Final Report

Existing Buildings 2013 Process Evaluation Final Report

May 20, 2014

Existing Buildings 2013 Process Evaluation Draft Report

research > into > action inc

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Executive Summary

In this report, Research Into Action, Inc. presents findings from its process evaluation of Energy Trust of Oregon's (Energy Trust) Existing Buildings program ("EB", "EB program" or "the program"). In 2012, Energy Trust selected ICF International (ICF) to replace Lockheed Martin (Lockheed) as the program management contractor (PMC) from January 1, 2013 through December 31, 2014 with the option to renew its contract in subsequent years. ICF subcontracts with Evergreen Consulting Group (Evergreen) to assist with program implementation in the commercial lighting market and to provide outreach and program representation in Energy Trust service territory in NE Oregon and with RHT Energy Solutions to provide outreach and program representation services. This evaluation focused on the transition to a new PMC, identified changes made as a result of the transition, and identified ways the transition affected Allied Technical Assistance Contractors (ATACs) and trade allies.

This evaluation relied on a review of program documents and data; interviews with 13 program staff (Energy Trust staff, implementer, or its subcontractor), 17 ATACs, and representatives of Energy Trust's four funding utilities; and a survey of 36 trade allies. Figure ES-1 shows the relationship among all program market actors, with the number of interviews or survey completions with each group. Following, we present key findings by data source and a summary of our conclusions and recommendations.

Figure ES-1: Program Market Actors
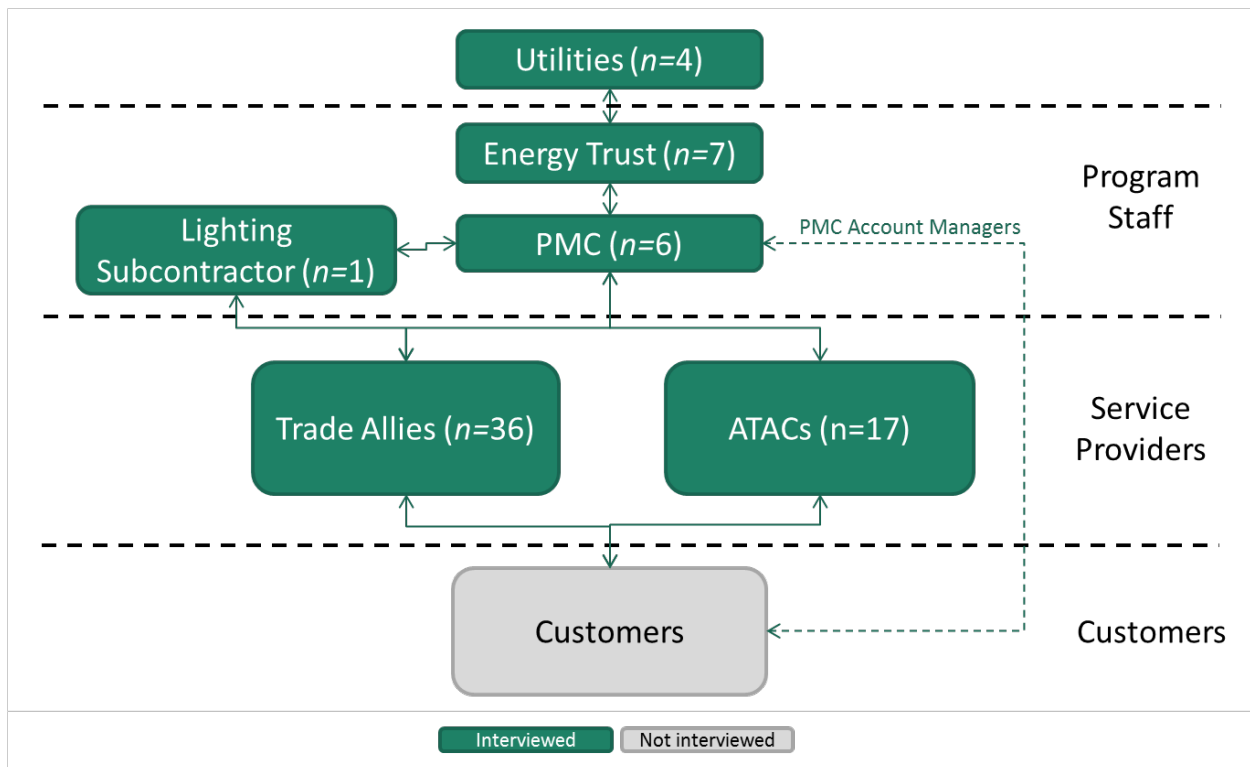
Key Findings

Document and Data Review

The review of program documents and data helped inform the creation of our interview guides and provided us with background about the program and the context in which the program operates. We learned that the program saw a notable drop off in savings related to HVAC gas measures from 2012 to 2013, but this loss of savings was somewhat mitigated by savings from food service related measures. There has been a decrease in office projects from 2012 to 2013, that has been somewhat offset by an increase in restaurant and other food service projects.

Staff Feedback

In general, staff reported the transition to a new PMC went smoothly with few disruptions to the services they provide to ATACs, trade allies, and customers. Energy Trust and ICF staff reported clarifying basic requirements and relationships early on in the transition process and fostering effective communication throughout the critical first phases of the transition. Energy Trust, ICF, and Evergreen staff held regularly scheduled and *ad hoc* meetings, and ICF provided Energy Trust with electronic weekly, monthly, quarterly, and annual progress reports documenting program planning and implementation activities and progress toward goals. All of these processes helped foster good communication and coordination among the parties.

ICF's greater interest in Energy Trust's Solar program has improved cross-program coordination. Energy Trust Solar staff is concerned that lack of explicit direction or goals and lack of importance from Energy Trust could limit the degree of coordination. Changes in ICF's 2014 contract with Energy Trust largely address this issue. In 2014, ICF has solar related milestones to achieve, including referring 15 leads to the Solar program and developing ways to better coordinate across the two programs.

Staff noted four key challenges to program success as a result of the process evaluation activities:

⟩ a maturing market, making it harder to find projects;

⟩ the need for small and medium-sized businesses to move beyond lighting projects for deeper savings;

⟩ the fact that large businesses' capital planning processes sometimes devalue efficiency; and,

⟩ growing saturation of the efficient interior lighting market.

In 2013, ICF and Energy Trust, working together, took the following steps to address some of the challenges outlined above:

〉 emphasized greater "account management" in outreach to help customers fold efficiency planning into their business planning cycles and conducted more targeted marketing to segments that have not traditionally participated in the program;

〉 introduced process changes to speed up the processing of lighting applications and technical studies and streamline decision-making for less-complex projects (such as prescriptive and less costly projects);

〉 ensured that all new trade allies receive program orientation; and

〉 revised and streamlined the program implementation manual to make processes clearer and easier to follow.

Plans for the program in 2014 include integrating new measures into the program portfolio; launching a commercial kitchen initiative; and improving the program website, the lighting calculator, and data sharing among Energy Trust, ICF, and Evergreen.

Allied Technical Assistance Contractors (ATACs)

Interviews with ATACs indicated generally high program satisfaction and positive responses to the new PMC. In particular, interviewed ATACs reported that the frequency or quality of program communication had improved under ICF. ATACs appreciated the regular conference calls with ICF and ICF actively seeking feedback from ATACs about their experience with the program. More than half the ATACs reported that ICF's feedback on studies was an improvement over the previous PMC. These improvements included more contact between the PMC and the ATAC and improved timeliness in getting feedback from the PMC. Nobody commented specifically on the content of feedback received on reports. About half of ATACs noted any changes to technical study guidelines or processes or to the PMC's outreach to commercial customers. Comments were predominantly positive among those who reported changes. Consistent with staff reports of changes to outreach and marketing, some ATACs noted a more targeted approach to large energy users and increased customer awareness of program options. Notably, although ICF had considerably decreased the length of the program implementation manual, several ATACs commented on the greater level of detail in study guidelines.

