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# Focus on Energy Process Evaluation 2011-2014

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# Process Evaluation Overview

Activity	2011	2012	2013	2014
Program Actor Interviews	•	•	•	•
Program Material Review		•	•	•
Participant Surveys	•	•	•	
Nonparticipant Surveys		•	•	
Trade Ally Interviews		•	•	
Focus Groups			•	
Benchmarking Research			•	
Marketing Research			•	

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# Portfolio Highlights

2011-2014

# 2011-2014 Portfolio Achievements

- Rolled out and established market acceptance of new programs

- Overall, participating Trade Allies were highly satisfied with Focus on Energy programs (both Residential and Nonresidential)
- For both segments, contractors, vendors, or other market actors were key messengers of the programs
  - Program participants reporting hearing about the program from a market actor typically between 32% and 64% of the time, depending on the program

- Increasingly effective program marketing and outreach

- New website improved navigation and ease-of-use
- Effective marketing collateral designed and disseminated through web, Trade Allies, and bill inserts
- Targeted strategies to reach unique segments (business programs)

- Economic benefits and trade ally business growth

- Trade Ally development including training and new business opportunities (like Multifamily Common Area Lighting Package)
- In survey conducted by program, 84% of Small Business Trade Allies reported financial growth at their company as direct result of the Program



# 2011-2014 Portfolio Achievements

- Improved knowledge of energy efficiency among market actors
  - Small business, BIP programs trained trade allies on T12-T8 retrofits; now training on LEDs
  - ECM furnace fan usage for HVAC contractors in Residential Rewards; Strategies for promoting program in Enhanced Rewards
- Increased participant satisfaction with program experience
  - Improved satisfaction over time (CY2012-CY2013) for business participants (BIP & CSF)
  - Home Performance participants more satisfied when they complete retrofits (versus audit-only)
- Improved participation and delivery processes
  - Increased satisfaction over time (CY2012-CY2013) with clarity of program requirements, time it took to receive incentive payments among BIP & CSF program participants
  - According to program implementers, automated application communications reduce time spent waiting for missing application pieces for LEU; new measure catalogues reduce missing fields by 50% for BIP
  - Establishment of communication protocols and staff roles improved, e.g., for Appliance Recycling a dedicated staff person was assigned to utility account verification



# Common Challenges

- Budget constraints and changes
  - Fast “ramp-ups” and “ramp-downs” according to budget changes caused difficulties in program delivery and market presence
- Transition to SPECTRUM
  - Initially, SPECTRUM caused headaches for all programs; improvements in the software, establishment of templates, and communication between CB&I and implementers have helped but challenges still remain
- Market confusion due to 2012 program structure changes
  - Under the sector-based structure, programs would deal with customers directly. Changing the model caused some customer and trade ally confusion until programs ramped up and networks were fully formed



# Common Challenges

- Geographic representation

- Programs relying heavily on Trade Allies (BIP, Small Business, Home Performance) had trouble reaching rural areas of the state due to low Trade Ally population and participation

- Focus on Energy brand awareness

- In 2013, Cadmus found low brand awareness in both segments; of those who knew about Focus on Energy, about half did not know of any specific programs
  - Just 2% of business customers mentioned Focus on Energy when asked about which companies promote energy efficiency in Wisconsin
- In 2014, CB&I has spent more time and resources on Focus-wide marketing and this has been well-received by implementers who perceive an overall boost in program awareness

