

Report on the Results of the

**PEER REVIEW PANEL:
GREEN POWER PROGRAM**

June 2005

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INTRODUCTION



This document presents the results of an independent peer review panel's evaluation of the U.S. Department of Energy (DOE) Office of Energy Efficiency and Renewable Energy (EERE) Green Power Program, which was held on May 26, 2005 in Washington, DC.

The mission of DOE's green power analysis activity is to identify and articulate issues and advance solutions to the most important challenges facing the expansion of green power markets. DOE supports this mission by sponsoring the development of credible data, information, and analysis of the green power industry and by tracking industry progress and verifying market outcomes. DOE also provides technical assistance to policy makers and the industry at large to disseminate accumulated knowledge that will lead to increased customer access to green power products and build greater public awareness of green power options and their benefits.

The purpose of the peer review was to assess the value of investing in green power activity for DOE and EERE with attention to mission, goals, objectives, strategy, program balance, leadership and productivity of the Green Power Program. Within the program, six projects were evaluated: Green Power Network Web Site, Status Report of the Green Power Market, Analysis Reports, National Green Power Marketing Conference, Technical Assistance, and the Green Power Leadership Awards. The event not only allowed for an independent, objective assessment of the program's activities, but also offered an opportunity to showcase green power information and analysis to the public. The agenda is available in Appendix A and the participant list is in Appendix B.

The peer review panel consisted of four distinguished experts representing associations, the private sector and government.

Peer Review Panel

Name	Affiliation
Matt Clouse	Environmental Protection Agency
Rob Harmon	Bonneville Environmental Foundation
Tom Rawls*	THR Associates
Roger Clark	The Reinvestment Fund

* Peer review chairperson

The peer reviewers provided quantitative scores for the program and projects using the following rating scale:

Excellent	9-10
Very Good	7-8
Good	5-6
Fair	3-4
Not Adequate	1-2

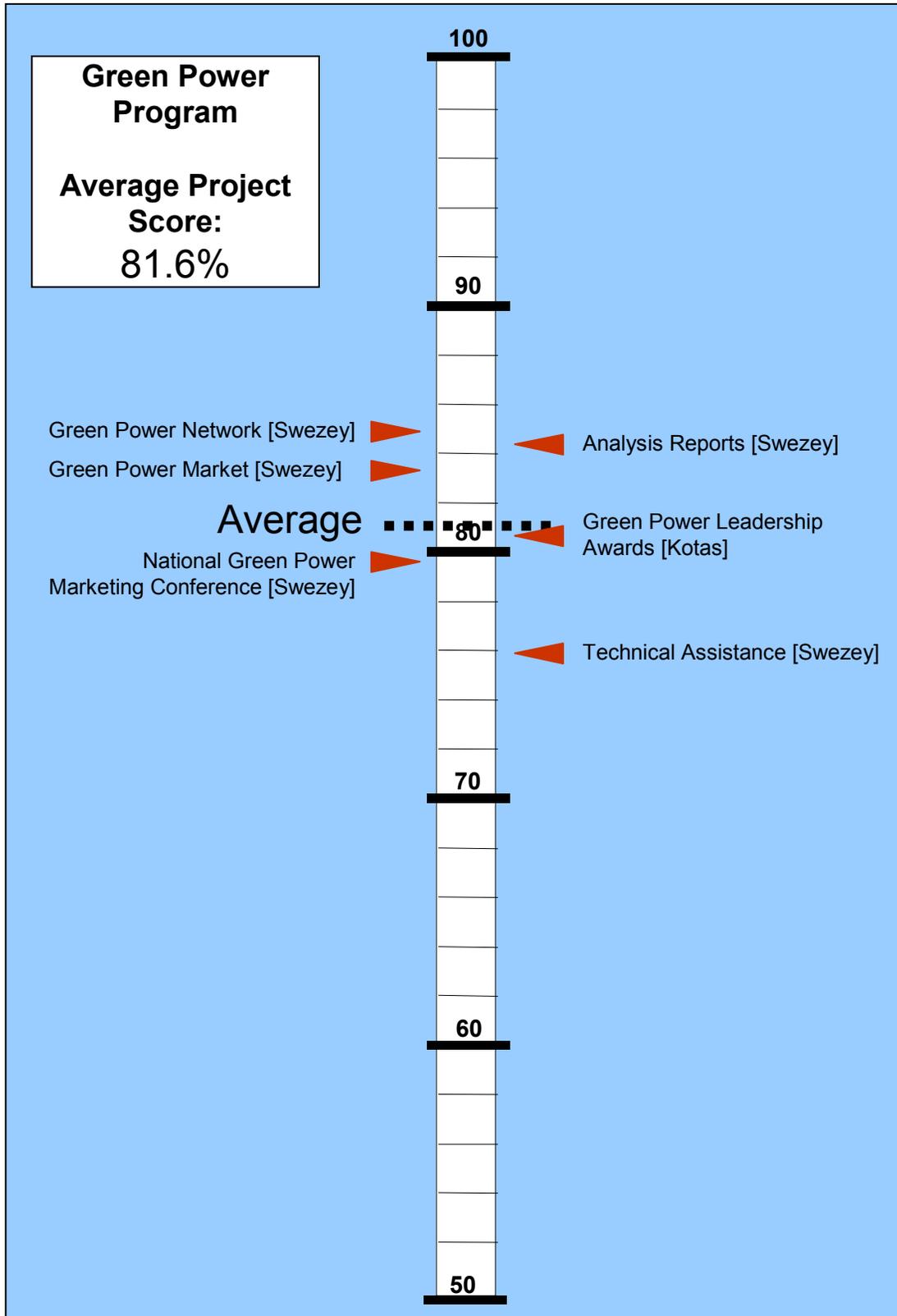
Each individual project was scored on the following criteria:

