Voluntary Initiative: Partnerships Toolkit

BETTER BUILDINGS RESIDENTIAL NETWORK

Residential energy efficiency programs are delivered by many different types of organizations and their partners, including utilities, state and local governments, non-profit organizations, and for-profit companies, but no matter which sector delivers the program, the need to work in partnership with different entities can make or break program success.

Definition

Partnerships are relationships between two or more parties that specify joint rights and responsibilities, and are mutually beneficial. The focus in this context is on strategic relationships concerning the internal, operational side of core energy efficiency program practices. Partnerships go beyond contractual obligations, such as those between an energy efficiency program and a vendor or supplier, and have implications concerning stakeholders, which are defined as any person or institution that can affect or is affected by an organization, strategy, or project.

Value

Partnerships are essential to any number of different activities that residential energy efficiency programs may undertake, with one example being entering a new community or market. Tools below can help a program to prioritize which communities to enter, and after that identify community leaders and organizations in that area to contact.

Partnership Savings

"We spent one-fourth to one-third as much money per participant for marketing and communications compared to a typical" approach, because of a partnership.

— Excerpt from "BetterBuildings for Michigan Partners With University to Reach Employees"

In order to achieve success, partners with the same interests join together, involve all with a relative stake, communicate effectively concerning partner interests, build trust, forge mutually agreeable goals, invest in building the relationship, respect partners' needs and interests, share partnership success, evaluate results against goals and alternatives, and then consider sustaining progress by institutionalizing arrangements.

Tools

Below are a range of tools to understand what constitutes a partnership, establish the need for partnerships, identify potential partners methodically, conduct partnerships, evaluate them, and communicate their success. Partnership tools are described below along with guidance concerning their use. The tools are collected as an addendum or with a link for ease of reference:

- Self-assessment worksheet template: Determine capabilities and needs, which can drive partnerships. See addendum.
- Stakeholder mapping templates: Analyze and prioritize potential partners. See addendum.
  - Partnership Rating Tool (See p. 30): http://www.sparc.bc.ca/the-partnership-toolkit
- Sample partnership prospect meeting draft agenda. See addendum.

- Partnership planning templates:
  - Partnership models (See p. 25): http://www.sparc.bc.ca/the-partnership-toolkit
  - Creating a Partnership Agreement Worksheet: http://energy.gov/sites/prod/files/2014/01/f6/partnership_agreement.pdf
  - Program example – Outreach Timeline: Small Town University Energy Program (STEP): http://energy.gov/sites/prod/files/2014/09/f18/B3c%20Outreach%20Timeline.pdf
- Partnership program evaluation template:
  - Creating an Evaluation Plan worksheet: http://energy.gov/sites/prod/files/2014/01/f6/evaluation_plan.pdf
  - Energy Efficiency Program Impact Evaluation Guide. Applicable beyond partnerships: https://www4.eere.energy.gov/seeaction/system/files/documents/emv_ee_program_impact_guide_0.pdf
  - Model Energy Efficiency Program Impact Evaluation Guide. Applicable beyond partnerships: http://www.epa.gov/cleanenergy/documents/suca/evaluation_guide.pdf
- Partnership project meeting draft agenda. See addendum.
- Partnership success press release, brief, and final report examples:
  - How to Write a Press Release: https://bbnp.pnnl.gov/sites/default/files/attachment/c-452_write_press_release.pdf
  - Case Study – BetterBuildings for Michigan Partners With University to Reach Employees: http://energy.gov/sites/prod/files/2014/02/f7/gvsu_interview_formatted_1-28-13.pdf
  - Case Study – EnergyWorks in Philadelphia, Pennsylvania, video about faith-based partnerships: https://www.youtube.com/watch?v=W4sWz7x4h4Y&feature=youtu.be
  - Brief report example – Small Town University Energy Program (STEP) example: http://energy.gov/sites/prod/files/2014/08/f18/A3%20Sample%20Council%20Report.pdf
  - Final report example – Southeast Energy Efficiency Alliance (SEEA) example: http://www.seealliance.org/wp-content/uploads/SEEA_EPS_EE_JOBReport_FINAL.pdf

Materials in this toolkit and much, much more can be found in the Better Buildings Residential Program Solution Center, which is an online collection of resources and lessons learned that help residential energy efficiency programs and partners plan, operate, and evaluate programs, based on experiences from U.S. Department of Energy grantees, partners, Home Performance with ENERGY STAR® Sponsors, and others.

The Residential Program Solution Center helps residential energy efficiency programs and partners:

- Minimize trial and error to achieve success
- Plan, operate, and evaluate their programs
- Access a living repository of examples and resources.

The Better Buildings Residential Network connects energy efficiency programs and partners to share best practices and learn from one another to increase the number of homes that are energy efficient.

