Today’s Agenda

- Poll: What Do You Do?
- Components of an Effective Energy Efficiency Program
- Solution Center Structure
- Solution Center Content
- Poll: What Example Would You Like to See?
- Questions & Answers
Audiences: Programs & Partners

1⁰ Program Administrators and Implementers
   – utilities, state energy offices, municipal governments, NGOs

2⁰ Program and Service-Delivery Partners
   – contractors, financial institutions, marketing firms

3⁰ Program Evaluators
Purpose: No More Starting from Scratch

- Help residential energy efficiency programs minimize trial and error to achieve success.
- Help programs and partners plan, operate, and evaluate their programs.
- Provide a living repository of examples, lessons, and resources.
Diverse Content Sources

- Content reflects the expertise and experience of:
  - Better Buildings Neighborhood Program grant recipients
  - Home Performance with ENERGY STAR Sponsors
  - EERE Technical Assistance Program
  - Guidance published by energy efficiency organizations about residential programming
  - You! We invite submissions by users
Components of an Effective Energy Efficiency Program
Six Components

- Market Position & Business Model
- Program Design & Customer Experience
- Evaluation & Data Collection
- Marketing & Outreach
- Financing
- Contractor Engagement & Workforce Development
Six Program Components

- **Market Position & Business Model:** Understand the market for energy efficiency products and services and your organization’s role in it.

- **Program Design & Customer Experience:** Create a customer-centric process that provides products and services that customers want.

- **Evaluation & Data Collection:** Develop effective data collection and evaluation strategies in order to understand the effects of your program.
Program Components (cont.)

- **Marketing & Outreach**: Spur demand for home energy upgrades and design offers to motivate customer action.

- **Financing**: Ensure that consumers have access to affordable financing that enable them to pay for energy upgrades.

- **Contractor Engagement & Workforce Development**: Design a program that provides value for contractors and support workforce training.
Solution Center
Structure & Content
The Better Buildings Residential Program Solution Center is a repository of examples, lessons, and resources for residential energy efficiency programs. It is intended to help program administrators and their partners plan, operate, and evaluate their programs.

**Access Program Component Handbooks**

- Market Position & Business Model
- Program Design & Customer Experience
- Evaluation & Data Collection
- Marketing & Outreach
- Financing
- Contractor Engagement & Workforce Development

**Explore Program Design Phase Resources**

- Strategy Development
- Planning
- Implementation
- Evaluation

RECENTLY UPDATED RESOURCES

- MY ENERGY STAR Tutorial
- Buildings Performance Database
- Standard Energy Efficiency Data (SEED) platform
- Home Performance Edible Markup Language Schema (HIFXML)
- Building Energy Data Exchange Specification (BEDES)

MOST POPULAR HANDBOOKS

- Market Position & Business Model – Overview
- Financing – Overview
- Marketing & Outreach – Overview
- Program Design & Customer Experience – Overview
- Contractor Engagement & Workforce Development – Overview

ACKNOWLEDGEMENTS

The U.S. Department of Energy thanks the following individuals who conducted an expert review of the Better Buildings Residential Program Solution Center handbooks:

- Glenn Barnes, Environmental Finance Center at The University of North Carolina at Chapel Hill
- Jason Bogovich, SRA International, Inc.
- Lauren Boitel, EnergyFit Nevada
- Art Cappella, Fayette County, Pennsylvania
- Jack Clark, CCSE
- Julie de Seve, Conservation Services Group, Inc.
- Kyle Diemar, City of Portland Bureau of Planning and Sustainability
50+ Handbooks

- Explore by program component or program design phase
- Consistent structure

<table>
<thead>
<tr>
<th>Program Design Phases</th>
<th>Program Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview</td>
<td>Overview</td>
</tr>
<tr>
<td>Overview</td>
<td>Overview</td>
</tr>
<tr>
<td>Overview</td>
<td>Overview</td>
</tr>
<tr>
<td>Overview</td>
<td>Overview</td>
</tr>
</tbody>
</table>

- **Strategy Development**
  1. Assess the Market
  2. Set Goals & Objectives
  3. Identify Partners
  4. Make Design Decisions
  5. Develop Implementation Plans
  6. Develop Evaluation Plans

- **Program Design Phases**
  7. Develop Resources
  8. Deliver Program

- **Implementation**
  9. Assess & Improve Processes
  10. Communicate Impacts

- **Evaluation**
  11. Communicate Impacts

- **Marketing & Outreach**
  12. Assess the Market
  13. Set Goals & Objectives
  14. Identify Partners
  15. Make Design Decisions
  16. Develop Evaluation Plans

- **Financing**
  17. Assess the Market
  18. Set Goals & Objectives
  19. Identify Partners
  20. Make Design Decisions
  21. Develop Evaluation Plans

- **Contractor Engagement & Workforce Development**
  22. Assess the Market
  23. Set Goals & Objectives
  24. Identify Partners
  25. Make Design Decisions
  26. Develop Evaluation Plans

---

Better Buildings
Description: Why the stage is important and what user will learn

Contractor Engagement & Workforce Development – Overview

Description

Successful residential energy efficiency programs depend on strong relationships with contractors. Contractors employ home performance professionals who implement energy efficiency measures in homes. These contractors are the face of your program, and are critical partners in your success.

Recognize contractors’ critical role and deliberately approach workforce development to maximize your program’s impact. Benefits of effective contractor relationships, contractor support, and workforce development efforts include:

- Contractors that actively engage in your program and help meet your shared goals
- Efficient lead generation and sales efforts by contractors in line with their ability to deliver quality installations
- High conversion rates that reflect higher homeowner participation in your program
- High quality of home performance services provided to homeowners
- Homeowner confidence that they will see real energy savings and comfort improvements, due to effective quality assurance and communications
- Growth potential for contractors expanding in or entering the home performance market
- Good job opportunities for local, qualified home performance professionals.