Increased customer satisfaction was the most commonly reported effect of program changes under ICF. There were no consistently reported transition-related challenges, although lack of program visibility or response early in the PMC changeover period resulted in two cases of project cancellation or delay. We also saw no consistent pattern in reported customer concerns. Two interviewed ATACs each reported some common concerns – cost and project timing issues. One respondent each noted concerns about building comfort, operations and maintenance issues, life-cycle cost, timing of equipment replacement, and general reluctance to try something new.

Trade Allies

The transition was largely invisible to trade allies, with few allies noting any changes to the program in 2013 or any effects on themselves or the services they provide. Consistent with past evaluations, trade allies were largely satisfied with the program, particularly with timely and clear responses to questions from program staff. Dissatisfaction was predominantly about the speed of incentive processing and challenges with application forms, which trade allies have consistently mentioned in past evaluations.

We investigated trade allies' involvement in the project lifecycle (from project acquisition to installation and inspection) to provide insights into how the program can best support them to provide savings. Trade allies rely largely on their personal contacts with customers and print collateral, rather than TV or radio advertisements, to promote the program. Few use Energy Trust supplied materials, but include Energy Trust logos on their own marketing materials. A notable finding was that trade allies that deal only with lighting, reported more proactive efforts at project acquisition than those dealing in non-lighting equipment, whose customers approached them to do the work.

Most trade allies reported involvement in project design, preparing applications, and installing equipment. Nearly one-third also reported involvement in technical studies, mostly in conducting audits or energy analyses to support studies. The interviews did not determine whether or not the trade allies had direct contact with ATACs or provided their analyses to their customers, who then shared them with the ATACs. The latter may be more likely, given findings from our previous process evaluation of the EB program, in which few ATACs reported that customers' contractors were involved in technical studies.

The typical duration of project involvement varied widely among the surveyed trade allies, from less than two weeks to five years, and the typical duration did not appear to be related to their role in project design or support for technical studies. When project delays occur, trade allies reported that they are largely a result of customers' inability to get the necessary approvals needed to proceed.

Utility Communication and Coordination

Communications and coordination between Energy Trust and the utilities are generally working well. Contacts reported that program marketing and delivery are going well and the organizations work together effectively. As a result, customers generally are clear what program offerings are available and how to participate in them. Collaboration and coordination appears to work best when there is direct and regular communication, including regular communication outside of planned meetings. One possible area for improvement is greater and earlier information sharing between Energy Trust and the utilities in program planning and fostering greater collaboration in the use and training of trade allies and outreach contractors.

Conclusions and Recommendations

The Existing Buildings program is performing well under the new PMC. The PMC is proving operationally and administratively strong. The final 2013 savings results came in after the majority of the activities associated with this process evaluation were completed. In 2013, the PMC exceeded conservative kWh savings goals in Portland General Electric (PGE) and Pacific Power territories, but fell short of conservative therm targets in NW Natural and Cascade Natural Gas territories, even though the stretch goal for NW Natural demand-side management customers was far exceeded in 2013. After the close of 2013, program staff reported that final savings were impacted by the following factors:

1. The impact of initially limiting the roof-top tune-up offer to units less than five tons and later discontinuing the offer altogether in reaction to evaluation results that demonstrated that the savings being realized were lower than expected;

2. difficulties associated with the PMC refining the forecasting process to accurately estimate project completion dates, especially for some large custom projects that either failed to materialize or shifted into 2014; and,

3. the diminished pipeline that the incoming PMC encountered after the outgoing PMC had worked hard to close all existing projects to realize the savings in 2012.

The PMC has taken these factors into account for 2014 and appears to be on track to achieving savings targets in 2014 with a strong pipeline in the first few months of the year.

Good communication and coordination among Energy Trust, ICF, and Evergreen ensured a smooth transition. ATACs and trade allies continue to be generally satisfied with the program, and the PMC transition was largely invisible to trade allies. Because of good communication and collaboration between Energy Trust and the utilities, customers generally are clear about program offerings and how to access them. Collaboration can continue to improve through greater and earlier information sharing in program planning, and greater collaboration in the use and training of trade allies and outreach contractors.

Conclusion: ICF's emphasis on greater "account management," more targeted marketing, and marketing to previously underrepresented segments may be showing positive results. ATACs noted a more targeted approach to large energy users and increased customer awareness of program options, and some reported increased diversity of customers served. For example, the program delivered custom studies and projects in Washington, in 2013, whereas the program delivered almost no custom projects in 2012. Compared to 2012, the program was able to deliver studies and custom projects in Washington, in 2013 that resulted in almost 25,000 more program therm savings. ATAC respondents noted that even more opportunities could exist in Washington with closer coordination with Clark Public Utilities. .

> **Recommendation:** Energy Trust and ICF should maintain and enhance their approach in Washington to continue to deliver savings. One possible enhancement could be seeking ways to increase or improve coordination with Clark Public Utilities commercial efficiency incentives.

Conclusion: While trade allies continue to be largely satisfied with the program, incentive processing speed still leads to dissatisfaction among this group. Follow-up research with trade allies to gather additional information on issues related to dissatisfaction with processing speed, including how frequently delays occur and whether trade allies that express dissatisfaction with "incentive processing speed" are referring only to the period from project completion and inspection to receipt of the incentive or to the entire application process.

> **Recommendation:** If it does not already do so, ICF should alert customers any time a project has remained at a particular stage longer than 30 days without advancing to the next stage (including advancing from project completion to incentive payment) and provide the reason(s) that the project has remained at the stage and what, if anything, it needs from the customer and/or the customers' contractor(s) to move the project to the next stage.

Conclusion: Under the new PMC, ATACs continue to bring large custom projects to Energy Trust, using the program and the studies as a way to maintain relationships with their customers and train new staff. Some less-active ATACs are disappointed when Energy Trust does not assign studies to them.

> **Recommendation:** ICF should communicate to ATACs that most studies result from ATACs' own efforts to promote studies and projects to their customers and should explain how it decides to assign studies that result from customer direct requests.

MEMO

Date: June 2, 2014
To: Board of Directors
From: Erika Kociolek, Evaluation Project Manager
Spencer Moersfelder, Commercial Sr. Program Manager
Mark Wyman, Senior Project Manager
Subject: Staff Response to the 2013 Existing Buildings Process Evaluation

Energy Trust undertook a process evaluation of the Existing Buildings program in 2013, primarily to assess the effect of the transition to ICF International as program management contractor (PMC). The evaluator reviewed program data and documents, and conducted interviews with trade allies, allied technical assistance contractors (ATACs) and a wide range of program staff, including staff from Planning and Finance departments that support multiple programs and the Solar program. This evaluation also included interviews with utility staff and Energy Trust staff on their work on collaborative marketing and program implementation.

The evaluation found that the program's relationships with utilities are working well and staff will strive to provide opportunities to collaboratively develop meeting agendas and continue to support the training of utility marketing outreach staff.

Overall, the transition went relatively smoothly; staff reported that communication and collaboration among Existing Buildings program staff and staff from other programs is going well. Few trade allies reported any program changes; the transition appeared to be largely invisible to them. About half of interviewed ATACs reported positive program changes, including regular conference calls between program staff and ATACs, revised technical study guidelines, and targeted outreach to large energy users.