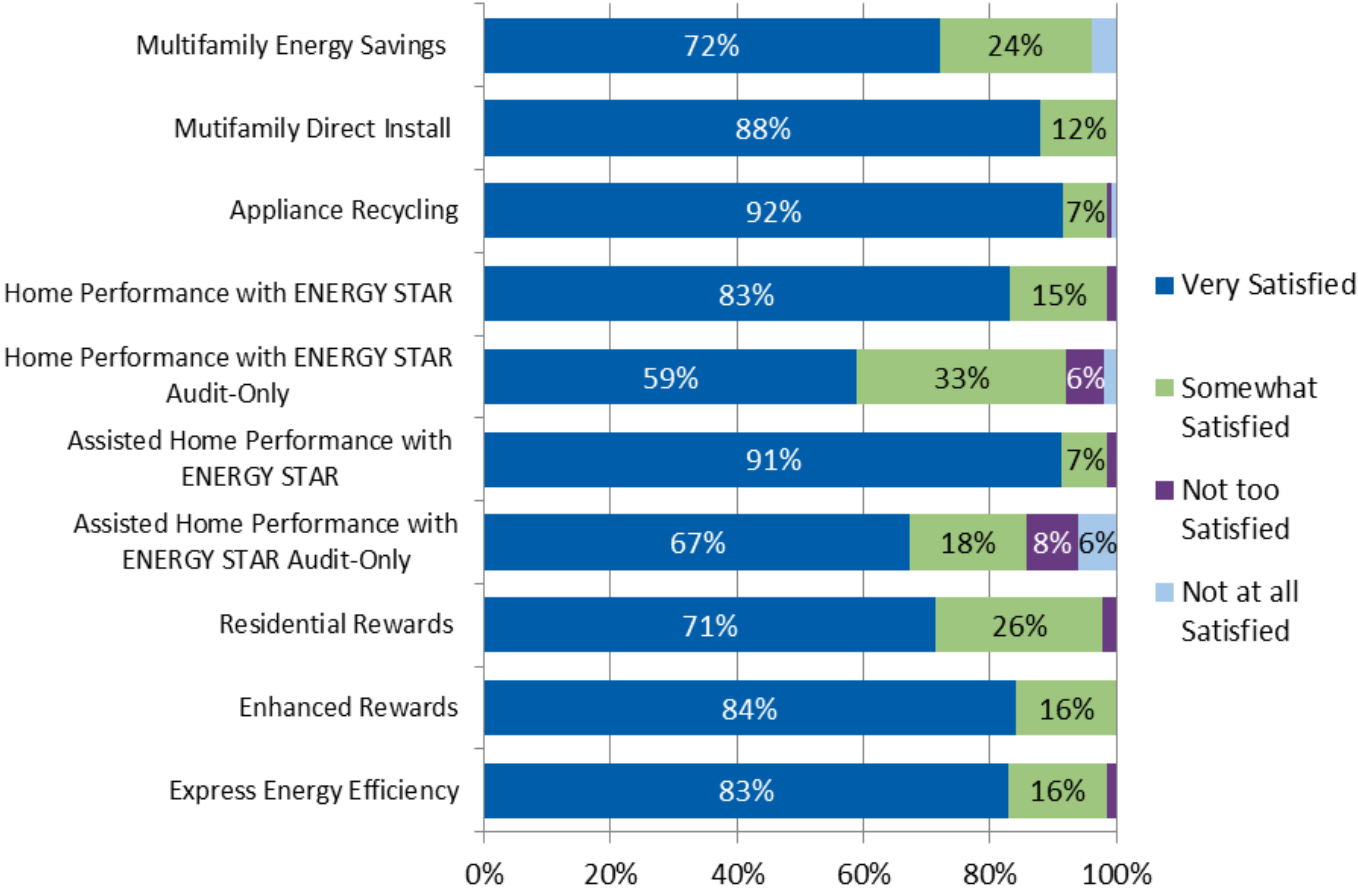
- Program Administrator staff changes

- Many programs have experienced a change in staff management each year (or more frequently)