Key Resources

- DOE Guidelines for Home Energy Professionals include standard specifications for quality work, critical tasks and core competencies for effective training programs, and a framework for professional certifications. The website includes job task analyses that describe the tasks and skills needed for specific jobs, information about accredited training programs, downloadable training modules, and other resources.

- DOE Building America Solution Center provides home performance professionals with building science resources, integrated energy efficiency tools, case studies, and best practices designed to dramatically reduce energy use in new and existing homes. This website includes expert information on hundreds of high-performance design and construction topics, including air sealing and insulation, HVAC components, windows, indoor air quality, and more.
Step-by-Step: Detailed *what* and *how* information

**Market Position & Business Model – Assess the Market**

**Step-By-Step**

To determine your organization’s market position there are several important steps to consider.

- Assess potential market demand for energy efficiency products and services
- Assess how the market is already being served by other organizations—and what gaps exist for your organization to fill
- Assess your strengths and capabilities in delivering energy efficiency products and services

**Assess potential market demand for energy efficiency products and services**

As your organization enters the residential energy efficiency products market or expands its existing role, make sure you have a solid understanding of current and potential market demand for such services. A variety of factors can influence demand. Examples include:

- Local, state, and regional policies (e.g., energy disclosure requirements, utility energy efficiency targets) that promote energy efficiency.
  - The [DSIRE database](https://www.dsireusa.org/) provides comprehensive information on state, federal, local, and utility incentives and policies that are in place to support renewable energy and energy efficiency.
  - The [National Action Plan for Energy Efficiency](https://www.energy.gov/eere/femp/national-action-plan-for-energy-efficiency) identifies key barriers limiting greater investment in cost-effective energy efficiency, describes policy recommendations to overcome the barriers, and documents policy and regulatory options for greater attention and investment in energy efficiency. The [State and Local Energy Efficiency Action Network](https://www.achievement.org) builds on the Action Plan by focusing on the assistance that states and local governments need to advance policies and practices that will bring energy efficiency to scale.
Tips: Lessons based on documented experience from multiple programs

Program Design & Customer Experience – Overview

Tips for Success

In recent years, hundreds of communities have been working to promote home energy upgrades through programs such as the Better Buildings Neighborhood Program, Home Performance with ENERGY STAR, utility-sponsored programs, and others. The following tips present the top lessons based on documented experience from multiple programs.

- Make upgrade options clear and concise for customers
- Keep the program simple for your customers
- Provide the customer with a single point of contact
- Make upgrade options clear and concise for customers
- Keep the program simple for your customers
- Emphasize the action you want customers to take
- Measure and evaluate performance

Programs in many regions of the U.S. find that the concept of home performance is new to homeowners. These homeowners typically have little idea how energy efficiency measures compare (e.g., energy savings benefits of insulation versus new windows) and they might not have heard about some effective measures, such as air sealing. Several programs have devised simple approaches to help customers understand the energy and cost savings and other benefits they will achieve from various types of measures, so homeowners can choose what is best for them. Recognize though that customers may have other priorities when considering an assessment’s proposed measure (e.g., improving the look of their home with new windows, replacing an aging furnace before winter weather sets in).

- Austin Energy developed a form to estimate energy savings using a point system that contractors could use with residents during a home assessment. The form helped contractors and customers quickly determine which measures would achieve 15% energy savings in the home. Texas A&M’s Energy Systems Laboratory validated the point system for the program to ensure its accuracy and integrity. The program found that this streamlined approach was appealing to customers and contractors.
- Los Angeles County’s Energy Upgrade California implemented the Flex Path program that used a point system to show the energy savings from a menu of energy upgrade measures. To be eligible for program rebates, residents then selected which measures they would like to undertake that would total over 100 points and achieve 15% energy savings.
In their own words: Benefits of Market Segmentation

In their own words: Messaging to Motivate
Examples: Case studies, program presentations and reports, materials from energy efficiency programs

Financing – Communicate Impacts

Examples

The following resources are examples from individual residential energy efficiency program presentations and reports, and program materials. The U.S. Department of Energy provides a wide range of information on energy efficiency programs, including case studies, program presentations, and reports.

Case Studies

Spotlight on Austin, Texas: Best Offer Ever Produces Upgrades in Record Time

Author: U.S. Department of Energy
Publication Date: 2011

With its Best Offer Ever promotion, Austin Energy completed comprehensive energy upgrades in a record 564 homes in only six months—more than 10 times the utility's typical backlog. The program leveraged the existing Home Performance with ENERGY STAR infrastructure, added a comprehensive rebate/financing offer for a finite launch period, and provided both marketing support and demand-side planning. Austin Energy and its contractors were able to keep up with the high volume of inspections, improvements, and loan origination, while learning valuable lessons along the way.

Key Takeaways

- Use valuable, short-term promotion to jump-start program interest.
- Build on existing energy efficiency efforts to launch quickly and learn for the next iteration.
- Plan for contingencies and resolve your errors.

Using Credit Enhancements to Leverage Existing CDFI Capacity: India

Author: Lawrence Berkeley National Laboratory
Publication Date: 2012

Highlights the EcoHouse Project Loan Program, which provides fixed-rate, low-interest loans for energy improvements among households that are otherwise unlikely to meet market rates.

Launch With a Short-Term Promotional Offer to Jump-Start Participation

With its Best Offer Ever promotion, Austin Energy completed comprehensive energy upgrades in a record 564 homes in only six months—more than 10 times the utility's typical backlog. The program leveraged the existing Home Performance with ENERGY STAR infrastructure, added a comprehensive rebate/financing offer for a finite launch period, and provided both marketing support and demand-side planning. Austin Energy and its contractors were able to keep up with the high volume of inspections, improvements, and loan origination, while learning valuable lessons along the way.