Key changes to the Washington program, including paying the full cost of technical studies (in the past, the program paid for about half of the cost and only after a measure was installed) and targeting commercial kitchen measures, appear to have increased activity in Washington in 2013. The loss of the rooftop unit tune-up measure in mid-2013 appeared to have the effect of decreasing the amount of collaboration between Energy Trust and Clark Public Utilities, which provided incentives for electric savings from tune-ups. The evaluator recommended that the program work with Clark Public Utilities to find new ways to increase coordination. The program meets regularly with program managers from Clark Public Utilities and is focused on coordinating and finding new ways to collaborate.

The evaluator also recommended that the program alert customers when projects remain in a particular stage. The program is already addressing this recommendation by working to modify ICF's VisionDSM system to warn managers when a project lingers in a particular stage.

The program is focused on developing a strong pipeline of projects in 2014, and has plans for new measure development, continuing to recruit new trade allies and ATACs, and creating bonus offerings early in 2014 to drive program activity. Energy Trust staff is also working with the PMC to refine forecasting to improve accuracy.

1.   Introduction

As part of its commitment to continuous improvement, Energy Trust of Oregon (Energy Trust) periodically reviews its contracts with its Program Management Contractors (PMCs), the firms that implement Energy Trust programs. Energy Trust uses a competitive bidding process to select the most appropriate firms to serve as PMCs. Through this process, Energy Trust seeks innovative ideas about program delivery and effective use of ratepayer funds.

In 2012, Energy Trust released a Request for Proposals (RFP) for a PMC to implement the Existing Buildings program ("EB", "EB program" or "the program") throughout Energy Trust's territory, including Southwest Washington. Lockheed Martin (Lockheed) served as PMC through 2012. Energy Trust selected ICF International (ICF) to serve as the program's PMC from January 1, 2013 through December 31, 2014, with the option to renew the contract in subsequent years. ICF, like Lockheed, subcontracts with Evergreen Consulting Group (Evergreen) to provide expert insights into the commercial lighting market. Additionally, Evergreen's trade allies deliver lighting design services for Existing Building projects.

In September 2013, Energy Trust awarded Research Into Action, Inc. a contract to conduct a process evaluation of the program to obtain feedback on current program design and implementation in order to enhance program delivery, and assess the transition to the new PMC, including the impact on trade allies and Allied Technical Assistance Contractors (ATACs). Research Into Action conducted the evaluation from September 2013 to January 2014.

1.1.   Program Overview

The Existing Buildings program offers financial incentives and services to eligible participants in Oregon and Southwest Washington. The program is market-driven and builds on existing market relationships, working through networks of trade allies, along with implementation staff who identify and deliver energy-saving lighting, mechanical, building envelope, and other projects for end-use commercial customers. Facilities eligible for incentives under this program include, but are not limited to, all types of office, educational, retail, food service, lodging, hospital, and government buildings.

The PMC implements the program on behalf of Energy Trust, and works closely with Energy Trust program management and marketing staff; subcontractors Evergreen Consulting Group, LLC (Evergreen), and RHT Energy Solutions (RHT); ATACs; and trade allies. PMC staff implements program delivery with staff responsible for program elements that include: program design and operations, management of customer contacts, partner relations, marketing and outreach, data management, and quality control. In late 2012, Energy Trust began to transition program implementation from Lockheed to ICF; ICF officially became the PMC on January 1, 2013. Under the current contract, Energy Trust also tasked ICF with delivering EB program services to commercial gas customers in Southwest Washington served by NW Natural.

The sections below provide additional details about the roles program staff and service providers play in the delivery of the EB program.

1.2. Program Staff

As Figure 1-1 depicts, staff from four organizations – Energy Trust, ICF, Evergreen and RHT comprise EB program staff. Following, we briefly describe the roles and interrelationships of Energy Trust and its implementation contractors, in general and specifically for EB.

Figure 1-1: Program Market Actors
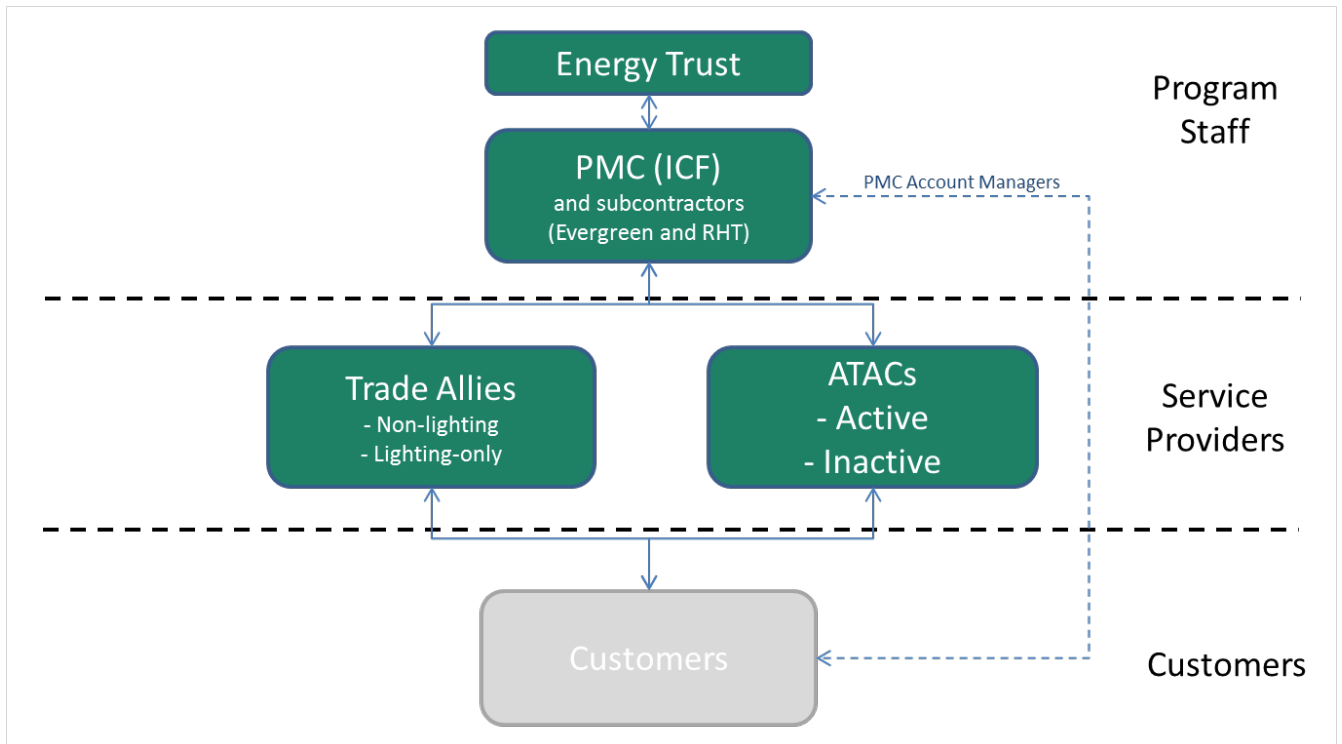
1.2.1. Energy Trust Role

Energy Trust's mission broadly includes distribution of public purpose charges paid by customers of Portland General Electric (PGE), Pacific Power, NW Natural, and Cascade Natural Gas to help those ratepayers save energy. Energy Trust accomplishes this through public education, and delivery of programs in the residential, commercial, industrial, and institutional sectors. Energy Trust collaborates with a variety of stakeholders and market actors, including ATACs, lighting specialists, and pre-approved trade allies.

