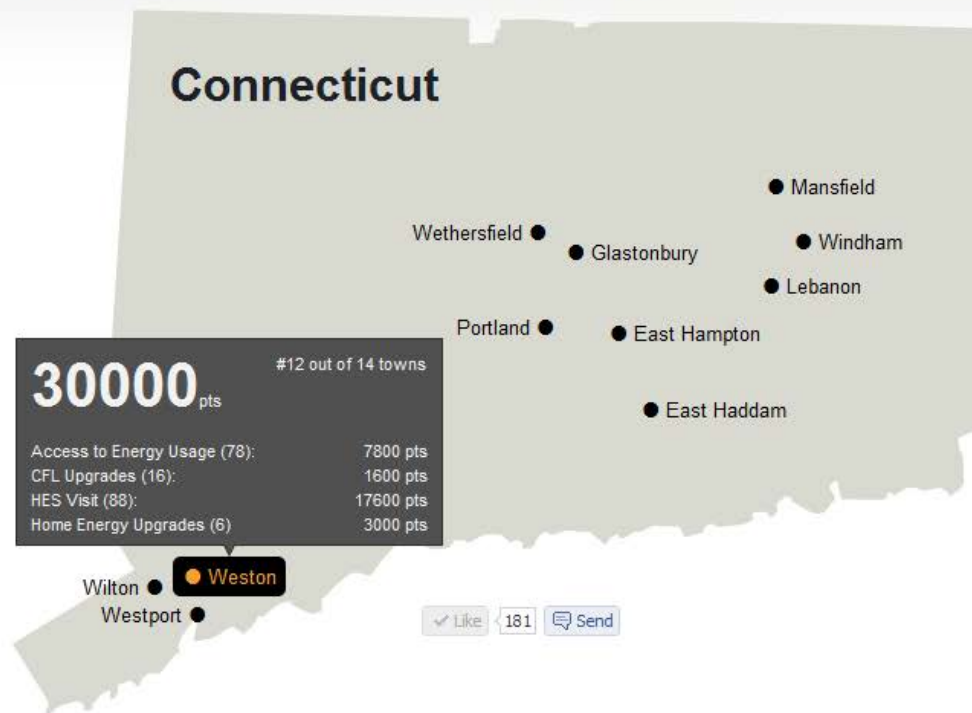
\$4.1 million pilot funded by U.S. Dept. of Energy to:

1. Prove that community based strategies are a cost-effective way to drive demand for residential upgrades
2. Demonstrate that Home Energy Solutions could be marketed as a first step to deeper improvements (historical upgrade rate <10%)
3. Prove that investing in state-of-the-art data systems improve community-based program results



*Gov. Malloy announces the Program*

## Towns in The Energy Challenge



## Leaderboard

Towns

Community Groups

### Westport

#	Town	Points
1.	Westport	558,000
2.	Ridgefield	111,500
3.	Wilton	101,100
4.	Lebanon	69,800
5.	Wethersfield	69,800
6.	Glastonbury	60,800
7.	East Hampton	47,200
8.	Cheshire	46,300
9.	Mansfield	33,700
10.	Portland	33,100
11.	Windham	31,900
12.	Weston	30,000
13.	East Haddam	22,900
14.	Bethany	15,500

## Challenge Stats

**1231600** pts

Participating Towns

14

ctenergychallenge.com/weston

[Town Leaderboard](#)



**Bethany**

- Christ Church
- Bethany's Farmers Market
- Elder Services
- Democratic Town Committee
- Republican Town Committee
- Bethany Lions
- Bethany Garden Club

**Cheshire**

- Temple Beth David
- Cheshire Performing and Fine Arts Committee
- Cheshire United Methodist Church
- Cheshire Public Library
- Cheshire Newcomers and Neighbors Club
- Rotary Club of Cheshire
- The Cheshire Community Food Pantry
- Cheshire Chamber of Commerce
- Sally Bowman Real Estate
- Evans Group Financial Advisors

**East Haddam**

- East Haddam Free Public Library
- Moodus United Methodist Church
- Moodus Memorial VFW Post 3336
- East Haddam Community Lions
- East Haddam First Church of Christ Congregational
- East Haddam Youth and Family Services
- East Haddam Land Trust

**East Hampton**

- East Hampton Public Library
- Friends of Lake Pocotopaug
- East Hampton Lions and Leo Club
- Congregational Church
- Christ Episcopal Church
- Rotary Club
- Parks and Rec
- Human Services
- East Hampton High School Sports Boosters
- East Hampton Elementary PTO
- Prudential Realty

**Glastonbury**

- Waller-Turner Memorial Library
- Community Church

- Prides Corner Farms
- Lebanon Historical Society
- St. Francis of Assisi Church
- Social Services
- Lyman Memorial Post Grad Committee

**Mansfield**

- Uconn Off Campus Student Services
- Unitarian Fellowship of Storrs
- Goodwin Elementary
- Glenn Ridge Cooperative
- Mansfield Lions Club

**Portland**

- Portland River Valley Garden Club
- Community Emergency Response Team
- Garden Club
- Portland Library
- High School Booster Club
- Gildersleeve School PTO
- Portland High School Green Team
- Valley View PTO/ Portland Schools PTOs
- First Congregational Church
- Brownstone Quorum
- Portland Food Bank
- Trinity Church

**Ridgefield**

- Ridgefield Library
- Woodcock Nature Center
- St. Andrew's Lutheran Church
- Ridgefield Conservation Commission
- Parks and Rec
- Social Services
- Keller Williams