For more information and to join, contact us at bbresidentialnetwork@ee.doe.gov.

Addendum

Self-assessment worksheet template.....Page 4

Stakeholder mapping templates.....Page 11

Sample partnership prospect meeting draft agenda.....Page 30

Sample partnership project meeting draft agenda.....Page 31

Program Design	Characteristics	Exist Y/N	Rate If Y, rate on scale of 0 4
Mission/Goals:			
Program Offering(s):			
Program Audience(s):			
Organization & Delivery Vehicle:			
TOTAL		#Y/#N	AVG Score

Financing	Characteristics	Exist Y/N	Rate If Y, rate on scale of 0 4
Upgrade cost ranges			
Target audience and willingness/ability to pay			
Financing needs of target audience			
Financial Options			
Existing financing options in the area			
Identify appropriate portfolio of financing options • Loans (enhanced terms) • Incentives • Rebates • Grants • Tax incentives			
Partners			
Partners (e.g., lenders, credit unions, CDFIs, utilities)			
Financing agreements			
Operations			
Financing mechanisms (e.g., on-bill, loan reserves)			
Marketing plan			
Marketing materials			
Training plan for contractors/partners on financing to help communicate and sell program			
TOTAL		#Y/#N	AVG Score

Workforce Development	Characteristics	Exist Y/N	Rate If Y, rate on scale of 0 4
Recruitment			
Qualification criteria			
Plan to identify and attract certified or qualified workers			
Training partners, programs (e.g., workshops, college programs)			
Business Support			
Process for account management (QA/QC, customer service tools)			
Contractor incentives (e.g., training; performance incentives)			
Matching customer, contractor			
Business Flow			
Process for providing contractors with program materials, and connections to finance options			
Quality Control			
Process for ensuring high quality work, reporting results (to consumer, contractor, program)			
System for receiving and acting upon customer feedback			
Process for identifying, retraining, monitoring, sanctioning, and removing under-performing contractors			
TOTAL		#Y/#N	AVG Score

Data Reporting & Evaluation	Characteristics	Exist Y/N	Rate If Y, rate on scale of 0 4
Data Collection			
Metrics and data needs, including definitions, frequency, units, geo-tagging, etc.			
Data sources			
Data collection methods and roles/responsibilities			
Data Management			
Information management system			
Data entry and QA/QC processes			
Data management roles and responsibilities			
Reporting			
Internal program management data and reporting			
External reporting needs (e.g., content, frequency, format)			
Data reporting interoperability (common XML schema for electronic data reporting)			
Verification			
Process for benchmarking building energy use prior to improvements and verifying energy use reductions			
Process for ensuring quality/standards of work performed			
Customer feedback and complaint management process (connected to workforce and marketing plans)			

Evaluation			
Plan and mechanisms for program evaluation, including learning and adaptive management			
Overlay of external evaluation activities			
TOTAL		#Y/#N	AVG Score

Marketing & Outreach	Characteristics	Exist Y/N	Rate If Y, rate on scale of 0 4
Marketing Plan			
Target audience(s)			
Messages (linked to target audiences)			
Timeline (coordinate with other program elements)			
Marketing campaign (partners, communication and outreach mechanisms)			
Tools			
Branding and logos (including guidance on usage by program partners)			
Press releases and collateral materials			
Website			
Training resources			
Social marketing approach			
Partners			
Process to engage contractors in marketing and outreach			

(training and support for "kitchen table sell")			
Process to engage other partners (realtors, lenders, appraisers, chambers of commerce, inspectors)			
Ongoing Engagement			
Tools for ongoing customer engagement (e.g., "leave behind software" for tracking energy use)			
Follow-up messaging on behavior change and additional upgrade opportunities (including social media)			
TOTAL		#Y/#N	AVG Score

Program Management & Integration	Characteristics	Exist Y/N	Rate If Y, rate on scale of 0 4
Integration			
Ensure implementation plan connects major program elements (workforce, marketing, finance, data, reporting and evaluation)			
Design program governance structure to support integrated management and decision-making			
Plan for long-term sustainability (post-ARRA)			
Roles			
Identify program partners and roles			
Determine core team staffing			

Develop agreements formalizing roles and responsibilities			
Clarify oversight and decision-making structures and processes			
Coordination			
Determine mechanisms for ensuring program partner coordination (e.g., RFPs)			
Timeline			
Develop integrated timeline that coordinates program elements			
Use "stage gate" approach to ensure sequencing across elements and activities			
Implement process for regularly reviewing and updating timeline with partners			
Fiscal Management			
Develop systems to track and manage funds (e.g., IT, accounting)			
Develop systems to ensure appropriate use of program funds (e.g., financial audit and oversight)			
TOTAL		#Y/#N	AVG Score

Key

If a section has more than one quarter "No" answers, consider partnering to gain or leverage knowledge, resources, or experience from a partner or partners in that area.