The Best Offer Ever

Austin Energy's high-value offer—the Best Offer Ever—presented opportunities for homeowners who signed up for an energy upgrade between October 1 and December 31, 2010, to receive a free energy assessment and a $500 gift card. The participating homeowners were able to choose from a range of energy-saving measures, including insulation, window upgrades, and solar panels. The program was designed to jump-start participation in the utility's energy efficiency program.

Promotion Results

Data reflect energy upgrades completed between October 1, 2010, and March 31, 2011, under the Best Offer Ever. The Best Offer Ever was only available to homeowners who signed up between October 1 and December 31, 2010.

Figure 1. Best Offer Ever Promotion Results

- Total energy upgrades: 564
- Total loans issued: 594
- 100% of the energy upgrades had corresponding loans issued.

---

Using Credit Enhancements to Leverage Existing CDFI Capacity: India

Author: Lawrence Berkeley National Laboratory
Publication Date: 2012

Highlights the EcoHouse Project Loan Program, which provides fixed-rate, low-interest loans for energy improvements among households that are otherwise unlikely to meet market rates.

Launch With a Short-Term Promotional Offer to Jump-Start Participation

With its Best Offer Ever promotion, Austin Energy completed comprehensive energy upgrades in a record 564 homes in only six months—more than 10 times the utility's typical backlog. The program leveraged the existing Home Performance with ENERGY STAR infrastructure, added a comprehensive rebate/financing offer for a finite launch period, and provided both marketing support and demand-side planning. Austin Energy and its contractors were able to keep up with the high volume of inspections, improvements, and loan origination, while learning valuable lessons along the way.

The Best Offer Ever

Austin Energy's high-value offer—the Best Offer Ever—presented opportunities for homeowners who signed up for an energy upgrade between October 1 and December 31, 2010, to receive a free energy assessment and a $500 gift card. The participating homeowners were able to choose from a range of energy-saving measures, including insulation, window upgrades, and solar panels. The program was designed to jump-start participation in the utility's energy efficiency program.

Promotion Results

Data reflect energy upgrades completed between October 1, 2010, and March 31, 2011, under the Best Offer Ever. The Best Offer Ever was only available to homeowners who signed up between October 1 and December 31, 2010.

Figure 1. Best Offer Ever Promotion Results

- Total energy upgrades: 564
- Total loans issued: 594
- 100% of the energy upgrades had corresponding loans issued.

---

Using Credit Enhancements to Leverage Existing CDFI Capacity: India

Author: Lawrence Berkeley National Laboratory
Publication Date: 2012

Highlights the EcoHouse Project Loan Program, which provides fixed-rate, low-interest loans for energy improvements among households that are otherwise unlikely to meet market rates.

Launch With a Short-Term Promotional Offer to Jump-Start Participation

With its Best Offer Ever promotion, Austin Energy completed comprehensive energy upgrades in a record 564 homes in only six months—more than 10 times the utility's typical backlog. The program leveraged the existing Home Performance with ENERGY STAR infrastructure, added a comprehensive rebate/financing offer for a finite launch period, and provided both marketing support and demand-side planning. Austin Energy and its contractors were able to keep up with the high volume of inspections, improvements, and loan origination, while learning valuable lessons along the way.

The Best Offer Ever

Austin Energy's high-value offer—the Best Offer Ever—presented opportunities for homeowners who signed up for an energy upgrade between October 1 and December 31, 2010, to receive a free energy assessment and a $500 gift card. The participating homeowners were able to choose from a range of energy-saving measures, including insulation, window upgrades, and solar panels. The program was designed to jump-start participation in the utility's energy efficiency program.

Promotion Results

Data reflect energy upgrades completed between October 1, 2010, and March 31, 2011, under the Best Offer Ever. The Best Offer Ever was only available to homeowners who signed up between October 1 and December 31, 2010.

Figure 1. Best Offer Ever Promotion Results

- Total energy upgrades: 564
- Total loans issued: 594
- 100% of the energy upgrades had corresponding loans issued.
Evaluation & Data Collection – Conduct Evaluation

Toolbox: Templates, forms, tools, calculators

Templates & Forms

Los Angeles County Energy Issues Phone Survey (19 KB)
Author: Los Angeles County, California
Publication Date: 2011
Sample script Los Angeles County used to survey homeowners.

Connecticut Workshop Survey (76 KB)
Author: Connecticut Neighbor to Neighbor Energy Challenge
Publication Date: 2011
Short survey for Connecticut’s Neighbor to Neighbor Energy Challenge.

EnergySmart Residential Survey (81 KB)
Author: Boulder County Energy Smart
Publication Date: 2013
Example survey about a homeowner’s experience with Energy Smart.

Part 1:
Please check the responses below to sign up or learn more about the following:

1. I’d like more information:
   - Sign Me Up
   - Information
   - Done

   Home Energy Solutions
   - 
   - 
   - 

   Clean Energy Options
   - 
   - 
   - 

2. Are you affiliated with any community, municipal, business, non-profit, or other organizations which might be interested in supporting this initiative? (If so, please list them here)

   Town, Date
   Portland 3/12/11
   Event Type
   Workshop
   Event ID:

Part 2: Please check all answers that apply to you. If necessary, when indicated, please fill in your answer.