# Residential Segment Participant Satisfaction

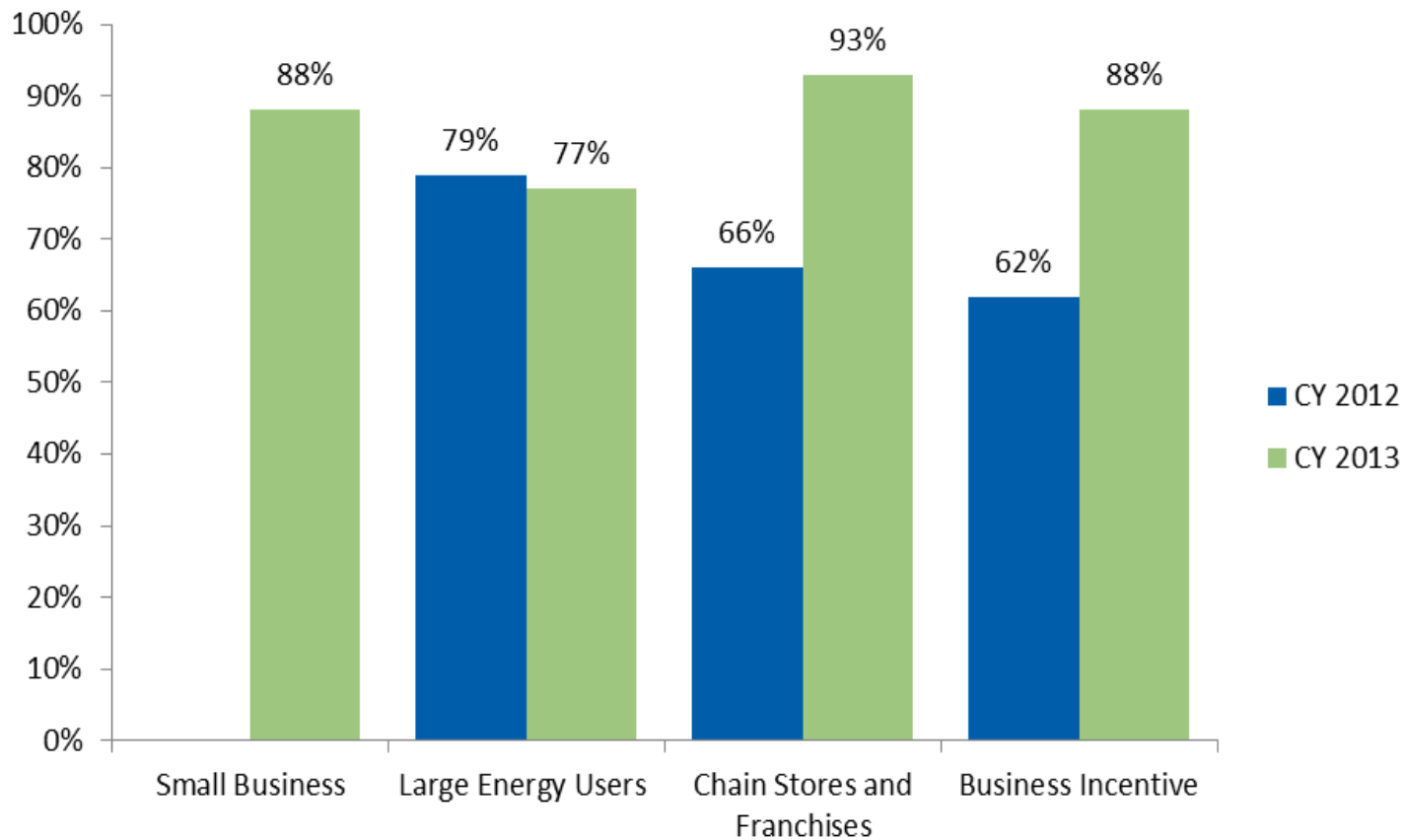
**CY 2013 Participant Satisfaction with Program Overall**





# Nonresidential Segment Participant Satisfaction

Percentage of Participants “Very Satisfied” with their Overall Project Experience



# Marketing



## GET THE BEST RETURN ON YOUR CONSTRUCTION INVESTMENT WITH THE DESIGN ASSISTANCE PROGRAM

Approach energy efficiency early—during the design phase

Features include: Customized analysis with unique option packages of energy efficiency measures, Incentives to exceed energy code standards, Lower operational costs over the life of the building

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- Expanded marketing and outreach strategies
  - Trade Ally cooperative advertising
  - Trade Ally education around outreach (e.g., Enhanced Rewards)
  - Media events like the Oldest Refrigerator Contest promoting the Appliance Recycling Program



## IMPROVE THE ENERGY EFFICIENCY OF YOUR BUILDING

Like cars, buildings and data centers need regular maintenance checks and tune-ups in order to achieve optimal fuel efficiency. If you are the owner or manager of a facility, Focus on Energy provides incentives and connects you with experts to service your facilities—and the equipment and systems within them—are running at peak condition for extra energy savings.

**WHAT IS RETROCOMMISSIONING?**  
RxC is the process of improving the performance and energy efficiency of your building systems, equipment, and operations as a whole. Specialized Trade Allies, called RxC Service Providers (RxCs), work directly with facility managers to ensure all facets of a building and data center, including the structural envelope, building controls, lighting, HVAC, equipment choices, workplace habits, maintenance schedules, and operational policies.