- ◆ Quality, management, relevance
- ◆ Effectiveness
- ◆ Goals, objectives, potential impact
- ◆ Overall impressions

This document reflects the individual comments from the reviewers; only minor grammatical edits have been made without altering the meaning.

PROJECT RANKINGS

II



EVALUATION OF THE GREEN POWER PROGRAM **III**

Rating (1-10): 8.8

1. Program Quality

Evaluate the composition and quality of the resources engaged, including people and facilities. Considered are the team members' honors and awards, their relevant experience, and the balance of appropriate skills (including collaborators). How well is the program balancing its funding?

- ◆ This is an excellent program that provides essential data, analysis, and services to the Green Power market.
- ◆ This is a stellar team with very high output of work product. The program has completed first rate analysis of issues with limited amount of funding.
- ◆ The program is very good to excellent. Data collection and analysis are very high quality. Dissemination of the data is good, but outreach could improve. The Green Power conference is well-run and always informative. Awards are increasingly professional and have helped raise the professionalism of industry.

2. Management

How well is the program managed? Management may be judged as: expert and innovative approach with exceptional execution, logical approach and effective execution, reasonable approach and appropriate execution with room for improvement, or an approach with key shortcomings and poor execution.

- ◆ The program is effectively managed. However, it could be stronger in presenting key findings and ensuring that key information and analysis gets in the hands of the right people.
- ◆ It is unclear how much input is taken into the topics for analysis reports and technical assistance, but this team is unbiased.
- ◆ The program is managed very well with excellent staff. They do very well with inadequate funds.
- ◆ DOE headquarters management needs to embrace the opportunities the Green Power market offers most renewable power technologies and to determine how the program could have more of an impact with modest increases in funds!

3. Effectiveness

Does the program accomplish what it has set out to do?

- ◆ The program has accomplished what it has set out to do and has become the authoritative source of information.
- ◆ A neutral, trustworthy judge of activities. Provides an important service to the market.

-
- ◆ The program is very effective, but it does need better outreach support. It may be best to have DOE “market” the program rather than having the analytical folks doing that.

4. What are the program’s strengths?

- ◆ Well-regarded staff and contractors. Comprehensive reliable data. Clear presentation of information. Intelligent analysis and assessment of market and issues. Extremely low-cost program providing high quality information.
- ◆ Strong team – unbiased, well respected, trustworthy. Quality output.
- ◆ This program has done an excellent job in providing a source for informed, intelligent, unbiased information. The people are extraordinary.
- ◆ Analysis: Government plays a very important role in information collection and analysis (this includes market status report and other analysis). Dissemination: Getting that data to key audiences is very important for quality improvements and growth (Green Power Network, technical assistance and GP conferences). Forum/Feedback: Lastly, it is important for EERE analysts to get feedback on industry and analysis (GP conference and technical assistance).

5. What are the program’s weaknesses?

- ◆ “Marketing” of information. Excellent website. Is additional outreach adequate? Is DOE fully recognizing the program’s possibilities?
- ◆ Need to clone Blair, Ryan, Lori and others. Need to preserve and increase budget for long term security. Need to distribute work products beyond the usual characters.
- ◆ We need to provide continued funding so the program is predictable.
- ◆ Need to more clearly identify and reach out to target audiences with website, conference attendance, mailing lists, announcements, further distilled report findings. Have the research and reports provide clearer direction for state PUCs, for instance, on how green-power products and program designs under their jurisdiction could be improved.