Many Energy Trust staff work across Energy Trust's program portfolio while others focus on program management. Energy Trust staff working across the portfolio include legal, finance, compliance, and technical staff (operations analysts). These staff manage contracts, audit PMC activities, manage data, and generate reports. Planning engineers work with PMC operations and

engineering staff to develop the list of appropriate EB measures. Unlike program management staff, who typically work full-time on a program, these staff generally spend 25% to 50% time of their time on a program such as Existing Buildings. In addition, Energy Trust program staff interact with other program staff. For example, Existing Buildings staff will refer customers to Solar staff and vice versa or work on projects that may involve staff from multiple programs, such as New Buildings and Multifamily.

Energy Trust contracts with PMCs such as ICF to implement programs that deliver energy efficiency services to electric and/or gas customers in its service territory. Energy Trust program managers, marketing, legal, finance, and other staff have both supervisory and support roles when working with PMCs and the broader program delivery team. Energy Trust staff meet regularly with PMC staff to monitor contract deliverables, and ensure adherence to Energy Trust's mission and brand.

1.2.2. PMC Role

In general, Energy Trust's PMCs are responsible for working collaboratively with Energy Trust staff to plan, document, and report on program activities; adjusting established programs (e.g., planning new program offerings, messaging, outreach to customers and trade allies, and targeted marketing); and/or pilot new programs. In the case of Existing Buildings, ICF is the PMC but they subcontract to RHT for outreach and project development with customers across Southern Oregon. PMC staff act as agents of Energy Trust rather than as independent contractors, and Energy Trust expects that PMC staff will serve as representatives of Energy Trust. Energy Trust expects PMCs to conduct program activities that achieve Energy Trust's mission and support Energy Trust's brand. Energy Trust rewards PMCs that implement programs that meet or exceed the programs' energy savings goals by renewing their contract and/or providing bonuses to PMCs that exceed savings goals.

1.2.3. Evergreen Role

Energy Trust works with Evergreen in varying capacities for its lighting expertise as well as provision of program-related training and communication services to its network of lighting trade allies. Energy Trust's Production Efficiency program contracts directly with Evergreen to provide PDC services. PMCs have subcontracts with Evergreen to manage and deliver lighting components for Existing Buildings, New Buildings and Multifamily programs. Evergreen supports lighting trade allies so the allies can offer the newest efficient technologies and services to commercial customers across Energy Trust's territory. Evergreen lighting specialists may work directly with trade allies in support of a specific project and they may coordinate lighting services with other services being offered by ATACs (see Section 1.3.1 for description of their role) and non-lighting trade allies depending on the project type.

1.2.4. RHT Energy Solutions (RHT)

RHT is a subcontractor to ICF that provides program outreach and representation services in the southern portion of Energy Trust service territory. RHT is tasked with customer outreach and project development.

1.3. Service Providers

As Figure 1-1 depicts, two primary types of service providers work with the EB program: ATACs and trade allies. Brief overviews of their roles are described here.

1.3.1. Allied Technical Assistance Contractors (ATACs)

ATACs provide energy audits and technical studies directly to customers. These studies identify energy saving opportunities and give customers a plan they can execute to achieve energy savings. Energy Trust has 35 firms enrolled as ATACs, of which about two-thirds have done a project in the past year. There are two paths by which an ATAC may be assigned to conduct an Energy-Trust-funded assessment or study: 1) one of their customers asks them to conduct an assessment or study for possible Energy Trust incentives; or 2) ICF will assign an ATAC to a customer that has requested from Energy Trust. ATACs are an intermediary between the customer and the program.

1.3.2. Trade Allies

Trade allies are the lighting designers, HVAC technicians, and other installers that directly provide service to customers. The trade allies can design and specify equipment for customers directly, or work with the guidance of the technical study provided by the ATAC. Like ATACs, trade allies are an intermediary between the customer and the program.

1.4. Evaluation Overview

Under a contract awarded in September 2013, Research Into Action conducted a process evaluation of the program during the important first year of ICF's management of the program. Per the contract with Energy Trust, we focused our evaluation on the following goals:

〉 Obtaining feedback on current program design and implementation in order to enhance program delivery.

〉 Assessing the transition to a new PMC, including:

● documenting the program's structure, delivery, and implementation strategy under the new PMC;

● assessing the experience of Energy Trust staff and various market actors during the transition; and,

- making recommendations for improvements to the program and PMC transition process.

During the kick-off meeting, Energy Trust staff requested a "forward-looking" evaluation that would describe lessons learned during the first year of the transition and recommendations about how Energy Trust and ICF could apply those lessons to improve the program.

The rest of this report is organized into the following sections:

〉 Section 2: Program staff experiences during the transition year

〉 Section 3: Finding from interviews with ATACs

〉 Section 4: Findings from interviews with trade allies

〉 Section 5: Findings from interviews with utilities

〉 Section 6: Conclusions and Recommendations

1.4.1. Approach

Process evaluations of energy efficiency programs examine activities and outputs that occur during program implementation. Typically, program evaluations focus on one or more efficiency programs and take for granted the underlying contractual nature of the working relationship between the funder (Energy Trust) and the PMC.

This evaluation is somewhat atypical in that one of its main goals is to document the recent transition from one of Energy Trust's long-time PMC to a new PMC that took place during 2013. To understand the context and the potential challenges related to transitioning to new a PMC, we have broadened this evaluation to include an overview of the organizations that frame the different roles Energy Trust staff, PMCs, trade allies, and consultants play in program management and implementation.

1.4.2. Methods

To gain a broad perspective on operations during the transition year, we reviewed program processes and progress by analyzing program documents and data, including ICF's monthly and quarterly reports to Energy Trust. In addition, Research Into Action staff conducted in-depth interviews with program staff, ATACs, trade allies, and representatives from the four utilities that support Energy Trust. Table 1-1 summarizes each data source and provides the number of sources, data collection dates, interview length, and the primary topics discussed.

Table 1-1: Overview of Interview Data Sources

Data Source[1]	N	Data Collection Dates	Typical Interview Length	Primary Topics discussed
Program Staff				
Energy Trust	7	Nov. 18 to Dec. 4, 2013	1 hour	Role in program, ease of transition, program changes implemented in 2013, future plans for program
ICF	6	Nov. 18 to Dec. 4, 2013	1 hour	
Evergreen	1	Dec. 11, 2013	1 hour	
ATACs				
Active	14	Nov. 20 to Dec. 13, 2013	35 min.	How transition affected their work
Inactive	3	Dec. 6 to Dec. 12, 2013	20 min.	How transition affected their work, why are they inactive
Trade Allies				
Non-lighting	21	Dec. 15 to Jan. 15, 2014	20 min.	How transition affected their work
Lighting-only	15	Dec. 15 to Jan. 15, 2014	20 min.	
Utilities				
Electric	2[2]	Dec. 18 to Dec. 20, 2013	1 hour	How utilities work on marketing and EB implementation
Gas	2	Dec. 13 to Dec. 16, 2013	35 min.	

1 All interviews were recorded with permission by the respondent.

2 These were two group interviews, one with representatives of PGE and one with representatives of Pacific Power.

Energy Trust staff we interviewed included EB program staff with management and operations responsibilities in Oregon and Washington, as well as Energy Trust staff who provide support for all of the programs in Energy Trust's portfolio. These support staff spent between 20% and 100% of their time on marketing, compliance, and technical planning activities for the EB program. We also interviewed one Evergreen staff to gain their perspective on the transition and working relations with ICF staff. These interviews helped us document what program changes occurred in 2013 and what plans they have for the future.

We interviewed six ICF staff with top (1) and lead (5) management roles for program activities, including overall management, marketing, account management, trade ally relations, and engineering support (including ATAC coordination). Most of the PMC staff interviewed said they spent as much as 100% of their time on the EB program – none spent less than 80% of their time on the EB program.