The Focus on Energy Retrocommissioning Program includes lower cost measures involving adjustments, recalibrations, process changes, etc. to provide quick energy savings throughout that can help you for the most expensive retrofit energy savings projects. By participating in the Retrocommissioning Program and completing an RxC Audit, you can make recommended changes to systems, equipment, and practices that can lead to significant energy and cost savings.

**HOW DO YOU START?**  
Visit [focusenergy.com/](http://focusenergy.com/) Business/RxC to view a list of qualified RxCs, and then contact the RxC of your choice to get started on the program process or call us at 800.762.7077.

**PROGRAM PROCESS**



**focus on energy**  
Partnering with Wisconsin utilities



**Don't be the 800 lb. gorilla in the room... GET PROOF**

You don't believe everything you see. So, why buy a new house based on looks alone? Any builder can say they built an energy-efficient home. Get proof. Every Focus on Energy New Home is third-party verified—passing 14 strict standards—and tests at 10–100% more energy efficient than a standard home.

**More benefits:**

- Value: You'll see savings year after year on your energy bills.
- Durability: prevent expensive repairs down the road.
- Comfort: having a tight, well-sealed home keeps drafts away and your family cozy.

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# Residential Segment: Key Findings and Remaining Opportunities

2011-2014

# Multifamily Energy Savings and Multifamily Direct Install

## Key Findings

### Market Penetration

- Program has reached most large complexes in WI
- Projects in smaller independently owned buildings are most costly to implement (no economies of scale)

### Measure Uptake

- Shifting lighting baseline: more CFLs already installed in units. Program added LEDs and bathroom vanity globes to expand reach within units.
- Insulation and air sealing incentives saw low uptake – Trade Allies found applications too cumbersome
- Common Area Lighting Package huge success with Trade Allies and customers (more than 25% of CY 2014 kWh), exceeded participation expectations

### Outreach

- Some utilities unable to segment multifamily customers
- Utility input helps identify smaller independent building owners, e.g., co-branded marketing with munis and co-ops

# Multifamily Energy Savings and Multifamily Direct Install

## Remaining Opportunities

- Reaching new customers and expanding market penetration
  - Trade Ally referral program pilot (in progress) - \$10 per unit completing work
  - Tap into condo market
  - Deeper retrofits and follow up with past participants
  - Implement behavioral programs?
  - Smart thermostats for Direct Install Program?
- Expanding and refining measure offerings
  - Prescriptive measures for insulation and air sealing
  - Water temperature turndown measure (in progress)
- Improving implementation and participation process
  - Leverage more capabilities of SPECTRUM for Trade Ally communication and data analysis
  - Online Trade Ally portal for submitting applications and tracking project status

# Appliance Recycling

## Key Findings

### Participation

- Maintained solid participation in CY 2014 despite decreased incentive (from \$50 in 2013 to \$40 in 2014)
- Participation process was easy for customers
- Some customer wait times were longer, leading to incidents of lower satisfaction (though overall satisfaction was quite high)

### Outreach and Marketing

- Cross-program marketing
- Utility partnerships helped raise Program awareness
- Marketing events (Oldest Fridge Contest, Fillet-o-Fridge, Milwaukee Pop-Up Museum)

### Data Tracking

- Challenges with customer verification led to processing errors (delays in check distribution), but addition of dedicated staff member reduced errors
- SPECTRUM uploads were challenging at first, but templates were developed and implemented to improve process

# Appliance Recycling

## Remaining Opportunities

- Refreshing marketing messages and strategies
  - Emphasize convenience factor to customers
  - Partner with MF building owners to reach renters (breaking into new customer segment not yet reached)
  - Market to empty nesters who tend to have second appliances but may not use them as much as they once did
  - Build relationships with smaller utilities in order to reach more rural customers
- Exploring additional recycling measures or addition of free self-install measures like CFLs or showerheads
- Increasing communication with customers of pick-up and processing procedures to ensure expectations are met
- Trying new delivery channels: e.g., events where customers can drop off appliances, retailer partnerships