6. Any final thoughts on the overall program?

- ◆ Data collection, status reports, technical assistance and analysis are top priority. Conference and awards are important. It *may* not be essential for this activity to be responsible for those.
- ◆ The reviewer sees two tiers for the projects, with tier 1 being the top priority activities. Tier 1: Green Power Network – website, Green Power Marketing Status Report, Analysis Reports, Technical Assistance. Tier 2: Green Power Conference, Green Power Leadership Awards.
- ◆ This is a critically important program for this growing, but still young industry. This program is a bargain for DOE and the taxpayers. The most important elements are: Green Power network (website), Green Power Marketing Status Report (data collection), Analysis reports, Technical Assistance. Secondary are: the Green Power Leadership Awards and Green Power Conference.
- ◆ This is a bargain program! Weaknesses are more accurately described areas where there could be slight improvement. Wish these programs could receive more funds because the renewable market as a whole would benefit with increased familiarity with renewables and would help bridge the gap until renewables are on solid footing/level playing ground with other power technologies.

PROJECT EVALUATIONS

IV

Performer: NATIONAL RENEWABLE ENERGY LABORATORY

Project Title: GREEN POWER NETWORK

Presenter: BLAIR SWEZEY

1. Quality, Management, and Relevance

Please assess the overall quality, management, and relevance of the program. For quality, management, and relevance, this includes assessment of:

a) **Quality** -- the composition and quality of the resources engaged, including people and facilities. Considered are the team members' honors and awards, their relevant experience relevant, and the balance of appropriate skills (including collaborators).

b) **Management** – how well the project is managed. Management and the project team may be judged as: expert and innovative approach with exceptional execution, logical approach and effective execution, reasonable approach and appropriate execution with room for improvement, or an approach with key shortcomings and poor execution.

c) **Relevance** - the importance of achieving the project's objectives in terms of actual or potential contribution to the broader program's goals and to society. In many cases relevance also means that the set of activities addresses known technical or market barriers and that tasks being performed are able to demonstrate actual or potential contributions to lowering one or more of those barriers.

Rating (1-10): 9.0

Quality:

- ◆ The project's analysis is excellent and highly relevant. The data is good and it was clearly presented.
- ◆ There is a very strong analytical team. The website is very useful and well organized; it serves an important purpose. There is an extensive library of documents.
- ◆ The quality of the website is very high.
- ◆ The Green Power market as a whole benefits from this clear, well-designed website.

Management:

- ◆ Easy to find through Google. Buried in DOE site, is this a reflection of DOE priorities?
- ◆ Strong product for \$50k of labor. Cannot find site from EERE homepage; need a direct link.
- ◆ There is not a link on the EERE main website and it cannot be easily found on the sub-pages. This needs correction.
- ◆ This website continuously is updated with market developments and EERE analysis. One major downside is that the EERE homepage (#1 website for EERE) does not provide a clear link to the Green Power Network (#14 most popular site). This site is the first site to be listed on Google when “green power” is entered.

Relevance:

- ◆ Highly relevant to current and potential market participants, including suppliers, marketers, utilities, sophisticated consumers.
- ◆ Very relevant information. GPN is a credible source/neutral referee.
- ◆ This website is a “must have” for the industry.
- ◆ An incredibly important platform for the Green Power industry, federal agencies, state policy makers and even the purchasers of Green Power.

2. Effectiveness

Please assess the overall effectiveness, strengths and weaknesses of the project or activity. For effectiveness, this includes assessment of:

Effectiveness -- the level of effectiveness assessed by looking at accomplishments and achievement of planned goals and objectives, technical targets, awards, or other success measures typical for the type of activity (such as publications, citations, patents, licenses, prototypes passing requirements tests).

Rating (1-10): 8.8

Effectiveness:

- ◆ East to navigate.
- ◆ Well organized and clear.
- ◆ Very easy to use.
- ◆ Very good at presenting the data and analysis EERE does.

Specific Program Strengths:

- ◆ Analytical work.
- ◆ Well thought out and designed website.
- ◆ Straightforward information collection.
- ◆ Richness of information.
- ◆ Non-EERE reports included.