If a section has an average score of less than 2, consider partnering to gain or leverage knowledge, resources, or experience from a partner or partners in that area.

If a characteristic does not exist or has a score of less than 2 consider partnering to gain or leverage knowledge, resources, or experience from a partner or partners.

Better Buildings®
U.S. DEPARTMENT OF ENERGY

Stakeholder Mapping: Learn How to Identify Leaders, Target Audiences, and Gaps in Outreach

Jonathan Cohen

U.S. DEPARTMENT OF ENERGY

Agenda

- **Stakeholder Engagement**:
  - Terms and definitions
  - Stakeholder engagement strategy
- **Stakeholder Mapping**:
  - What it is
  - Why it's important
  - Scenarios
- **Stakeholder Analysis**
- **Stakeholder Prioritization**
  - **Stakeholder chart**

Stakeholder Engagement

Terms and Definitions:

- **Stakeholders**: Those groups who affect and/or could be affected by an organization's activities, products or services and associated performance.
- **Stakeholder engagement**: The process used by an organization to engage relevant stakeholders for a purpose to achieve accepted outcomes.
- **Stakeholder mapping**: A process to clarify and categorize stakeholders by visualizing which interests they represent, the amount of power they possess, whether they represent inhibiting or supporting factors for an organization to realize its objectives, or methods in which they can be engaged.

Stakeholder Strategy

Successful engagement depends on understanding:

- **Why**: The strategic objective you want to accomplish by engaging stakeholders
- **What**: The scope of the engagement
- **Who**: Which stakeholders need to be involved in the engagement (contractors, utilities, state/local governments, nonprofits, etc.)

STAKEHOLDER MAPPING

What It Is

Four Phases:

1) **Identification:** Listing relevant groups, organizations, and people
2) **Mapping:** Visualizing stakeholder type, capacity, and interests
3) **Analysis:** Understanding relationship to strategic objectives and other stakeholders
4) **Prioritizing:** Ranking stakeholder relevance and identifying material issues

Why It's Important

Benefits:

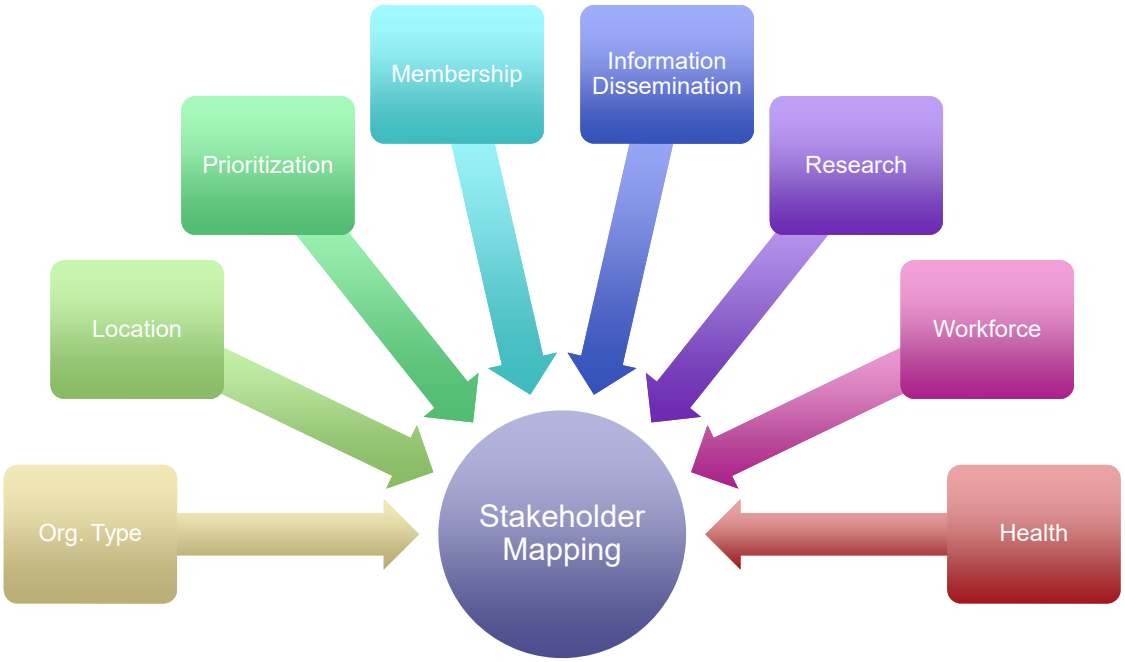
- Basis for stakeholder engagement
- Improve planning
- Risk management
- Identify new opportunities
- Strengthen strategic position in market
- Partnership preparation
- Improve organizational performance

Stakeholder Mapping Process

Quality characteristics:

- **Process**: The stakeholder mapping process is as important as the result
- **People**: The quality of the process depends heavily on the knowledge of the people participating
- **Diversity**: Gather a cross-functional group of internal participants
- **Insularity**: Identify knowledgeable sources external to the organization, and reach out for input and participation
- **Facilitation**: Identify a resource to facilitate your work, and capture your work in writing to help with future engagement

Stakeholder Mapping



STAKEHOLDER ANALYSIS

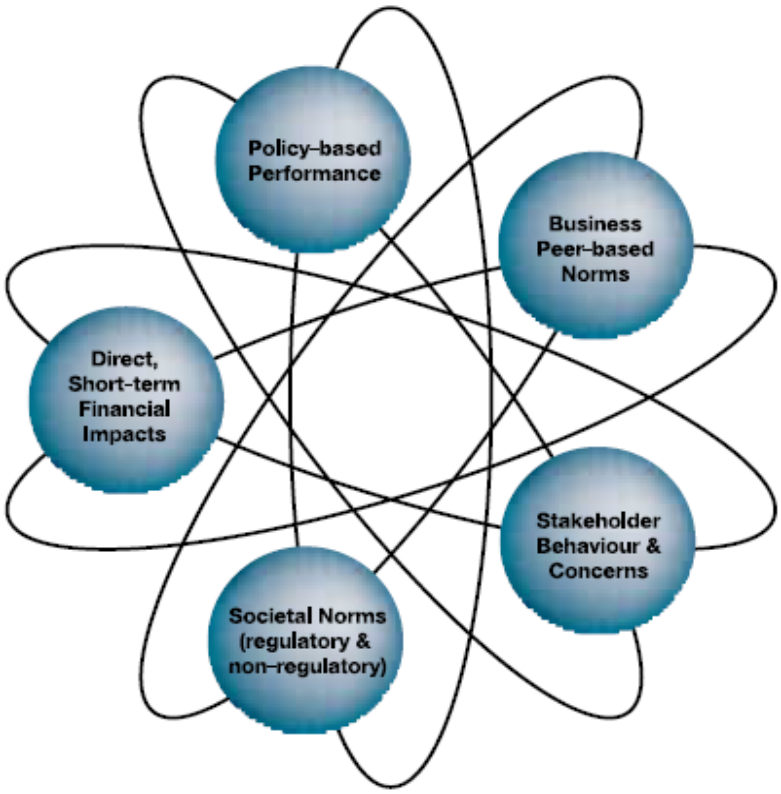
Stakeholder Analysis

- Knowledge of issues related to the purpose and scope of the engagement
- Existing relationship with the organization (close or distant; formal or informal; positive or negative)
- Dependence on the organization
- Willingness to engage
- Type (Utility, contractor, government, nonprofit, etc.)
- Geographical scale of operation
- Capacity to engage
- Legitimacy
- Relationships with other stakeholders

Stakeholder Analysis

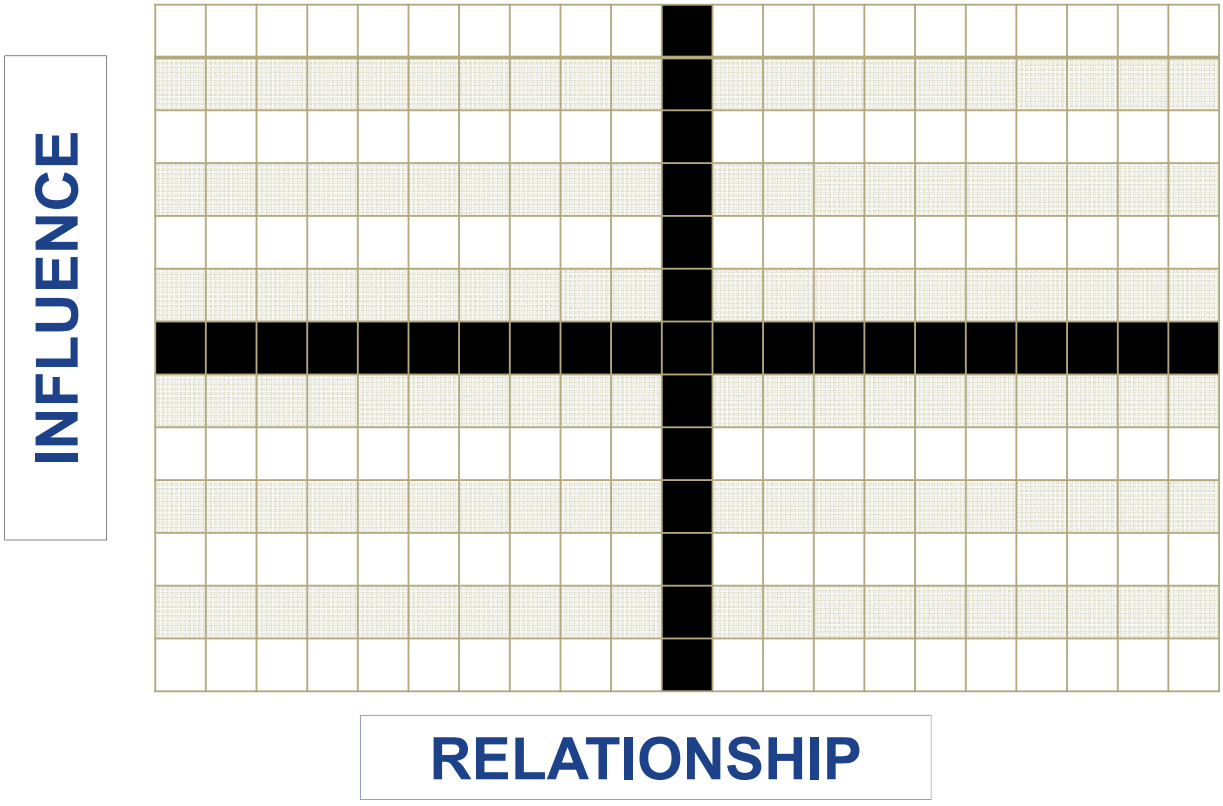
Consider:

- Policy
- Direct, short-term
- Regulation
- Stakeholder concerns
- Peer norms



STAKEHOLDER PRIORITIZATION

Stakeholder Chart



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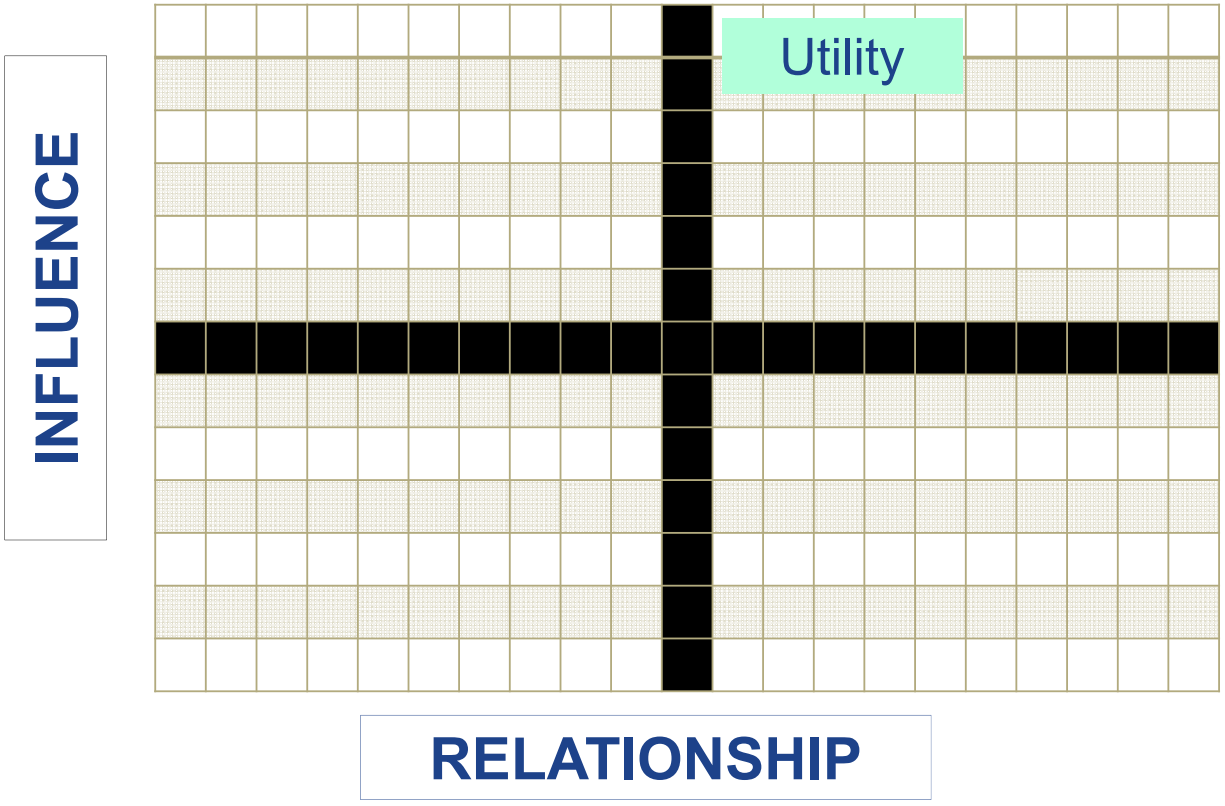