3. How did you hear about this workshop?
   - Newspaper:
   - Neighbor to Neighbor Email Newsletter
   - Facebook (what page?):
   - Neighbor to Neighbor Lighting Visit
   - Website:
   - Referred by (individual):
   - (organization):
   - Other (please describe):

4. What are you most interested in learning more about?
   - Lighting
   - Insulation
   - Windows
   - Efficient Appliances (please describe):
   - Heating, Ventilation, and Air Conditioning (please specify):
   - Clean energy (describe):
   - Other (please describe):
Handbooks – Topical Resources

Topical Resources: Presentations, publications, webcasts

Topical Resources

The following resources provide additional topical information related to this handbook, which include presentations, publications, and webcasts. Visit Examples for materials from each individual program.

Topical Presentations

The Contractor-Participation-Inducing Home Performance
Author: Mike Rogers; OmStout Consulting; LLC
Publication Date: 2012
Presentation summarizing the important elements needed in performance programs.

Five Steps to a Profitable Contractor Base
Author: Courtney Moriarta; SRA International; Inc.; Emily Hay; Building Performance Institute; Brad Geyer; Fayette County; Department of Labor; Sam Flanery; Building Science Academy
Publication Date: 2012
Presentation on five steps to building a profitable contractor business (administration, certification and credentialing, communication vs. trade), and training and sales support.
Marketing & Outreach – Deliver Program

Description

It is time to put all of your planning efforts to work by launching your program’s marketing and outreach activities. All of the essential elements of your program should be in place before you deliver it, including marketing and outreach partners, staffing and workflow, marketing resources and outreach materials, and evaluation plans.

You and your partners will want to be ready for sudden program interest that can be generated by new marketing efforts. This means coordinating with contractors, relevant program staff, and financial institutions to handle the influx of energy assessments, upgrade work, rebate requests, and loan applications.

Your program will use a variety of marketing and outreach approaches to reach your priority audiences. As soon as your marketing activities are underway, you should also begin to track progress across your various tactics to identify what works well in your local market and make necessary mid-stream adjustments.

Marketing & Outreach

Stages:

1. Assess the Market
2. Set Goals & Objectives
3. Identify Partners
4. Make Design Decisions
5. Develop Implementation Plans
6. Develop Evaluation Plans
7. Develop Resources
8. Deliver Program
9. Assess & Improve Processes
10. Communicate Impacts
Where Am I: How the handbook fits into the Solution Center

Program Design & Customer Experience – Make Design Decisions

Description

Successful energy efficiency programs address opportunities, and challenges of their local markets, likely to succeed aren't those that pick one or two options. Instead, you should develop a coordinated set of elements that are designed to overcome multiple market barriers.

Your market assessment, which identified needs in the market. Your program will be designed to seize the greatest fit of your program to your local context.

Your program goals and objectives, which define what your program seeks to achieve.

Your partners, who will help you deliver the program. They have a strong understanding of local contractors and their capacity.

If your organization has a business plan, which describes your organization's program design. If your organization does not have a business plan, you will make many of these types of planning decisions as you develop your program design. A business plan typically describes your organization's...
Marketing & Outreach – Deliver Program

Description

It is time to put all of your planning efforts to work as you deliver your program’s marketing and outreach activities. All of the elements of your program should be in place before you deliver outreach partners, staffing and workflow, outreach materials, and evaluation plans.

You and your partners will want to be ready for sudden program interest that can be generated by new marketing efforts. This means coordinating with contractors, relevant program staff, and financial institutions to handle the influx of energy assessments, upgrade work, rebate requests, and loan applications.

Your program will use a variety of marketing and outreach approaches to reach your priority audiences. As soon as your marketing activities are underway, you should also begin to track progress across your various tactics to identify what works well in your local market and make necessary mid-stream adjustments.
My Favorites – Add Individual Resources

Examples

The following resources are examples from individual residential energy efficiency programs, program presentations and reports, and program materials. The U.S. Department of Energy develops and shares these resources to provide ideas, best practices, lessons learned, and other insights to help others implement successful residential energy efficiency programs.

Case Studies

Spotlight on Austin, Texas: Best Offer Ever Produces Upgrades in Record Time

Author: U.S. Department of Energy
Publication Date: 2011
This case study provides examples of lessons learned through the implementation and monitoring of Austin Energy’s Best Offer Ever promotion. The promotional offer generated a record number of home upgrades in just six months. Due to thoughtful planning, Austin Energy and its contractors were able to keep up with this temporary surge in requests for energy evaluations, inspections, improvements, and loan origination, while learning valuable lessons along the way.

Austin's Home Performance with ENERGY STAR Program: Making a Compelling Offer to a Financial Institution Partner

Author: Lawrence Berkeley National Laboratory
Publication Date: 2011
This policy brief describes how Austin Energy’s Home Performance with ENERGY STAR program worked with its lending partner, Velocity Credit, to originate almost 1,800 loans, totaling approximately $12.5 million.

Program Design Case Study: Boulder, Colorado

Author: Home Performance Resource Center
Publication Date: 2010
This case study focuses on two components of the ClimateSmart initiative in Boulder, Colorado: the ClimateSmart Loan Program (CSLP) and the ClimateSmart Residential Energy Action Program (REAP). Includes best practices recommendations for the design and implementation of successful home energy upgrade programs, focusing on financing and incentives, marketing, workforce development, and business models.
My Favorites – Access & Manage

Better Buildings Residential Program Solution Center

Finance Favorites

Handbooks

Financing

Deliver Program 04/04/2014
Launch your financing activities in coordination with other program components.

Develop Implementation Plans 04/04/2014
Develop a plan to implement your financing activities, with defined roles for financial institution partners, contractors, customers, and your program.

Overview 04/04/2014
Ensure that your program’s customers will have access to affordable financing, so they can pay for the services you offer.

Resources

Webcast

Finance Planning 04/04/2014 Presentation, Media, Transcript
Author: U.S. Department of Energy
Publication Date: 2010

This webinar discussed the broad spectrum of needs financing mechanisms must address within integrated energy efficiency programs.