- ◆ Data quality is very high.
- ◆ 3,500 person mailing list for monthly newsletter directing people to the site. Good depth of information with links for those who seek more information and data. The site could have a page for recent reports that hits the highlights of the report in HTML format. The platform for reports and information from other market stakeholder.

Specific Program Weaknesses:

- ◆ Is the email list managed?
- ◆ Email update signup page does not describe the updates – frequency, etc.
- ◆ Links from EERE website.
- ◆ The link to sign up for email does not adequately describe what one gets.
- ◆ The difficulty of getting to the site from EERE homepage.
- ◆ Could use the mailing list to announce new report and provide a highlight or summary. They could even offer to do a one hour web conference/conference call to run through the highlights of the report and answer questions.
- ◆ A potential subscriber to the newsletter doesn't know from the website what they will receive.

3. Goals, Objectives and Potential Impact

Please assess the goals, objectives and potential impact of the project on the green power market both nationally and internationally including use of outreach and communications materials. Are goals and objectives well formulated? Will goals and objectives lead to desired results?

Rating (1-10): 7.0

Supporting Comments:

- ◆ Goals not fully articulated, but is #1 site on Google.
- ◆ Could be clearer in targeting the audience for the site and information.
- ◆ It could be clearer about goals for information dissemination.
- ◆ The project does a good job providing data and information, but the goal does not address how the data and information are to be used (targeting of audience).
- ◆ It is unclear to the review team if the program goals include increasing the number of people who are aware of, and using, the website.
- ◆ This site could be targeting audiences even better and establish better links (even reciprocal) with other sites to raise the profile in web searches.

4. Overall Impressions

Please provide your general overall rating of the project, followed by comments.

Rating (1-10): 8.8

Supporting Comments:

Areas of comment may include (a) areas of research or analysis that should continued, (b) areas of research or analysis that should be deleted (c) new areas or directions that could be added, and (d) changes that have occurred (e.g., markets, policy, competing technologies) that might alter the planned targets or goals.

- ◆ Excellent information on clear well-organized website.
- ◆ Is there a plan to actively push information to key audience (i.e., NARUC) how is data disseminated to others? How current is the email list? Are they adding the right targets (e.g., PUC commissioners, Consumer Advocates, etc.).
- ◆ A very good site backed up with great research and data.

Performer: NATIONAL RENEWABLE ENERGY LABORATORY

Project Title: STATUS REPORT OF GREEN POWER MARKET

Presenter: BLAIR SWEZEY

1. Quality, Management, and Relevance

Please assess the overall quality, management, and relevance of the program. For quality, management, and relevance, this includes assessment of:

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b) **Management** – how well the project is managed. Management and the project team may be judged as: expert and innovative approach with exceptional execution, logical approach and effective execution, reasonable approach and appropriate execution with room for improvement, or an approach with key shortcomings and poor execution.

c) **Relevance** - the importance of achieving the project's objectives in terms of actual or potential contribution to the broader program's goals and to society. In many cases relevance also means that the set of activities addresses known technical or market barriers and that tasks being performed are able to demonstrate actual or potential contributions to lowering one or more of those barriers.

Rating (1-10): 8.0

Quality:

- ◆ The report is very broad ranging; covers every program.
- ◆ The report is an excellent compilation with first-rate introductory material.
- ◆ The report is very comprehensive.
- ◆ The overview of the report is thoughtful, but could be longer since most of report is the data.
- ◆ A well-written report.

Management:

- ◆ Good handling of data collection.
- ◆ It is written every year for the Green Power conference in a timely fashion.

Relevance:

- ◆ Excellent annual compilation of essential information.

- ◆ Perhaps could be improved by featuring an executive summary and key analysis and charts.
- ◆ Critical background data.
- ◆ A very important compilation of yearly market data and analysis that helps provide policy makers and industry representatives a sense of the markets impact and promise and shortcomings.

2. Effectiveness

Please assess the overall effectiveness, strengths and weaknesses of the project or activity. For effectiveness, this includes assessment of:

Effectiveness -- the level of effectiveness assessed by looking at accomplishments and achievement of planned goals and objectives, technical targets, awards, or other success measures typical for the type of activity (such as publications, citations, patents, licenses, prototypes passing requirements tests).

Rating (1-10): 8.0

Effectiveness:

- ◆ If you want essential fundamental information, this is the source.
- ◆ The effectiveness of the report is good.
- ◆ Concise and well-supported by data updates on states, marketers, utilities and leading purchasers, these reports help make a clearer picture for the health of the larger market.