**Weston**

- Warm Up Fund
- Kiwanis Club
- League of Women Voters

**Westport**

- League of Women Voters
- Woman's Club
- Historical Society
- Homes with Hope
- Saugatuck Congregational Church
- Westport Y

- Club Green
- Conservation Synagogue of Westport, Weston, Wilton
- Long Lots PTA
- Unitarian Church of Westport
- Coleytown Elementary School PTA
- Saugatuck Elementary School PTA
- Westport Sunrise Rotary
- Kings Highway Elementary PTA

**Wethersfield**

- Friend of Wethersfield Library
- United Methodist Church
- Green Summit Committee
- Hanmer School PTO
- Emerson-Williams PTO
- Friends of the Eleanor Buck Wolf Nature Center
- Corpus Christi Church
- Bud and Blossom Garden Club
- Football Boosters
- Wethersfield Mom's Cub
- Social Services
- Senior Center
- Men's Garden Club
- Fuel Bank

**Wilton**

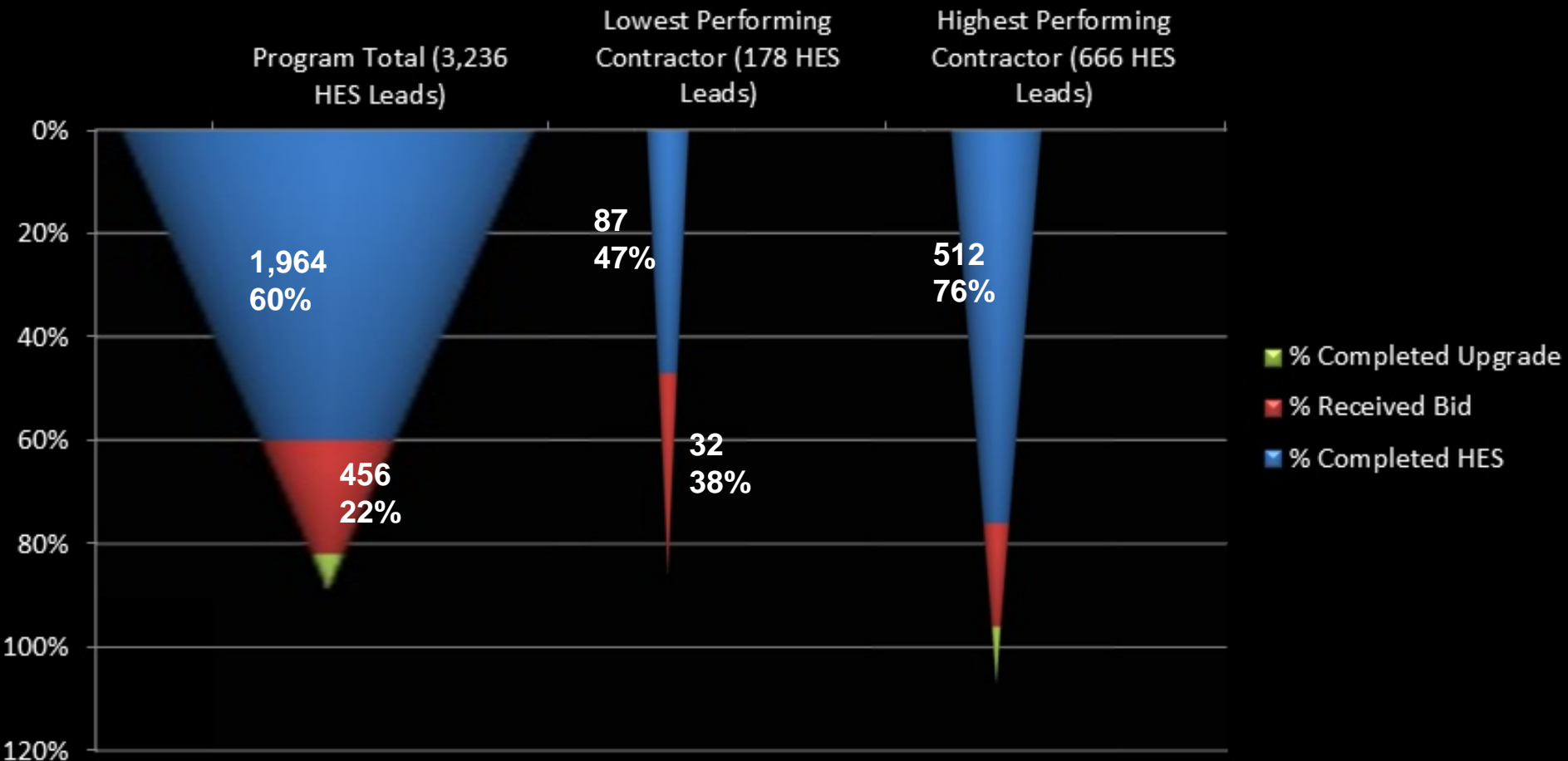
- Wilton Go Green
- Wilton Family Y
- Wilton Democratic Town Committee
- G&B Community Cultural Center
- Wilton Library
- Social Services
- Pack 22
- Chamber of Commerce
- Honey Tree Preschool and Childcare
- Temple B'nai Chaim

**Windham**

- Windham Area Interfaith Ministry
- Institute for Sustainable Energy
- Garden Club
- Food Co-Op
- Chamber of Commerce
- Congregational Church
- Library
- Soup Kitchen

# Lessons Learned

## Contractor Funnel of Doom



\*Based on HES leads received between 9/1/2011-11/30/2012.