The interviews with ATACs helped us understand how, if at all, the transition to a new PMC had affected their work. We included specific questions about their experience with changes in program processes and ATAC recruitment.

Similar to our interviews with the ATACs, the interviews with trade allies helped us understand how, if at all, the transition to a new PMC had affected their work. We included specific questions about any changes they noticed in program delivery and asked about their overall program experience.

Per discussions with Energy Trust program and evaluation staff, we conducted four separate interviews with utility contacts. Our subcontractor, Jennifer Stout of MetaResource Group, conducted two in-person group interviews: one with PGE program marketing and outreach staff and Energy Trust program, marketing, and evaluation staff; and the other with Pacific Power marketing and communications staff and Energy Trust program, marketing, operations, and evaluation staff. None of the Pacific Power participants were involved in the details of program delivery. Mr. Ryan Bliss, Research Into Action's project manager for this evaluation, interviewed one key contact each at NW Natural and Cascade Natural Gas.

2.   Program Context and Staff Perspectives

In this section, we present findings from our analysis of program documents, data, and our in-depth interviews with Energy Trust, ICF, and Evergreen staff. Specifically, we interviewed seven Energy Trust staff, comprising EB program staff members with management and operations responsibilities in Oregon and Washington as well as staff who provide support across Energy Trust's portfolio. We interviewed six ICF staff members with management roles for program activities, including overall management, marketing, account management, trade ally relations, and engineering support (including ATAC coordination). We also interviewed one Evergreen staff member to gain their perspective on the transition and working relations with ICF staff.

We reviewed the following program documents and data.

〉 The 2010-2011 impact evaluation with summary savings numbers from 2006-2011.

〉 Lockheed's 2012 program implementation manual and ICF's implementation manuals for Oregon and Washington.

〉 Incentive guidelines for Oregon and Washington and lighting-specific incentives.

〉 The 2014 EB program plan, which shows 2013 and 2014 savings goals and identifies future activities.

〉 Monthly reports submitted by ICF between January 2013 and August 2013.

〉 Diagrams showing the program work flow, including who is involved at each stage.

〉 An EB summary data spreadsheet, showing track-level data (Lighting, Standard, Custom, and O&M) by year; measure type by year, number of measures, number of projects, number of sites, kWh savings, and therm savings; and number of sites by building use and year.

These documents and data helped inform the creation of our interview guides and provided us with background about the program and context in which the program operates.

We divide our findings into three subsections. The first section provides information about communication and coordination among staff and relies mostly on data from staff interviews. The second section offers information about market challenges the program faces. The third section discusses program changes made in 2013 and how those changes address the marketplace challenges. The latter two sections rely on interview and program data.

2.1. Communication and Coordination

This section presents staff perspectives on program-related communications, within and among the organizations. We highlight the program's general approach to communications, as well as specifics regarding the determination of roles and responsibilities, collaborative efforts, meetings, and reporting.

2.1.1. Overall Approach to Communication

Unlike some program management styles that funnel communications though select program or PMC staff, the EB program manager said he approved of "open dialogue" between Energy Trust and ICF staff as long as he is "kept in the loop."

Energy Trust and ICF staff said that early on in the transition process they each clarified basic requirements and relationships, which fostered effective communications between ICF and Energy Trust program staff throughout the critical first phases of the transition.

Both Energy Trust and ICF staff mentioned the other's willingness to work together. They shared several examples of how they built a foundation that clarified working relationships and developed common understanding, including:

〉 **Roles and responsibilities:** One Energy Trust staff person provided this example: "It appeared that, at first, ICF staff believed that Energy Trust planning staff would likely approve everything they suggested, while expecting Energy Trust to do the research behind the plan. And at the same time, we (Energy Trust) were expecting ICF to bring us the complete picture – a complete plan." Energy Trust and ICF resolved this issue quickly. They also compromised over which team would have responsibilities for financial auditing of EB projects. ICF documented their role for auditing projects in the new EB program implementation manual.

〉 **Cross-organization support:** Early in the transition, Energy Trust EB staff worked with ICF's technical team to ensure that they understood Energy Trust's information requirements on measures related to ICF's initiative development process. Additionally, Energy Trust operations staff (who supports the entire commercial sector) provided extensive training to ICF operations staff on how to use Energy Trust databases. ICF operations and Energy Trust compliance staff facilitated Energy Trust staff audits of EB projects through regular weekly emails. Operations staff from both organizations addressed their needs through *ad hoc* communications. In addition, ICF allows Energy Trust staff to access ICF's *Vision* database; Energy Trust staff reported that this gave them ready access to project details.

〉 **Involving remote staff:** Remote program staff (those in Southwest Washington and rural areas) including Evergreen reported that ICF staff were responsive to their queries.

2.1.2. Meetings

Energy Trust, ICF and Evergreen staff used regularly scheduled and *ad hoc* meetings to inform themselves of program activities and progress toward savings goals. ICF managers met with staff across Energy Trust units, including marketing, IT, web design, and contracts management.[1] Other staff with complementary roles generally held standing weekly or bi-weekly meetings. All EB staff routinely emailed and called each other about the program.

Routine meetings included the following:

> 〉 **Functional-area bridging:** Energy Trust and ICF program managers, marketing managers, and others with similar functions in the two organizations met regularly with other staff or third-party contractors as appropriate.

> 〉 **Cross-program meetings – strategic focus:** Once a month, Energy Trust staff hosted a "customer experience" meeting for Energy Trust and PMC staff across all programs to assess program activities from the customers' perspective and discuss how best to serve them.

> 〉 **Trade ally-PMC meetings – strategic/operations focus:** Energy Trust staff responsible for the trade ally network met monthly with trade ally coordinators across all Energy Trust programs to share program information, plans, and ideas. Evergreen managed its own network of trade allies and did not attend these meetings, although an Evergreen representative occasionally did join bi-weekly EB program meetings held by ICF.

> 〉 **Commercial-industrial program coordination – operations focus:** Energy Trust's commercial and industrial (C&I) program teams hold program-specific meetings. In addition, Energy Trust's C&I program managers meet monthly and on an *ad hoc* basis to share leads and discuss topics such as "sorting rules." Sorting rules are intended to assign projects to the most appropriate Energy Trust program, but some projects do not fall clearly under one program. For example, some building projects can be defined as "major renovation" or "retrofit" projects, which would fall under the New Buildings program, and some multifamily projects include retail stores, which would fall in the EB program. At these meetings, program managers discuss which program will best serve the client's needs.

2.1.3. Reporting

ICF provides electronic weekly, monthly, quarterly, and annual progress reports to Energy Trust to document program planning and implementation activities, and progress toward goals. Weekly and/or quarterly reports cover market conditions and pilots, summarize activities, and report on progress toward goals. ICF's monthly and Energy Trust's quarterly reports incorporate

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[1] Contracts staff review the terms and conditions of all customer-facing documents.

information from various sources, including Energy Trust and ICF databases and information from Energy Trust marketing and finance staff, ICF managers, and Evergreen staff. ICF's annual marketing reports outline marketing approaches to meet program savings goals.

ICF's reporting includes the following:

〉 ICF marketing staff prepare a monthly advertising report distributed to Energy Trust and the ICF team (including the call center) to inform them of ongoing and upcoming promotions and activities.

〉 ICF supplies information on prescriptive applications (which are not included in Energy Trust's forecast system) and projects in ICF's pipeline.

〉 Marketing analysis reports track the impact of selected activities, such as the impacts of a recent marketing piece distributed via direct mail and email. ICF reports items such as media distribution metrics.