Specific Program Strengths:

- ◆ Comprehensive list of key program players.
- ◆ Concise and well-supported by data updates on states, marketers, utilities and leading purchasers; these reports help make a clearer picture for the health of the larger market.

Specific Program Weaknesses:

- ◆ Web links would be helpful to include in the report. Presentation could be strengthened by distinguishing overview and analysis from the “compilation” Section.
- ◆ Web links to each listed program are missing and would be helpful. Program information could be appendices on the website. The key section of report is the Overview.
- ◆ Links to program websites in the document.
- ◆ Make the Executive Summary a separate document. Give the Executive Summary a different look.

3. Goals, Objectives and Potential Impact

Please assess the goals, objectives and potential impact of the project on the green power market both nationally and internationally including use of outreach and communications materials. Are goals and objectives well formulated? Will goals and objectives lead to desired results?

Rating (1-10): 8.8

Supporting Comments:

- ◆ Good match of goals and execution.
- ◆ This is a well done report to provide overview of Green Power marketing activity in U.S.
- ◆ The only source of this type of data on an annual basis.

4. Overall Impressions

Please provide your general overall rating of the project, followed by comments.

Rating (1-10): 8.5

Supporting Comments:

Areas of comment may include (a) areas of research or analysis that should continued, (b) areas of research or analysis that should be deleted (c) new areas or directions that could be added, and (d) changes that have occurred (e.g., markets, policy, competing technologies) that might alter the planned targets or goals.

- ◆ This is basic information. The green power market activities are largely built upon this foundation.
- ◆ This report takes the pulse of market activity.
- ◆ A well-written, concise, and comprehensive report that annually offers stakeholders an excellent reference on the states and health of the market.

Performer: NATIONAL RENEWABLE ENERGY LABORATORY

Project Title: ANALYSIS REPORTS

Presenter: BLAIR SWEZEY

1. Quality, Management, and Relevance

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c) **Relevance** - the importance of achieving the project's objectives in terms of actual or potential contribution to the broader program's goals and to society. In many cases relevance also means that the set of activities addresses known technical or market barriers and that tasks being performed are able to demonstrate actual or potential contributions to lowering one or more of those barriers.

Rating (1-10): 9.0

Quality:

- ◆ Reports are timely and of excellent quality
- ◆ The reports contain very good analysis.
- ◆ Very high quality. A very strong analytical team.
- ◆ Excellent.
- ◆ Well-written reports on timely issues for the Green Power market.

Management:

- ◆ Is there a clear process for selecting topics? How does program invite market participants to offer topics?
- ◆ How are topics decided for the analysis? Email list of possible topics to interested folks and ask them to rank.
- ◆ You are selecting good projects for review. It would be good to ask stakeholders what the next set might be. Give them some sections and a place to comment.

Relevance:

- ◆ Analysis has been relevant. Does the program have a way to measure relevance?
- ◆ Excellent.
- ◆ The program is regularly (several times a year) producing reports that are very timely and relevant. It is not clear how these reports are selected. It would be very useful if the EERE Green Power Network (GPN) stakeholders knew what issues are being considered for subsequent reports, so that the GPN could get feedback on what was needed.

2. Effectiveness

Please assess the overall effectiveness, strengths and weaknesses of the project or activity. For effectiveness, this includes assessment of:

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Rating (1-10): 8.3

Effectiveness:

- ◆ How do we know whether analysis is reaching desired audience? Should report distribution forms be first in "Executive Summary" to ensure materials get in front of key readers?
- ◆ Are reports getting to all the people who need to read them? How are reports distributed?
- ◆ Consider publishing the Executive Summary separately. Is the data getting to everyone it needs to (every PUC commissioner). Who else should get it? Is the email list periodically checked for old addresses and targeted new audiences?
- ◆ Is this information getting to the necessary stakeholders and being read? I don't know.

Specific Program Strengths:

- ◆ Excellent analysis! This is the most important point to make. Should distribution focus on email notice of publication? Is the monthly email accomplishing distribution objectives?
- ◆ Strong reports.
- ◆ Good presentation of data.

Specific Program Weaknesses:

- ◆ The distillation could be improved to reach their target audiences better.

3. Goals, Objectives and Potential Impact

Please assess the goals, objectives and potential impact of the project on the green power market both nationally and internationally including use of outreach and communications materials. Are goals and objectives well formulated? Will goals and objectives lead to desired results?

Rating (1-10): 8.3

Supporting Comments:

- ◆ What is the process for selecting topics? What are the goals?
- ◆ Essential information for the growth of the market.