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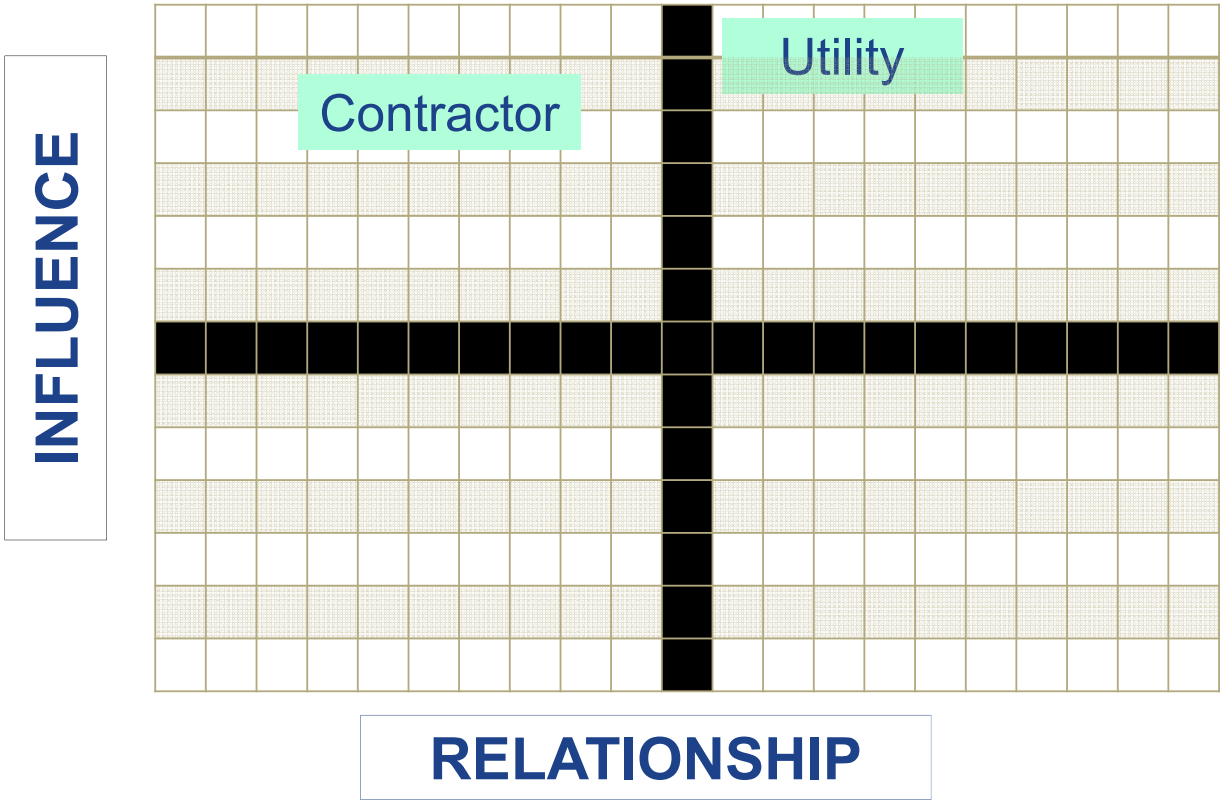