Overall, feedback from Energy Trust about the reports they received from ICF were favorable. ICF staff said that the number of reports they were required to generate were not burdensome to produce.

EB staff mentioned that ICF's reports were more detailed than those generated by Lockheed, and they found the details helpful. For example, weekly ICF reports contain pipeline, staffing, and forecasting details. The forecasting details helped EB staff estimate the savings a certain type of project would likely generate, by state and utility. ICF reports also helped Energy Trust staff identify underperforming areas. In contrast, one Energy Trust staff member found some details, such as the ICF staff allocation reports (that tracks staff time on projects), less useful.

2.1.4. Communication within Energy Trust and PMC

Energy Trust asked Research Into Action to document and assess the effectiveness of existing channels for communication and coordination between EB program staff (Energy Trust and/or PMC) and other Energy Trust departments (such as Finance and Planning and Evaluation).We found extensive evidence within each organization of staff working across internal units or departments. Several examples provided evidence of cross-collaboration for the benefit of the organization.

2.1.4.1. Communication within Energy Trust

EB staff use weekly and bi-weekly standing meetings to communicate about and track progress toward program goals. Because trade allies may work across residential and C&I programs, Energy Trust trade ally coordinators keep each other informed of program activities and updates at a monthly meeting.

In addition, Energy Trust EB program and Energy Trust marketing staff share office space, which fosters effective, open, and real-time awareness of program activities. This proximity is the result of an organizational redesign that took place about four years ago. As a result of this redesign, Energy Trust marketing managers do not have separate offices from the C&I or

residential program staff with whom they work. Energy Trust staff used the term "embedded marketing" to describe the new structure. One positive impact, as expressed by an Energy Trust staff person, is that staff from all departments and programs hold "lots of hallway [impromptu] meetings" that foster cross-program and cross-function discussions.

2.1.4.2. Communication within PMC

ICF staff use face-to-face and web-facilitated meetings, email, and phone calls to stay abreast of program activities. ICF staff reported that their internal communication keeps staff informed in most areas. ICF had defined project management paths for standard and custom projects that guide project workflows and define communication points across ICF program staff and processing staff (an offsite, contracted service).

Trainings hosted by ICF foster cross-team collaborations for identifying and maximizing savings potentials. For example, account managers or ATACs alert Evergreen of lighting opportunities they see when conducting site visits.

ICF staff mentioned one area for potential improvement. ICF reported some difficulties keeping track of lighting trade allies' lighting projects. ICF contacts indicated that program account managers and lighting trade allies work to develop projects in the same markets and can end up working with the same customers independently of each other. Account managers need to know all incentives a customer received, including lighting incentives, to calculate the incentive cap[2] amount and make sure a customer is not exceeding the cap by pursuing additional incentives. Relying on information customers report may not provide account managers with accurate information for calculating the incentive cap. ICF staff would like Evergreen to track and report lighting trade ally projects so they can calculate the cap.

2.2. Context of the Transition to a new PMC

In order to understand the context in which the transition took place we asked Energy Trust and ICF staff to share with us their overview of the program landscape. We wanted a broad perspective about what challenges the program is facing, and how the program and the shift to a new PMC address those challenges. Our interviews with staff and review of program documents identified four key marketplace challenges the program faced in 2013.[3]

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2   The project incentive cap is a limit or cap to the dollar value of incentives that a given customer may receive over a certain time period.

3   Another possible challenge for the program is the lower costs of natural gas from over the last few years from its peak in 2009. The lower costs effect can negatively the cost-effectiveness of gas measures making some measures not cost effective. This issue was noted by Energy Trust Existing Homes staff during our evaluation of that program. The Energy Information Administration shows that gas prices to commercial customers have declined since 2009. Oregon Price of Natural Gas Sold to Commercial Customers. *http://www.eia.gov/dnav/ng/hist/n3020or3m.htm.*

A "mature" market: Program staff said the overarching challenge for EB is garnering cost-effective energy savings from a market that continues to mature, in part because of Energy Trust's success over the past 10 years at promoting and incenting efficiency projects in the commercial sector.

Broadening outreach to small and medium-sized businesses: The program must develop projects that appeal to small and medium-sized businesses, including those with multi-year leases. Many of these customers have been most interested in lighting issues and the program must now move these customers beyond lighting and start including deeper savings measures, particularly gas measures.

Providing ongoing customer service to large businesses: The program must fit project development into customers' business planning cycles. Staff mentioned the five-year planning cycles businesses frequently employ, and depreciation schedules with financial benefits can interfere and compete with energy efficiency projects.

Finding lighting-upgrade opportunities: EB staff reported that much of indoor lighting in commercial buildings has been updated. Exterior lighting upgrades, such as parking lot lighting, offer large savings opportunities.

2.3. Program Changes in 2013

This section describes some of the key changes Energy Trust and ICF undertook over the last year and includes comments about any adjustments or changes from the prior year's program. Perhaps the most notable change in the program in 2013 was the shift in emphasis of outreach staff from business development under Lockheed to account management under ICF. After a summary of that shift in emphasis, we document the adjustments made to the program relating to processes, measures, the implementation manual, working with trade allies, marketing and outreach, and incentive changes in Washington.

2.3.1. Account Management Emphasis

One ICF strategy to address the challenges of finding new and expanded savings opportunities was to redefine the role of the program staff that interacts with customers. The EB program's previous PMC employed Business Development (BD) specialists to conduct outreach activities across businesses within defined market segments. Typically, BD staff each worked across three market segments. BD staff followed up with potential program participants, but their main goal was to *develop the market* by promoting the benefits of the program across their segments. In contrast, staff reported that BD specialists have been replaced by account managers whose focus is on *customer service and management.*

ICF account managers work with assigned customers across multiple market segments. This account management approach was designed to allow program staff to work more closely with customers within their business planning cycles to get projects with deeper savings. An account manager that has long-term relationships with customers can better convince their customers to pursue deep energy savings projects, provide support to customers interested in integrating

energy saving projects into their capital planning cycles, and help customers conduct projects in areas they may have traditionally neglected for efficiency projects, such as exterior lighting. Furthermore, account managers located in more rural areas can develop relationships with customers in those areas to help them conduct efficiency projects.

2.3.2. Process Changes

In its first year as PMC, ICF staff studied program operations in effect under Lockheed and implemented several changes throughout the year. Some of the changes included:

〉 ICF reduced the time it took to process lighting project applications by making process changes in the summer of 2013. This was especially important to trade allies, who found processing delays in the past to be onerous.

〉 Energy Trust allowed ICF to grant application approval exceptions when a customer missed the 90-day invoice submittal deadlines. Energy Trust staff said this change saved them time and helped them work more efficiently. Energy Trust program staff retained responsibility for making exceptions to all other program rules. The August 2013 monthly report notes that ICF has granted most exceptions in less than one day.

〉 ICF provides program orientation to new trade allies during the screening process, which differs from prior years where program orientation was done after their application was accepted by the program. By integrating orientation into the screening process, program staff knows that all trade allies received orientation.

ICF's use of their national call center in Virginia to field incoming calls, process applications, and route applications to the appropriate ICF staff in Portland was new for the program in 2013. Call center staff input all data about a potential project, whether it be prescriptive or custom, and perform quality control on all applications, including verifying customer eligibility and qualifying equipment. According to one ICF respondent, the call center generally worked well in 2013, but there were "some adjustments to be made" to ensure Energy Trust was comfortable that the call center was not just answering questions, but adequately representing Energy Trust as a competent and "friendly" organization. The respondent did not specify what adjustment needed to be made.