Case Studies

Austin’s Home Performance with ENERGY STAR Program: Making a Compelling Offer to a Financial Institution Partner 04/04/2014
Author: Lawrence Berkeley National Laboratory
Publication Date: 2011

This policy brief describes how Austin Energy’s Home Performance with ENERGY STAR program worked with its lending partner, Velocity Credit, to originate almost 1,800 loans, totaling approximately $12.5 million.

The largest folder opens as a default

All of your “My Favorites” folders are shown here
Better Buildings Residential Program Solution Center

Marketing & Outreach – Deliver Program

Description

It is time to put all of your planning efforts to work by launching your program’s marketing and outreach activities. All of the essential elements of your program should be in place before you deliver it, including marketing and outreach partners, staffing and workflow, marketing resources and outreach materials, and evaluation plans.

You and your partners will want to be ready for sudden program interest that can be generated by new marketing efforts. This means coordinating with contractors, relevant program staff, and financial institutions to handle the influx of energy assessments, upgrade work, rebate requests, and loan applications.

Your program will use a variety of marketing and outreach approaches to reach your priority audiences. As soon as your marketing activities are underway, you should also begin to track progress across your various tactics to identify what works well in your local market and make necessary mid-stream adjustments.

Marketing & Outreach

Stages:

1. Assess the Market
2. Set Goals & Objectives
3. Identify Partners
4. Make Design Decisions
5. Develop Implementation Plans
6. Develop Evaluation Plans
7. Develop Resources
8. Deliver Program
9. Assess & Improve Processes
10. Communicate Impacts
Subscriptions – By Handbooks & Topic

The Better Buildings Residential Program Solution Center is regularly updated to include new content and resources based on user submissions and the expertise and experience of the Better Buildings Residential program staff and its partners. Select the boxes below based on program components, program design phases, individual handbooks, and content types to receive email updates of new information added to the Residential Program Solution Center. You will receive emails highlighting new resources and updates based on the frequency of notifications you select.

Select when to receive emails:
- Daily
- Weekly

Select resources by program component:
- Market Position & Business Model
- Program Design & Customer Experience
- Contractor Engagement & Workforce Development
- Marketing & Outreach
- Financing
- Evaluation & Data Collection
- Overview
- Strategy Development
- Planning
- Implementation
- Evaluation

Select resources by design phase:
- Overview
- Strategy Development
- Planning
- Implementation
- Evaluation
Subscriptions – By Content Types

The Better Buildings Residential Program Solution Center is regularly updated to include new content and resources based on user submissions and the expertise and experience of the Better Buildings Residential program staff and its partners. Select the boxes below based on program components, program design phases, individual handbooks, and content types to receive email updates of new information added to the Residential Program Solution Center. You will receive emails highlighting new resources and updates based on the frequency of notifications you select.

Frequency of Notifications
- Daily

Subscribe to All
- Case Studies
- Program Materials
- Publications
- Templates & Forms
- Tools & Calculators
- Webcast

Save
User Account Registration
Share your materials or comments!

- Find submission guidelines
- Allow permission to feature your materials
- Email BBRPSolutionCenter@ee.doe.gov
Go to the Solution Center

http://energy.gov/rpsc
Our program is starting soon, and we need to research what the market for energy efficiency looks like in our community. What should I do to understand the market?
Example #1: Program Design Phase (2 of 4)

Strategy Development
- Assess the Market
- Set Goals & Objectives
- Identify Partners
- Make Design Decisions

Planning
- Develop Implementation Plans
- Develop Evaluation Plans

Implementation
- Develop Resources
- Deliver Program

Evaluation
- Assess & Improve Processes
- Communicate Impacts
Example #1: Strategy Development (3 of 4)

Better Buildings Residential Program Solution Center

BBNP Search

Enter your keywords

Search

Search results

Financing – Assess the Market
Determine how your target audience currently funds energy efficiency services, to what extent upfront cost is a barrier, and whether improvements to their financing options would increase the uptake of energy efficiency measures.

Marketing & Outreach – Assess the Market
Identify and prioritize potential target audiences based on their likely receptivity to your program’s services.

Contractor Engagement & Workforce Development – Assess the Market
Learn about the capabilities and services of existing contractors and training providers working in your market.

Program Design & Customer Experience – Assess the Market
Research and analyze the specific barriers, needs, and opportunities for a residential energy efficiency program in your community.

Market Position & Business Model – Assess the Market
Survey existing and potential demand for energy efficiency products and services based on an understanding of policies, housing and energy characteristics, demographics, related initiatives and other market actors.
Example #1: Handbooks (4 of 4)

Market Position & Business Model – Assess the Market

Access related information across all program components

Access Step-by-Step, Tips, and resources

Description

This handbook will help you assess what kind of energy efficiency activities and actors (e.g., home performance contractors, HVAC contractors, remodelers, retailers, utilities, lenders, and homeowners) currently exist in your community and the level of interest in new energy efficiency efforts. Using this information, this handbook will ultimately help you understand the role your organization can play in filling current or future demand for energy efficiency upgrades in your target market.

You will first learn how to assess the nature of current and potential demand for energy efficiency products and services (e.g., home assessments, energy efficiency upgrades, loans or products to finance upgrades, contractor training) in your community and what factors can influence this demand. You will then be provided with tools for determining how the market is already being served by other organizations and where your organization could provide value in delivering energy efficiency services. To round out your market assessment, you will learn how to identify your organization’s strengths, capabilities, and constraints in providing needed products and services. You will also learn how to use that information to determine the next steps for your organization as you undertake a residential energy efficiency program.