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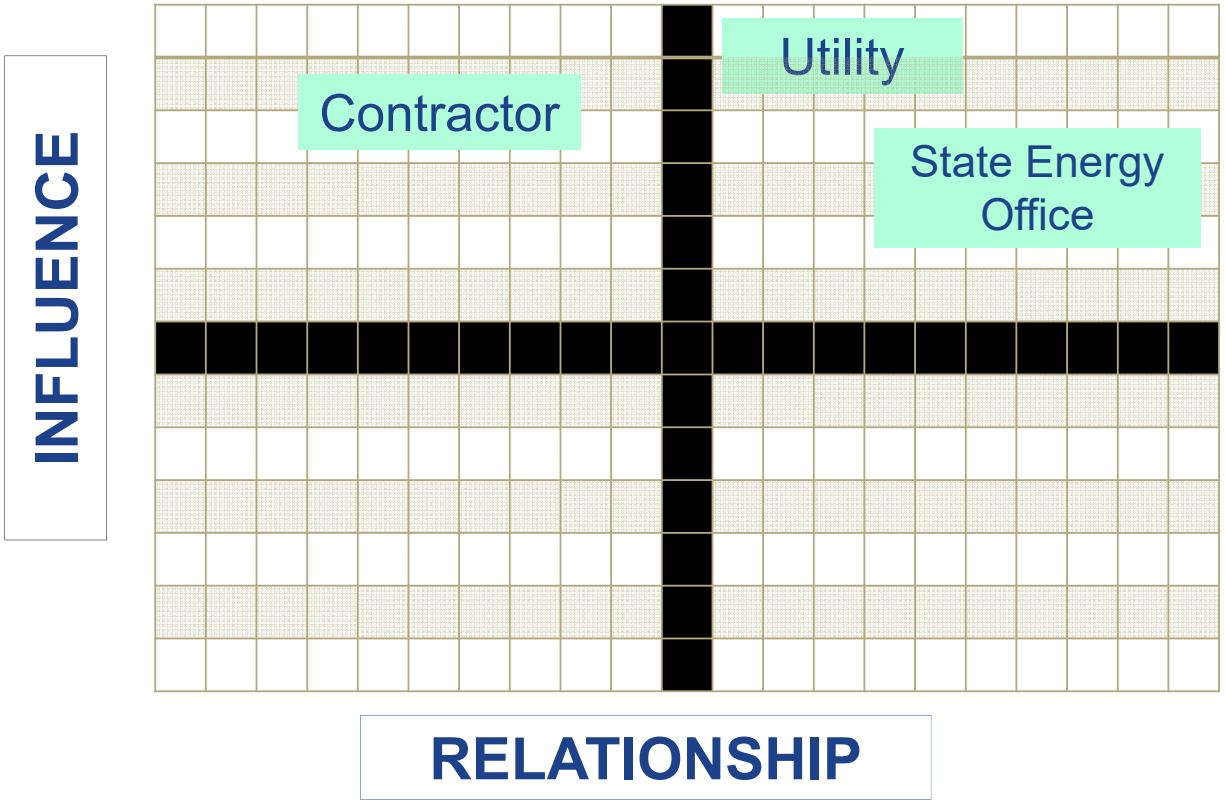

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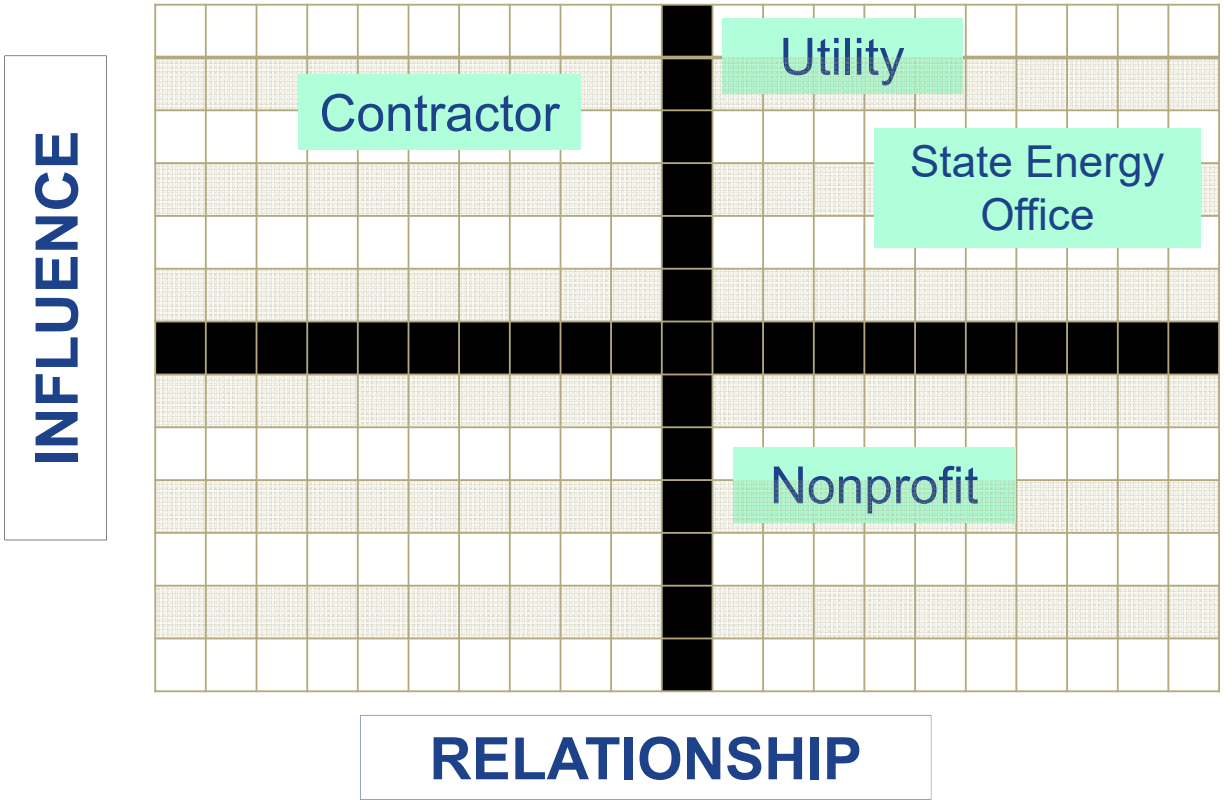