# Residential Lighting and Appliance

## Key Findings

### Delivering Savings

- Program contributed over 80% of Residential electric savings
- Reached highest number of customers

### Diversifying Stores

- Increasing participation among independent retailers, grocery stores, and pharmacies
- Challenges with smaller retailers' POS systems led to coupon. Goal was to bring Program to hard-to-reach locations/customers, but coupon was labor intensive solution

### Measure Mix

- Discontinuation of clothes washer incentive and showerhead mark down – lighting measures were more cost-effective
- New non-incented lighting technologies competed for shelf space – LEDs, halogens, etc. had a surge in popularity



# Residential Lighting and Appliance

## Remaining Opportunities

- Focusing on hard-to-reach stores/customers, but phasing out instant discount coupons
  - Find ways for smaller stores to implement in-store markdowns
- Introducing new LED measures
- Implementing new appliance and lighting controls measures
- Contracting with additional grocery stores
- Expanding marketing initiatives
  - Signage in big box stores
  - Social media campaigns
  - Cross-market with other programs

# Home Performance with ENERGY STAR and Assisted Home Performance with ENERGY STAR

## Key Findings

### Program Design

- Major program redesign in 2011, ramped up both Programs
- Merged marketing for Assisted Home Performance into Home Performance Program, aligned measure offerings so Programs can serve customers uniformly (added foundation and sill box insulation to Assisted Home Performance and eliminated savings bonus from Home Performance)

### Trade Ally Development

- Transition from consultant model to Trade Ally model where Trade Allies are paid based on number of installed measures.
  - Led to higher number of jobs completed and development of Trade Ally businesses (e.g., BPI certification for staff)
- Some Trade Allies successfully market Assisted Home Performance
- Challenges with EM Home modeling software (new version underway to address challenges)

### Program Reach

- Rural areas (esp. northern Wisconsin) underserved due to lower awareness and lack of Trade Allies
- Low customer awareness of benefits of Home Performance Program, unfamiliar with air sealing

# Home Performance with ENERGY STAR and Assisted Home Performance with ENERGY STAR

## Remaining Opportunities

- Offering up-to-date list of participating Trade Allies on Focus on Energy website
- Creating a more efficient delivery process
  - Eliminating Trade Ally barriers
  - Speeding incentive processing
- Recruiting Trade Allies in underserved areas, providing training where needed for new and existing Trade Allies
- Redesigning the AHP free assessment to better serve Trade Allies and customers
- Introducing simpler modeling software (tablet based, simpler interface), and integrating EM Home and SPECTRUM
- Improving communication and consistency between Program Implementer and Program Administrator

# New Homes

## Key Findings

### Builder Engagement

- Maintaining Program consistency during ENERGY STAR New Homes changes kept builders engaged
- Guided builders through online Trade Ally application process
- Maintained dedicated outreach manager until CY 2014
- Outreach program in CY 2013 included trainings

### Market Dynamics

- Housing market downturn resulted in labor shortages as builders left the business, also material shortages as manufacturing slowed
- Market has begun to recover, but Program Implementer reports that lost knowledge, skill, and infrastructure still affects Program

### Program Adjustments

- Budget constraints led to elimination of low-income bonus, eliminated outreach activities, and reduced marketing (only co-op advertising and reprinting existing collateral)
- Streamlined data collection process to meet needs of building performance consultants
- Addition of renewables in CY 2014 with turn-around in housing market

# New Homes

## Remaining Opportunities

- Preparing for building code changes
  - Continuing builder engagement and communication is key
- Reinstating outreach and marketing activities as budget allows
  - Develop a marketing and outreach strategy to maintain market penetration
  - Targeted activity to reach builders and homebuyers, as well as Focus on Energy brand awareness building
- Improving Trade Ally application process
  - Simplify online application and offer paper option

# Residential Rewards and Enhanced Rewards

## Key Findings

### Trade Ally Network

- Built Program awareness in the Trade Ally network
- Dedicated Trade Ally outreach staff shifted focus to education and training for existing Trade Allies
- Distributed toolkits and implemented marketing initiatives

### Customer Barriers

- Low participation in rural areas
- Lack of awareness of benefits of high-efficiency equipment, and high cost of high-efficiency equipment
- Some customer confusion regarding Enhanced Rewards, e.g., confusion regarding Focus on Energy versus Department of Administration program