A thorough market assessment—giving careful consideration to trends, opportunities, gaps, and barriers—will help you determine if you should enter the market and if so, how to develop a business model that yields economic, environmental, and energy benefits for your community. If your organization decides to enter the energy efficiency market or significantly change its role in the market, you will want to undertake a more detailed market assessment to inform your program design and strategy (see the handbooks below for more information).

Access related information across other program components:

- **Program Design & Customer Experience – Assess the Market**
  Research and analyze the specific barriers, needs, and opportunities for a residential energy efficiency program in your community.

- **Marketing & Outreach – Assess the Market**
  Identify and prioritize potential target audiences based on their receptivity to energy efficiency services.

- **Financing – Assess the Market**
  Determine how your target audience currently funds energy efficiency services, to what extent upfront costs are a barrier, and whether improvements to their financing options would increase the uptake of energy efficiency measures.

- **Contractor Engagement & Workforce Development – Assess the Market**
  Learn about the capabilities and services of existing contractors and training providers working in your market.
How do I develop an RFP to procure the financing services that my customers need?

1. **Assess the Market**
   Determine how your target audience currently funds energy efficiency services, to what extent upfront cost is a barrier, and whether improvements to their financing options would increase the uptake of energy efficiency measures.

2. **Set Goals & Objectives**
   Establish goals, objectives, and timelines for your financing activities.

3. **Identify Partners**
   Identify and partner with financial institutions that can provide capital, underwriting, and other functions to enable your customers to access financing.

4. **Develop Implementation Plans**
   Develop a plan to implement your financing activities, with defined roles for financial institution partners, contractors, customers, and your program.

5. **Develop Evaluation Plans**
   Establish an evaluation plan that will allow you to determine how your financing activities are impacting the market.

6. **Develop Resources**
   Develop the procurement, outreach, and loan support resources required to perform your financing activities.

7. **Deliver Program**
   Launch your financing activities in coordination with other program components.

8. **Assess & Improve Processes**
   Focus on the continuous improvement of your financing activities by tracking and evaluating data, responding to feedback, and modifying strategies when needed.

9. **Communicate Impacts**
   Communicate the results of your financing activities to internal and external partners.
Financing – Identify Partners

Where Am I?

| Description | Step-by-Step | Tips for Success | Examples | Toolbox |

Step-By-Step

Developing strong working relationships with your lending partners is crucial for accessing loans for their home energy upgrades. Engaging more lenders can occur in parallel with making financing design practice to involve prospective or formal financial partners in the project.

To establish relationships with lenders that will offer consumer benefits, consider the following steps:

1. Identify lenders
2. Engage lenders
3. Determine the process for soliciting proposals
4. Evaluate proposals
5. Negotiate and execute the lending agreement

Key Items to Include in Solicitations for Lending Partners

Key items to consider including in solicitations for lending partners are listed below. Do not develop the items for your solicitation in a vacuum; consultations with at least a few potential lenders will help you develop a solicitation that meets your program’s needs and one that lenders understand and can respond to quickly with a proposal.

You will want to include background information about your program as well as requests for specific information from the lender. Make sure to define the prescribed format and content for proposals in response to the solicitation, and the rules, processes, and schedule that will lead to the selection of lenders.

Program background for you to include:

- Program summary and goals
- Existing program partners and their roles over the full program development and implementation period, as well as the roles you anticipate for the lending partner
- Available government funding and guidelines (if applicable)
- The target borrower market, the types of energy efficiency projects to be financed, and the economics of the projects
- Clear energy investment and lending volume targets

Items to ask lenders to respond to:

- Proposed structure and terms of the energy efficiency loan, including eligible borrowers, eligible projects, expected loan terms, underwriting guidelines, and proposed loan terms
- Proposed structure of credit enhancements or revolving loan funds, including a risk-sharing formula
- Sources of capital and ability to attract additional sources of funds
- Financial stability of proposed lender and experience with residential energy efficiency loans
- Qualifications of the proposed lender’s program manager and support staff

Evaluate proposals

After you issue a solicitation for a lending partner, the next task is to evaluate the proposals and select a lender. Best practice for evaluation of proposals is to develop a scoring sheet that provides members of the evaluation team with a method to rank the qualifications of bidders objectively.

In addition to your organization’s standard qualification criteria, you should carefully evaluate the proposal for:

- Financial stability and experience of the responding lender
- Qualifications and adequacy of the proposed program manager and staff
- A detailed description of the functions that will be performed by the lender
- A detailed description of the process and why the process will be acceptable to contractors
- A detailed description of the IT and other systems that will support the process
- A description of the method of compensation
- Reporting capabilities
- Quality control and quality assurance related to loan administration.
Example #2: Resources (3 of 3)

Program Materials

Sample RFP: City of Independence, Missouri (217 KB)
Author: City of Independence, Missouri
Publication Date: 2010
A sample competitive procurement procedure to award loan facilities.

Sample RFP: Greensboro Energy Efficiency Loan Program (255 KB)
Author: Better Buildings of Greensboro, North Carolina
Publication Date: 2011
A sample RFP from Greensboro, North Carolina, for energy efficiency loan facilities.

Templates & Forms

Financing Program Goals and Design Template Presentations (241 KB)
Author: U.S. Department of Energy
Publication Date: 2011
Template for program administration to fill out to help determine the feasibility of the program.

DOE Template Financial Institution RFP (659 KB)
Author: U.S. Department of Energy
Publication Date: 2010
A template competitive procurement procedure to award loan facilities.