4. Overall Impressions

Please provide your general overall rating of the project, followed by comments.

Rating (1-10): 8.8

Supporting Comments:

Areas of comment may include (a) areas of research or analysis that should continued, (b) areas of research or analysis that should be deleted (c) new areas or directions that could be added, and (d) changes that have occurred (e.g., markets, policy, competing technologies) that might alter the planned targets or goals.

- ◆ The analysts themselves are highly regarded because of the quality of their work. They are held in high respect by the industry.
- ◆ Email stakeholders to get input for next set of topics and then rank the top ones.
- ◆ Crucial information. Could be even more effective with better distillation and dissemination.

Performer: NATIONAL RENEWABLE ENERGY LABORATORY

Project Title: NATIONAL GREEN POWER MARKETING CONFERENCE

Presenter: BLAIR SWEZEY

1. Quality, Management, and Relevance

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b) **Management** – how well the project is managed. Management and the project team may be judged as: expert and innovative approach with exceptional execution, logical approach and effective execution, reasonable approach and appropriate execution with room for improvement, or an approach with key shortcomings and poor execution.

c) **Relevance** - the importance of achieving the project's objectives in terms of actual or potential contribution to the broader program's goals and to society. In many cases relevance also means that the set of activities addresses known technical or market barriers and that tasks being performed are able to demonstrate actual or potential contributions to lowering one or more of those barriers.

Rating (1-10): 8.5

Quality:

- ◆ The conference has the same excellent topics with the same mediocre presentations.
- ◆ An excellent source of information on the industry and best practices.
- ◆ Good response to attendee feedback.
- ◆ The conference has matured and evolved at good rate. This has definitely helped to mature and increase the professionalism of the industry.

Management:

- ◆ Very good. Very good response to participant feedback.
- ◆ Past conferences have not publicized next conference location and date far enough in advance.

Relevance:

- ◆ Essential. The one time that the industry gets together annually.
- ◆ Sole place for industry to come together.

- ◆ Could not be higher.
- ◆ Incredibly important to industry and market.

2. Effectiveness

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Rating (1-10): 7.3

Effectiveness:

- ◆ Conference appears to be responsive to participants and their needs and interests.

Specific Program Strengths:

- ◆ Marketing track/policy track was a strong change.
- ◆ Webcast/presentations on website – to allow folks to access information who cannot attend.
- ◆ Webcasting is great.
- ◆ Great forum for information sharing and networking.

Specific Program Weaknesses:

- ◆ It has not been as effective as it could be in attracting utility participants. Need earlier decision regarding dates, etc.
- ◆ Improve outreach to utilities. Need to increase audience.
- ◆ Better outreach to utilities. Announce the conference earlier.
- ◆ Outreach to utilities could be improved. Needs to attract more participants.

3. Goals, Objectives and Potential Impact

Please assess the goals, objectives and potential impact of the project on the green power market both nationally and internationally including use of outreach and communications materials. Are goals and objectives well formulated? Will goals and objectives lead to desired results?

Rating (1-10): 8.5

Supporting Comments:

- ◆ This has been and remains an important element in the green power industry's development – consistent in what a conference should be.
- ◆ Need to get more people there.

-
- ◆ The goals and objectives are correct. The potential impact is very high as a vehicle for disseminating the EERE data and analysis.

4. Overall Impressions

Please provide your general overall rating of the project, followed by comments.

Rating (1-10): 7.6

Supporting Comments:

Areas of comment may include (a) areas of research or analysis that should continued, (b) areas of research or analysis that should be deleted (c) new areas or directions that could be added, and (d) changes that have occurred (e.g., markets, policy, competing technologies) that might alter the planned targets or goals.

- ◆ While the conference is an important forum for the industry, it does not need to be the key focus of this activity.
- ◆ Need to schedule conference in advance. Conference could be self-supporting.

Performer: NATIONAL RENEWABLE ENERGY LABORATORY

Project Title: TECHNICAL ASSISTANCE

Presenter: BLAIR SWEZEY

1. Quality, Management, and Relevance

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b) **Management** – how well the project is managed. Management and the project team may be judged as: expert and innovative approach with exceptional execution, logical approach and effective execution, reasonable approach and appropriate execution with room for improvement, or an approach with key shortcomings and poor execution.

c) **Relevance** - the importance of achieving the project's objectives in terms of actual or potential contribution to the broader program's goals and to society. In many cases relevance also means that the set of activities addresses known technical or market barriers and that tasks being performed are able to demonstrate actual or potential contributions to lowering one or more of those barriers.