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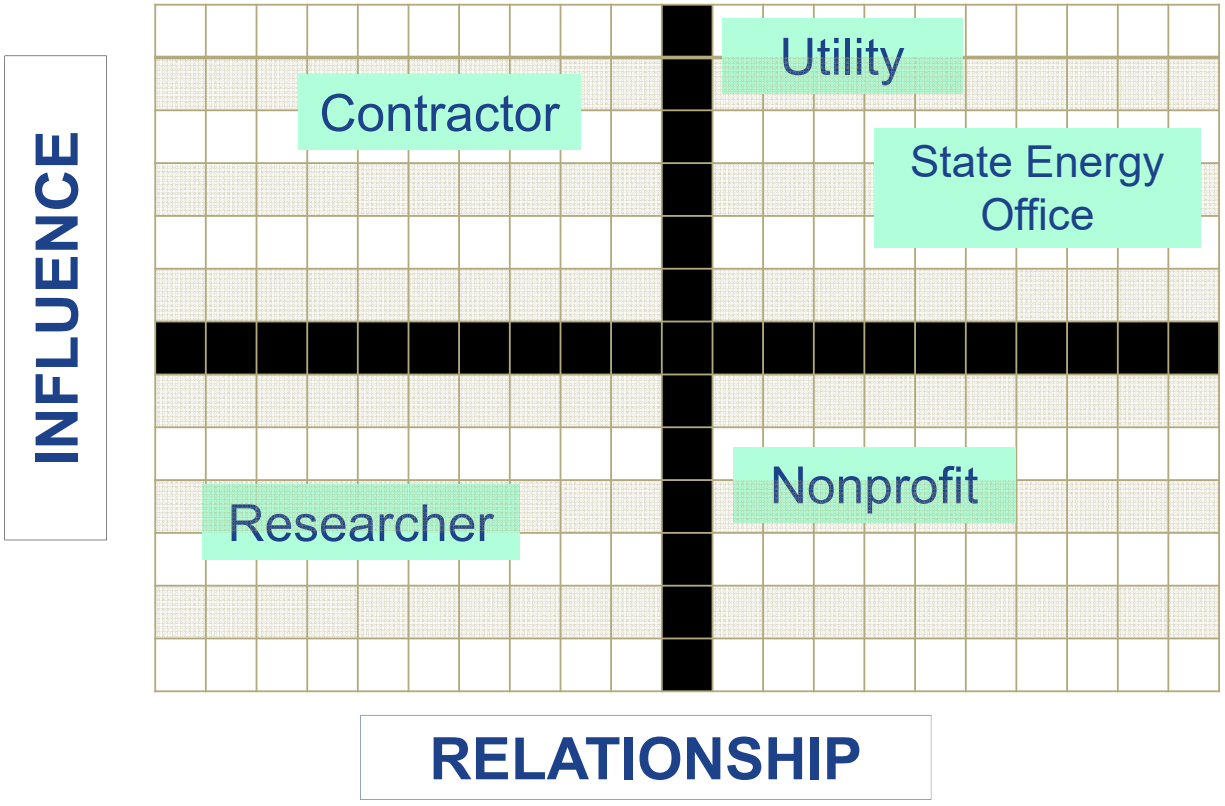

Partnership Prospect Meeting

Draft Agenda

Welcome and introductions 15 minutes

Describe roles, responsibilities, program scope, and current as well as future initiatives.

Partnership interest 10 minutes

Describe why each organization is interested in partnering in general, and with those seated around the table in particular.

Opportunities 30 minutes

Discuss ideas for collaboration. What is needed to collectively leverage the partnership opportunities? What would matter most? What would warrant collective action?

Requirements 15 minutes

Discuss needs and limitations of each organization involved.

Commitments 10 minutes

Establish who has the sign-off authority to engage for each partner.

Wrap up, next steps 10 minutes

Set timeframe for reporting back to each organization, and following up with the other. Determine who will do what. Set a date for a next meeting, as appropriate.

Partnership Meeting

Draft Agenda

Welcome and introductions 10 minutes

Describe roles, responsibilities, and program scope related to the partnership.

Partnership scope 30 minutes

Determine partnership objectives, outcomes, limitations, size, budget, and timeframe.

Goal setting 40 minutes

Create metrics and an information gathering process related to objectives and outcomes.

Timeline 15 minutes

Establish who will do what, when, and key milestones.

Commitments 7.5 minutes

Be clear as to the priority level for each partner, as well the expected end point of the partnership.

Communication 7.5 minutes

Establish what will be communicated to whom, and when to keep all relevant parties in synch.

Next steps 10 minutes

Set a regular time to coordinate, set a social time if appropriate, and a celebration at the end.