[NOTE: Numbers and any fictional names are used for illustrative purposes]

REQUEST for PROPOSALS (RFP)
for Residential Energy Efficiency Loan Facilities:

City of [ ]
Office of Sustainability
789 Main St
[City], [State] 19890

Proposal Due Date: September X, 2010 at XX:00 a.m.
Send Proposals to: City of [ ], Office of Sustainability
If you have questions about this RFP, please contact:
Lead Contact for RFP Questions & Communications: Cary S. Ford, Projects Manager
800-123-4567, CFord@City.gov

1. Request for Proposals (“RFP”)

Based on a grant from the [ ] State Energy Fund (“SEF”), the City of [ ] (the “City”) needs an institutional partner to participate in the citywide energy efficiency initiative (“Program”). We are requesting proposals from FI’s to provide the following services:

- assist in final structuring of the energy efficiency loan program, in collaboration with the City and its financial advisor, Energy Finance Corp. (“EFC”);
- originate and provide energy efficiency (“EE”) loans (“Loans”) to residential energy users (and, possibly in the future, small commercial and non-profit energy users);
- manage a loan loss reserve fund (“LRF”), or other credit enhancement mechanism (see Section 5), funding for which shall be provided by the City to enhance the credit structure of the Loan portfolio;
- provide related Loan administration services, e.g., billing and collections; and
- deliver reports on the Loan portfolio and LRF.
Our program needs contractors to perform upgrades. How do I identify and recruit contractors to develop a local workforce?
Example #3: Contractor Engagement Overview (2 of 7)

Contractor Engagement & Workforce Development – Overview

Stages

The following are important stages for successful program administrators to follow when implementing Contractor Engagement & Workforce Development activities; however, no two programs are the same, and program administrators need to take into account the unique aspects of their market to create the most effective approach possible. Select each stage to access its handbook.

1. **Assess the Market**
   Assess the quality and capacity of available contractors.

2. **Set Goals & Objectives**
   Establish or refine specific workforce development goals.

3. **Identify Partners**
   Establish relationships with contractors.

4. **Make Design Decisions**
   Decide on strategies for training, workplace, and other related activities.

5. **Develop Implementation Plans**
   Develop workforce development, contracting, and implementation strategies.

6. **Develop Evaluation Plans**
   Develop a workforce quality assurance strategy.

7. **Develop Resources**
   Develop workforce and contractor engagement resources.

8. **Deliver Program**
   Implement contractor coordination and training.

9. **Assess & Improve Processes**
   Monitor the effectiveness of workforce development activities.

10. **Communicate Impacts**
    Communicate program results to stakeholders.

Contractor Engagement & Workforce Development – Identify Partners

Description

A critical ingredient for your program’s success is frequent engagement with contractors, established early and often. Your program may also want to work with training providers and local employment organizations to develop the skills of the local workforce and help connect these workers with jobs.

Your partners will include:

- Contractors that will become your most important service delivery partners
- Trade associations and economic development institutions that can help you promote your program to contractors and recruit them
- Training partners that can help you increase the number of trained and certified technicians in your workforce.

Your local market assessment revealed the many types of contractors you can partner with, including home performance contractors, HVAC contractors, insulation contractors, remodelers, and others. You also surveyed the range of local training and employment organizations that can help enhance the skills and qualifications of the local home performance workforce.

This handbook provides information and tools to help you:

- Assess potential contractor partners
- Develop strategies for contractor recruitment
- Establish ongoing relationships with contractors
Develop strategies for contractor recruitment

Recruiting and sustaining contractor participation in programs generally requires ongoing effort. Effective contractor recruitment strategies:

- Are built upon good program designs that minimize administrative requirements, while still maintaining quality standards
- Establish a relationship between the program and the contractor
- Focus on the benefits of the program to the contractor and how they outweigh the costs of participation
- Help the contractor advance to the next stage of participation in the program, such as completing training/orientation or signing a participation agreement.

Your recruitment strategy should include identifying contractors, enticing them to participate, and continually supporting their participation in your program. As discussed when you learned about contractors in your market, canvas existing energy programs as well as local home performance contractors, HVAC contractors, and trade associations to identify contractors you might encourage to participate in your program. Consult online directories to find certified home performance professionals in your community. For guidance and resources on reaching out to contractors, including online contractor directories, see the market assessment handbook.
Enter a new market adds risk to contractors’ businesses. As several Better Buildings Neighborhood Program partners focused on their efforts to attract contractors, they realized that it would be valuable for them to help contractors enter the home performance market. Many programs took steps to lower or eliminate unnecessary hurdles or barriers to contractors’ successful entry into the market. These barriers included long delays to receive payment for the program, paperwork burdens that were sometimes excessive enough to make contractors reluctant to participate, and program expectations that were unclear to contractors. Programs have also used equipment loan programs, subsidized training, and other strategies to lower the upfront costs of entering the home performance market.

To help contractors learn the trade and enter the home performance market, many programs have offered training and mentoring. Taking steps to help contractors enter the home performance market can help you establish a trained workforce of high-quality contractors to support home performance work.

- Fayette County, Pennsylvania helped contractors enter the market by providing grants and financing to minimize startup costs, and by giving contractors the opportunity to provide Building Performance Institute (BPI) certification to their technicians. The program partnered with a local private industry council to train technicians to become BPI certified at no cost to students. The partnership program helped new home performance professionals start new businesses, for example, by providing grants and low-interest loans to purchase computer software and professional equipment. Training and certification in the home performance industry provides Fayette County residents with an opportunity for stable and well-paying careers.