### Program Adjustments

- Budget constraints posed challenges managing Program planning and changes (elimination of measures and reduction of incentives) were difficult for Trade Allies
- Enhanced Rewards Program changed its name and aligned with Residential Rewards to reduce confusion

# Residential Rewards and Enhanced Rewards

## Remaining Opportunities

- Continuing to build awareness of Enhanced Rewards
- Additional investment in growth and development of Trade Allies (training, education, tools)
- Working with Program Administrator to implement online applications
- Increasing participation of ECM replacement and renewables measures
  - Standalone ECM measure was introduced in CY 2013 but saw low uptake: only 135 out of approximately 23,000 total ECMs
- Increasing participation of non-natural gas customers
- Spreading awareness in rural areas
- Developing smart thermostat, mini-split, HE boiler, and attic insulation measures

# Express Energy Efficiency

## Key Findings

### Established New Program

- New Program for the 2011-2014 Quadrennium
- Reached a large number of customers with direct-install approach
- Refined measure offerings as Program developed (added LEDs, eliminated pipe wrap)

### Scheduling and Processing

- Serving a specific location for a limited time led to some scheduling challenges and customer frustrations
- Incentive processing was a challenge due to ebb and flow of application volume, but improved in CY 2014

### Customer Awareness

- Addressed lack of awareness in rural areas by increasing education and outreach
- Leveraging Trade Allies to increase customer understanding of measures and benefits
- Some customers apprehensive about new lighting technologies (CFLs and LEDs)



# Express Energy Efficiency

## Remaining Opportunities

- Exploring possibilities for LEDs
  - e.g., installing in homes already visited or potentially eliminating all CFLs
- Reaching new areas in the state
  - Southwest, South Central, Southeast, and rural areas
- Implementing a Home Energy Score pilot
  - Training Trade Allies to score homes and start conversation about Home Performance
- Offering new measures in order to engage customers more strongly with the Program
  - e.g., weatherization measures?

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# Nonresidential Segment: Key Findings and Remaining Opportunities

2011-2014

# Business Incentive Program

## Key Findings

### Transition to Trade Ally-Facing Program

- Education of TAs; Energy Advisor assignments; relationship building overcame market confusion
- Program has improved how it assigns Energy Advisors to be more relevant to Trade Ally specialties or sectors
- Program has established “activity tiers” and manages Trade Ally metrics through SPECTURM

### Application Process Improvements

- Lighting and Refrigeration catalogues well-received by the market
- Reduces missing application fields and speeds up processing, according to program implementer – reduction of missing fields of 50%

### Program Coordination and Differentiation

- “Catch all program” was difficult; improved coordination at CB&I and cross-program training among implementers helped reduce issues with program overlaps
- Introduction of Design Assistance program helped reduce overlap between BIP, LEU, and CSF
- Implementers for Small Business and BIP worked together to provide more training on eligibility guidelines to avoid application rejections (Small Business Trade Allies must be registered)

# Business Incentive Program

## Remaining Opportunities

- Geographic distances remain barriers
- Agricultural, government, schools
  - Specific challenges with these three segments; small energy savings opportunities and difficult to reach (Ag) – new standalone program will help
- Commercial Real Estate segment
- Online tools: applications and marketing portal for TAs
- Communicating tangible benefits of program participation to TAs
- Have been lighting-centric previously; finding ways to train and increase diversity of TA types; finding savings outside specialties

# Chain Stores and Franchises Program

## Key Findings

### Relationships, Relationships, Relationships

- Difficult segment to reach, hard to find the right decision-makers
- The program is structured to take an account management approach – building one-on-one relationships.
- Built relationships with influencers like Nat'l Rebate Administrators, who have positive things to say about the program

### Customer Service and Easy Program Process

- Program faced challenge of making WI projects competitive in the face of low energy prices and low rebates compared to other locations
- National companies often focus on California and the East Coast due to high energy costs. Reducing the burden on companies to apply for rebates in WI reduces the chance that companies might “not bother” with Wisconsin.
- Reducing red tape by bundling sites and applications makes Wisconsin a more attractive market

### Dedicated Field Staff

- Energy Advisor roles were originally split between BIP and CSF, now CSF has dedicated Energy Advisors for each market segment
- This structure helped with technical assistance and outreach.