Rating (1-10): 8.0

Quality:

- ◆ Exactly what or how much is being done is not clear in this activity, although there is a sense that Green Power Program is handling requests for information.
- ◆ Quality work by quality people.
- ◆ Presentations are frequent and at the correct locations.
- ◆ Presentations of very high quality. Discussions of issues are almost always very clear and help clarify issues for others.

Management:

- ◆ This offers opportunity to disseminate Green Power Program information, but it is not clear how effectively or systematically opportunity is being exploited.
- ◆ How does the team manage their time?
- ◆ Could be clearer about what is involved.

- ◆ Difficult to manage many phone calls requesting assistance, but GPN team does a good job at being responsive and helpful.

Relevance:

- ◆ How much does this mean answering phone and dealing with the questions that come their way? That is very important work.
- ◆ Hard to say because I don't know full extent of requests and services, but I am confident they do relevant work.
- ◆ Distills key EERE reports and findings. Key feedback loop for research.

2. Effectiveness

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Effectiveness -- the level of effectiveness assessed by looking at accomplishments and achievement of planned goals and objectives, technical targets, awards, or other success measures typical for the type of activity (such as publications, citations, patents, licenses, prototypes passing requirements tests).

Rating (1-10): 7.2

Effectiveness:

- ◆ Does program use technical assistance effectively to address emerging issues?
- ◆ Gets team to the right events.

Specific Program Strengths:

- ◆ Enables these resources to respond to folks.
- ◆ We need this to be a place where this data lives and the phone gets answered.
- ◆ Excellent presentations and clearly stated information on key issues.

Specific Program Weaknesses:

- ◆ Could reach out to PUCs so those organizations better understand best practices and can then better evaluate the programs they regulate.
- ◆ Clearly defining target audiences and reaching them.

3. Goals, Objectives and Potential Impact

Please assess the goals, objectives and potential impact of the project on the green power market both nationally and internationally including use of outreach and communications materials. Are goals and objectives well formulated? Will goals and objectives lead to desired results?

Rating (1-10): 7.5

Supporting Comments:

- ◆ Needs to have clearer statement of objectives in this area.
- ◆ Incredibly important to market's development.

4. Overall Impressions

Please provide your general overall rating of the project, followed by comments.

Rating (1-10): 7.8

Supporting Comments:

Areas of comment may include (a) areas of research or analysis that should continued, (b) areas of research or analysis that should be deleted (c) new areas or directions that could be added, and (d) changes that have occurred (e.g., markets, policy, competing technologies) that might alter the planned targets or goals.

- ◆ The peer review panel had a very productive conversation about this area. The reviewer believes the program is doing good to excellent job in this area, but they are not explaining it as well as they could. Opportunity: Outreach to utility commissions regarding best practices for programs, enrollment and penetration levels that can be achieved with effective Green Power programs.
- ◆ Too little information about what they are doing – need to know more about what \$130k budget is for. Do people know about these services? How many and what requests do they get for services? How do they decide between competing topics?
- ◆ The dissemination of EERE data and analysis is very important and could be reaching more audiences. The impact of that could be improved.

Performer: DEPARTMENT OF ENERGY, CENTRAL REGIONAL OFFICE

Project Title: GREEN POWER LEADERSHIP AWARDS

Presenter: JERRY KOTAS

1. Quality, Management, and Relevance

Please assess the overall quality, management, and relevance of the program. For quality, management, and relevance, this includes assessment of:

a) **Quality** -- the composition and quality of the resources engaged, including people and facilities. Considered are the team members' honors and awards, their relevant experience relevant, and the balance of appropriate skills (including collaborators).

b) **Management** – how well the project is managed. Management and the project team may be judged as: expert and innovative approach with exceptional execution, logical approach and effective execution, reasonable approach and appropriate execution with room for improvement, or an approach with key shortcomings and poor execution.

c) **Relevance** - the importance of achieving the project's objectives in terms of actual or potential contribution to the broader program's goals and to society. In many cases relevance also means that the set of activities addresses known technical or market barriers and that tasks being performed are able to demonstrate actual or potential contributions to lowering one or more of those barriers.

Rating (1-10): 8.0

Quality:

- ◆ Effective program to publicize the program and stimulate Green Power market activity.
- ◆ Is dilution an issue if the number of awards increases year after year?
- ◆ Helps set standards for strong programs or efforts.
- ◆ Very well conceived and executed awards ceremony and selection last year.