Staff also told us about new process plans for 2014. They plan to better support small and medium-sized businesses' engagement with the program by improving the website and streamlining processes to enable customers (and trade allies) to navigate program processes on the web more easily. Also, Evergreen staff reported plans to release a new, easier-to-use lighting calculator for trade allies, which the program does periodically. Program staff also reported they wanted to replace manual data entry with an improved electronic process for transferring lighting calculator data into Energy Trust and ICF databases; however, Energy Trust staff suggested this may not be feasible as frequent changes to measures would require similarly frequent modification of the automated import process.

2.3.3. Pilots, Measure Changes and Related Issues

As part of the transition process, Energy Trust planning and ICF technical team staff reviewed the program's list of prescriptive measures to identify potential gaps and cost-effective measures to fill those gaps. In 2013, program staff formalized processes for developing pilots and the process for Energy Trust staff to review ICF's proposed new measures.

Pilots. ICF typically generates new pilot program ideas. Energy Trust staff get involved when the pilots need approval for implementation in the marketplace. According to ICF staff, pilots are typically emerging technology based and they come from ICF engineering staff. Engineering staff take pilot ideas to the ICF Program Manager and, after consultation with Energy Trust staff and approval from Energy Trust management, ICF administers the pilot and gathers data about the pilot including who uses the measure, how often it is used, and energy savings. ICF analyses the data and in consultation with Energy Trust staff, they collectively determine if the pilot measure is cost-effective and ready for inclusion in the list of eligible program measures.

At the end of 2013, Energy Trust staff reported that only one pilot project, the Ductless Heat Pump (DHP) pilot, was in process. According to one Energy Trust respondent, the DHP pilot took a longer period of time to implement than ICF wanted because of the time needed by Energy Trust management to approve the pilot. Additionally, this respondent reported there were some pilots in development for the market in 2014. These included chiller loop optimization, and a pilot related to the small commercial market.

Earlier in 2013, Energy Trust Evaluation staff conducted a billing analysis to assess the net savings from the Rooftop Unit Pilot (RTU) program that began under Lockheed, which indicated that RTU savings in 2010 and 2011 were much lower than what was claimed. Based on that analysis, Energy Trust decided to discontinue the RTU incentive partway through 2013. In Washington, discontinuation of the RTU incentive had the unintended consequence of decreasing the amount of collaboration between Energy Trust and Clark Public Utilities, which provide incentives for the electric savings that came from RTUs.

Measure Changes. As a result of work conducted in 2013, staff reported three notable changes in measures that will likely happen in 2014. These changes in measures are designed to meet some of the challenges listed in Section 1.2.

First, program staff reported they will integrate incentives for chiller optimization, ductless heat pumps, and building performance tracking and control systems as custom measures into the program. The additions of chiller optimization and ductless heat pumps in particular may contribute to the overall savings from HVAC measures and reverse the decline in savings from the de-emphasis of the Roof Top Unit (RTU) measures between 2012 and 2013 (Figure 2-1).

Figure 2-1: Program Claimed (Ex Ante) MMBtu Savings by Measure Category: 2010 to 2013
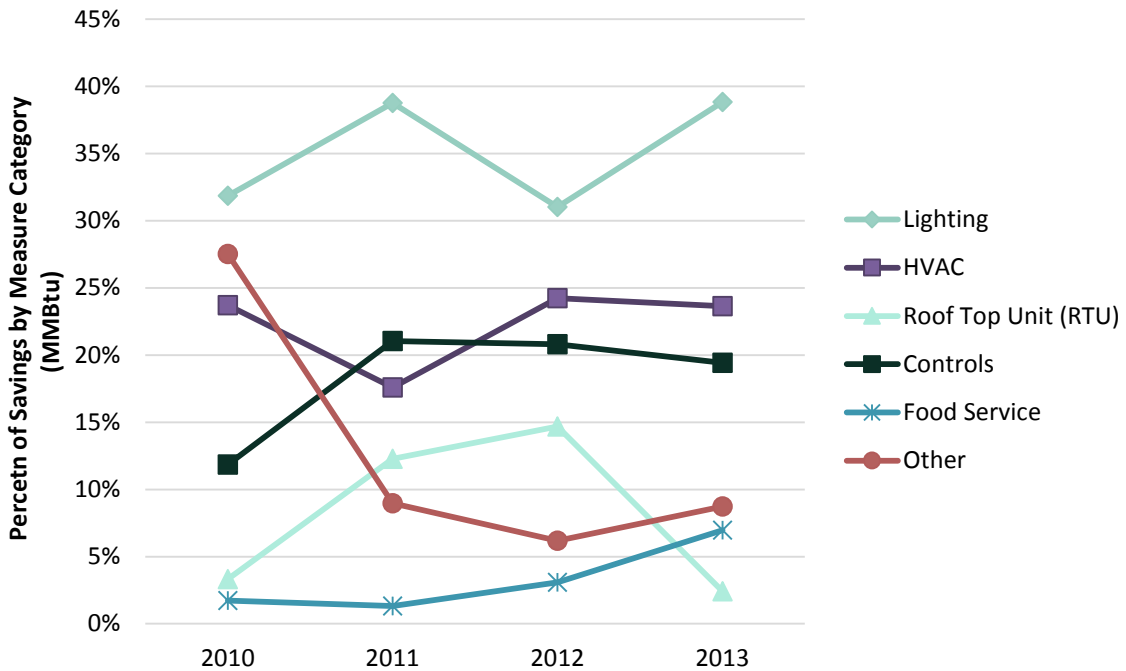
The second change identified in measures is that, to meet savings goals, a new pilot initiative in Southwest Washington is targeting commercial kitchen measures and monthly reports indicate successes in garnering gas savings from restaurant and kitchen equipment across Energy Trust territory. Energy Trust's work with gas savings measures in commercial kitchens appears to be yielding more projects in restaurants over the last three years (Figure 2-2). In 2013, restaurants had the second-largest number of sites participating in the EB program, overtaking the office segment from 2012. Figure 2-1 also shows an uptick in the amount of savings the program is getting from food service measures from 2010 to 2013. Attaining more commercial kitchen gas projects appears to be one way to garner more gas savings, potentially making up for the loss of savings expected from RTUs.