# Chain Stores and Franchises

## Remaining Opportunities

- Reaching new customers; reaching national chains
- Reaching convenient stores and restaurants
  - Identify centralized communication channels to engage multiple franchise operators
- Moving away from lighting/direct install and into more measures
- HVAC – Rooftop Units
  - Initial rooftop unit initiative not successful
  - Program now supporter of Advanced Rooftop Campaign (Dept. of Energy Partnership); next step securing Trade Ally engagement; audience matters (salespeople vs. installers)
- Balancing low freeridership with easy application processes
  - Eligibility guidelines such as preapproval may hinder some participation

# Large Energy Users Program

## Key Findings

### Customer Interfacing and Satisfaction

- Program needed more frequent communication with the participants to reduce confusion about the project status
- Program has increased contact points and contact frequency to improve customer satisfaction

### Combating Project Lag to Meet Annual Goals

- Accurate forecasting is difficult with large projects that span months, which makes planning for annual savings goals a challenge
- New forecasting procedure has been helpful for implementers

### Application Process Improvements

- Pre-approval process and turn-around times improving
- Automated application communications reduce time spent waiting for missing application pieces
- New cut-off date of three weeks for participants to respond to requests for more information – improves processing timelines and also reduces lagtime

# Large Energy Users

## Remaining Opportunities

- Strategic Energy Management
  - Wastewater facilities
- Healthcare initiative
- First-time participants who have not worked with Focus before



# Small Business Key Findings

## Increased Trade Ally Knowledge

- Small business is difficult segment to reach
- Program focus on market-based delivery has helped overcome this
- Implements estimated that up to 40% of trade allies needed to be trained on T12 to T8 retrofits. Same learning curve on more advanced lighting options (LED troffers, lighting controls)

## Flexibility and Creative Delivery

- Program has been successful in “pushing” and “pulling” to respond to changes in participation; savings; budget
- Program implemented a bonus system for Trade Allies when participation needed a boost and the Administrator provided more marketing support

## Improved Offerings to Serve the Market

- Moved from two packages to Silver, Gold, Platinum plus “à la carte” offerings
- Emphasizing LED options in all of its packages – including troffer replacements and screw-in (considering tubular LEDs but these require ballast change)
- Program increased incentive cap from \$3500 to \$7500 in 2014 to allow for more businesses and projects

# Small Business

## Remaining Opportunities

- Customers in rural areas present highest difficulty and highest potential, especially with LEDs
- Measure offering expansion to more refrigeration and lighting controls measures, per TA feedback
  - Program currently offers cold case lighting and strips
- Improve coordination with WI utilities to help with outreach
- Work to find solutions on data tracking to align with incentive structure and audit component
  - Due the unique structure of the program, there are different incentives for the same measure depending on the 'package.' That causes redundancies and multiple measure entries in SPECTRUM
  - Opportunities to streamline data from audit tool, Energy Snapshot, with SPECTRUM

# Retrocommissioning

## Recap

- Program only claimed savings in 2013
- Long project timelines made reaching annual goals a challenge
- Difficulties with educating TAs on the workbook; participation driven by implementer not market
- Internal process hurdles
- Introduced Express Building Tune Up
- Now housed under BIP and CSF as an eligible measure

# Design Assistance Key Findings

## Participation and Outreach

- Program introduced in 2013
- Most effective outreach method is strong presence in the design community and word-of-mouth
- Program sponsors conferences, attends seminars, engages in professional networks to facilitate one-on-one networking
- Also doubled project incentive cap size to attract more large projects and boost participation

## Online Tool/Neo 2.0

- New modeling tool rolled out in 2014 allows for more building types, smaller buildings
- Program working to get the word out to designers

# Design Assistance

## Remaining Opportunities

- Engaging design teams earlier
  - Still receiving applications late in the process; improved market awareness and relationships will help with this
- Improving application process to collect necessary data and reduce project lag times
  - Need more detailed information on the front end, without causing unnecessary burdens on the participant
  - Repeat projects have improved across all metrics
- Reaching small businesses (< 15,000 sq feet)
  - These projects often have less traditional design team structure
  - Reaching this segment will improve participation and ensure program is reaching a representative of WI businesses