Management:

- ◆ The effort is completed with minimal funds required to announce over nine awards, collect nominations, judge innovations, communicate with awardees, develop a ceremony with dinner, materials, presentations and video that informs the industry out outstanding practices and success stories.

Relevance:

- ◆ Helps set standards.

- ◆ Incredibly important.

2. Effectiveness

Please assess the overall effectiveness, strengths and weaknesses of the project or activity. For effectiveness, this includes assessment of:

Effectiveness -- the level of effectiveness assessed by looking at accomplishments and achievement of planned goals and objectives, technical targets, awards, or other success measures typical for the type of activity (such as publications, citations, patents, licenses, prototypes passing requirements tests).

Rating (1-10): 8.0

Effectiveness:

- ◆ The awards send a clear message into market regarding what people should be doing.
- ◆ Video in presentation ceremony is a good idea.
- ◆ Very effective at getting outstanding efforts highlighted, encouraging leaders to do more and educating market.

Specific Program Strengths:

- ◆ Becomes effective for educational tool for market.
- ◆ Commissioning missionaries for Green Power.
- ◆ Video is great. Humor is great.
- ◆ Video is excellent.

Specific Program Weaknesses:

- ◆ Is dilution a problem?
- ◆ It would be good to leverage the “leaders” to speak with others at the conference.

3. Goals, Objectives and Potential Impact

Please assess the goals, objectives and potential impact of the project on the green power market both nationally and internationally including use of outreach and communications materials. Are goals and objectives well formulated? Will goals and objectives lead to desired results?

Rating (1-10): 8.5

Supporting Comments:

- ◆ Key goal is public awareness and leadership by example. Provides effective lesson. Breadth of awards – inclusiveness is effective motivator.
- ◆ To recognize leaders and leading initiatives.
- ◆ Awards are very important motivator for the market as well as an educational effort.

4. Overall Impressions

Please provide your general overall rating of the project, followed by comments.

Rating (1-10): 8.8

Supporting Comments:

Areas of comment may include (a) areas of research or analysis that should continued, (b) areas of research or analysis that should be deleted (c) new areas or directions that could be added, and (d) changes that have occurred (e.g., markets, policy, competing technologies) that might alter the planned targets or goals.

- ◆ Need to get the substance of the activities out to the market – the paragraph in the website could be strengthened.
- ◆ If this program is cut, it is essential for DOE to provide bridge funding to allow another organization to pick up the conference.
- ◆ A very important element to the Green Power conference.

APPENDIX A. AGENDA

Agenda

U.S. Department of Energy
Green Power Program Peer Review

May 26, 2005

Washington, DC

- 8:00 am Peer Reviewer Breakfast
- 9:00 Welcome and Introductions
Linda Silverman, U.S. Department of Energy (DOE)
- 9:05 Program Background
Linda Silverman and David McAndrew, DOE
- 9:30 Project Presentations
Blair Swezey, National Renewable Energy Laboratory (NREL)
- ◆ *Green Power Network*
 - ◆ *Data Compilations*
 - ◆ *Green Power Marketing Status Report*
 - ◆ *Other Analysis Reports*
- 10:30 Break
- 11:00 Project Presentations (continued)
Blair Swezey, NREL
- ◆ *National Green Power Marketing Conference*
 - ◆ *Technical Assistance Activities*
- 12:15 pm Project Presentations (continued)
Jerry Kotas, DOE, Central Regional Office
- ◆ *2005 Green Power Leadership Awards*
- 12:30 Adjourn General Session
- 12:30 Reviewer Lunch
- 1:30 Peer Reviewer Meeting
- 4:00 Adjourn

APPENDIX B. PARTICIPANTS

First Name	Last Name	Affiliation
Dan	Becky	Department of Energy
Roger	Clark	The Reinvestment Fund
Matt	Clouse	Environmental Protection Agency
Ray	Fortuna	Department of Energy
Rob	Harmon	Bonneville Environmental Foundation
Steve	Hortin	Department of Energy
Jerry	Kotas*	Department of Energy, Central Regional Office
Brian	Marchionini	Energetics, Inc.
David	McAndrew	Department of Energy
Pam	Mendelson*	Department of Energy, Central Regional Office
Laura	Miner-Nordstrom	Department of Energy
Tom	Rawls	THR Associates
Marion	Rawson	Energetics, Inc.
Linda	Silverman	Department of Energy
Blair	Swezey	National Renewable Energy Laboratory

* by phone