- New Hampshire’s Beacon Communities Project sought to reinvigorate the local economy of Berlin, New Hampshire, following the 2006 closure of a pulp mill. The program began working with local community colleges to provide BPI-certified training to develop more qualified home performance professionals. The program supplemented the training with mentoring opportunities for students who completed classroom trainings but needed more experience in the field before being hired by a contractor or starting their own company. In the nearly three years since the program’s launch in September 2013, 42 students had been trained through these classes and mentorships. These trained students helped the program offer quality home performance upgrades to homeowners, and the mentorship is helping students become qualified home performance professionals.
Example #3: Examples (5 of 7)

Contractor Engagement & Workforce Development – Identify Partners

Examples

The following resources are examples from individual residential energy efficiency program presentations and reports, and program materials. The U.S. Department of Energy provides a variety of resources to help contractors (and other energy professionals) identify partners.

Case Studies

A Business Case for Home Performance Contracting

Author: Pacific Northwest National Laboratory
Publication Date: 2012

This report contains information on the market for home performance contracting, new home performance contractors; starting needs and costs; industry; home performance business approaches; and how to attract customers. It also contains detailed profiles of eight successful home performance contractors.

Home Performance with ENERGY STAR Contractor Stories

Author: U.S. Department of Energy

These case studies highlight examples of participating contractors using the ENERGY STAR to help homeowners improve their home’s comfort, health, and energy efficiency.

LaborWorks@NeighborWorks of Western Vermont Focus Series

Author: U.S. Department of Energy
Publication Date: 2012

LaborWorks @ NeighborWorks is a nonprofit temporary labor service (NWWVT) to assist professional contractors involved with the Department of Energy’s Home Energy Retrofit Pilot Program (HEAT). In the first of this Focus Series, DOE interviews Melissa Verville on why NeighborWorks set up the temporary labor pool, how it works, and programs to consider.
Example #3: Toolbox (6 of 7)

Contrator Engagement & Workforce Development – Identify Partners

Toolbox

The following resources are available to help design, implement, and maintain these materials. These resources include templates and forms, as well as tools to help contractors verify whether they meet basic program qualifications, and describe other information about their service offerings.

Templates & Forms

Efficiency Maine Residential Registered Vendor Agreement Form

Author: Efficiency Maine
Publication Date: 2014

A short, checklist-style form that contractors complete to verify whether they meet basic program qualifications, and describe other information about their service offerings.

Tools & Calculators

Green for All Energy Efficiency Toolkit

Author: Green For All
Publication Date: 2012

This practitioner-focused Toolkit for Residential Energy Efficiency provides a road map that contractors can deploy to implement a variety of energy efficiency improvements, saving money for the contractor and the homeowner.

Section 1: Registered Vendor Information

Please enter information you would like to appear on the website.

<table>
<thead>
<tr>
<th>Business Name</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Street Address</th>
<th>Fax Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>City, State, Zip</th>
<th>Business Email</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact Name</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Section 2: Basic Requirements

Please include the following documentation when submitting agreement form.

- [ ] General Commercial or Professional Liability Insurance (Minimum coverage: $500,000)
- [ ] Workers Compensation Insurance (Minimum coverage: $500,000)

Please Note: A Sole Proprietor without employees is not required to have Workers Compensation coverage. Similarly, a Limited Liability Corporation without employees is not required to have Workers Compensation coverage for the owners. If your business is exempt from this requirement, please write “NA” in the checkbox to the left.

Section 3: Service Offerings and Qualifications

To have the following services reflected on the Efficiency Maine Locator, please check the rows that apply and submit documentation of applicable qualification(s):

- [ ] Energy Advisor: Building Performance Institute (BPI) Building Analyst AND Maine Limited Energy Auditor Technician (LEAT) license
- [ ] Air Sealing and Assessment: Building Performance Institute (BPI) Building Analyst AND Maine Limited Energy Auditor Technician (LEAT) license
- [ ] Insulation: Insulation installation training
- [ ] Heat Pumps: Environmental Protection Agency (EPA) Section 608 Refrigerant Handling Certification AND installation training within the last two years by a manufacturer of ENERGY STAR heat pumps
- [ ] Gas: Maine Fuel Board License (Master or Journeyman, Propane and Natural Gas Technician)
- [ ] Oil: Maine Fuel Board License (Master or Journeyman, Oil and Solid Fuel Technician)
Contractor Outreach

Design and Implementation of Residential Retrofit Programs

Author: Jared Ash; Efficiency First
Publication Date: 2011
This presentation describes strategies for outreach to energy conservation incentives.

The Contractor-Participation-Inducing Home Performance Program: Designing to Appeal
Author: Mike Rogers; OmStout Consulting; LLC
Publication Date: 2012
Presentation summarizing the important elements needed to induce contractors into performance programs.

Five Steps to a Profitable Contractor Base
Author: Courtney Moriarty; SRA International; Inc.; Emily Levin; Vermont Building Performance Institute; Brad Geyer; Fayette County Better Buildings; Department of Labor; Sam Flanery; Building Science Academy
Publication Date: 2012
Presentation on five steps to building a profitable contractor base. The presentation covers administration, certification and credentialing, communicating with contractors, contractor requirements (business vs. trade), and training and sales support.
Share your materials or comments!

- Find submission guidelines
- Grant permission to feature your materials
- Email: BBRPSolutionCenter@ee.doe.gov
Join the Better Buildings Residential Network
Connects energy efficiency programs and partners to share best practices to increase the number of homes that are energy efficient.

**Benefits:**

- **Peer Exchange Calls**
  - Business Partners/Workforce
  - Marketing and Outreach
  - Evaluation & Data Collection
  - Financing/Revenue Streams
  - Moderate, Low-Income Markets
  - Multifamily Residential Market
  - Program Sustainability

- **Tools, templates, & resources**
- **Recognition:** media, materials
- **Leadership initiatives**
- **Member requested initiatives**
- **Programming for new staff**
- **Newsletter updates on trends**

www.betterbuildings.energy.gov/bbrn
Access the Solution Center:
http://energy.gov/rpsc

Email: BBRPSolutionCenter@ee.doe.gov