Figure 2-2: Number of Project Sites by Five Largest Energy-Trust-Served Market Segments
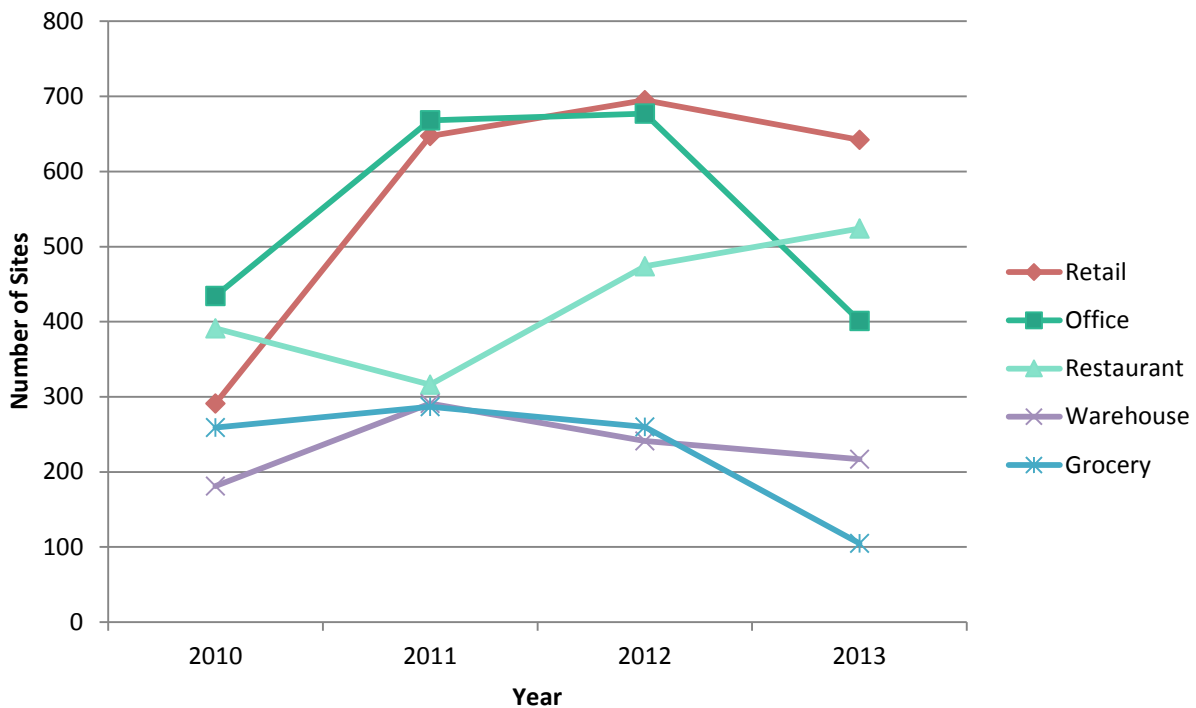
The third measure-related change was an increase in focus on LEDs. The monthly reports indicated that the program participated in several LED promotional events in 2013, and interviews suggest that staff will continue to emphasize LEDs in 2014 to generate savings. Program staff plans to re-evaluate the cost-effectiveness (CE) of LED technologies to make sure all possible savings related to LED technologies are being claimed. One concern voiced by an implementer staff contact is that wide variations in the cost of specific LED products have meant that some LED products pass CE tests while others do not. The contact noted that the fact that some, but not other, LEDs qualify for incentives can lead to confusion in the marketplace. That contact suggested it would be better if the program could evaluate LEDs at the program level rather than the measure level "to make sure we are not missing things that we should be claiming."

Also worth noting is the steep drop in sites with projects in the office segment, seen in Figure 2-2. Investigating why there has been a decrease in office related projects may help Energy Trust yield additional office projects in the future.

2.3.4. Revised Implementation Manual

ICF was responsible for developing and updating the program's implementation manual. To make the manual more user-friendly than the program's previous 346-page version, ICF published a shorter (122-page) document on February 17, 2013. The new manual clarified the processes for ICF staff by eliminating some of the complexity they found in the previous PMC's manual. The manual describes:

- 〉 The overall program (including forms, incentives, and services provided).

- 〉 Project eligibility.

- 〉 Processes and guidance for different project types (prescriptive, custom, or operations and maintenance).

- 〉 Quality control.

- 〉 Reporting and record-keeping procedures.

- 〉 Procedures to be followed by staff, trade allies, ATACs, and Evergreen. For example, ICF is building quality control into installation processes by providing trade allies with check lists for different measures, such as insulation.

The manual undergoes quarterly revisions to reflect any changes that may arise as the program evolves and adapts to the market.

2.3.5. Changes in How Program Works with Trade Allies

ICF staff said they relied on personal interactions with trade allies and tracking information to understand trade ally activity levels. ICF staff said they had little information from existing data sources on the number of past projects each trade ally firm had completed, which limited their ability to encourage less-active trade allies to become more active. For this reason, ICF started tracking projects by trade ally using their own system that met their needs in 2013.

At the beginning of ICF's tenure as PMC, Energy Trust and ICF staff agreed on the need to expand the trade ally network to support the program's outreach to small and medium-sized businesses. Staff reported that ICF expanded the trade ally network to include trade allies that installed specific measures or worked in underserved areas of Oregon, such as Pendleton. They also conducted outreach to targeted types of trade allies to encourage those allies to promote energy efficiency through other types of work. For example, they worked with roofers to encourage them to tell their customers about insulation opportunities.

2.3.6. Program Change in Washington and Effects

As part of this evaluation, we investigated how ICF administered the Washington program and whether any changes to the program resulted in changes to participation or savings from the prior year.

The primary change identified is that the program paid the full price of technical studies in 2013, whereas the program covered about half the cost in previous years, and only after measures were actually installed. The increase in study payments and how those payments were made appears to have had an effect: in 2013, the program booked six studies compared to none in 2012. Furthermore, the program booked 25 custom measures, which resulted in more than 40% of all therms saved by the program in 2013. These custom savings contributed to an increase in almost 25,000 therms saved compared to 2012 despite the program's completing fewer projects in 2013 (see Table 2-1).

Table 2-1: Savings in Washington[1]

		MEASURES INSTALLED		TOTAL THERMS SAVED	
		2012	2013	2012	2013
Food service	Gas Fryer	5	31	2,845	17,639
	Convection Oven	0	3	0	906
Shell Insulation	Ceiling	2	1	1,049	3,000
Space Heating	Boiler	5	13	10,074	35,246
	Pipe Insulation	12	0	34,904	0
Water Heating	Conventional Condensing Tank	8	4	1,224	642
	Tankless Water Heater	1	0	196	0
Rooftop HVAC	RTU Tune Up DCV Control	177	60	56,330	20,287
Custom	Studies	0	6	0	0
	Custom Building Controls	0	20	0	43,724
	Miscellaneous Custom Measures	0	5	0	10,864
	Builder Operator Certification	1	0	1,142	0
TOTAL		211	143	107,764	132,308

[1] Data from 2013 Energy Trust Annual Report to the Oregon Public Utility Commission and Energy Trust Board of Directors. Energy Trust of Oregon, April 15, 2014.

The increase in studies, custom projects, and total savings took some time to take hold, as program staff reported that the first half of the year saw little program activity in Washington (see also Section 3.2 for discussion of ATAC activity in Washington and Section 4.3 for discussion of the lack of work done in Washington by trade allies). These results came about even though Energy Trust does not require the PMC to have a dedicated staff person to Washington as it does for residential program implementers. As one Energy Trust contact noted early in the evaluation, "ICF did as good a job as they could" in Washington.

2.3.7. Other Changes to Outreach Going Forward

Savings results from 2013 show that the program did not achieve the conservative kWh goal but exceeded the stretch therms goal (Table 2-1). When examined by overall savings (MMBtu) the program exceeded conservative goals by 4% and was 11% below the stretch goal (Table 2-2).

Table 2-2: Goals Compared to Savings

	2013 GOALS		**2013 ACTUAL SAVINGS**	**ACTUAL COMPARED TO GOALS**	
	Conservative	**Stretch**		**% of Conservative**	**% of Stretch**
kWh	99,820,470	117,436,200	94,951,493	95%	81%
Therms	1,336,420	1,572,259	1,712,474	128%	109%
MMBtu	474,244	557,935	495,235	104%	89%

Staff noted that it was likely that the program would not meet goals, at least in part because of the time it takes to get a new PMC in place and oriented to the program.

Results of our analysis of staff interviews described some possible changes or strategies the program may be considering for 2014. These possible changes include:

〉 Educating EB outreach staff about Strategic Energy Management (SEM) so they can promote the benefits of this approach, including incentives for customers.

〉 Getting ATACs more involved in the program in 2014 by having ATACs do more work in underserved market segments such as nursing homes.[4]

〉 Learning from less-active trade allies about how they might be convinced to become more active.

2.4.   Marketing and Outreach

Interviews revealed three tasks associated with marketing and outreach: targeted marketing, marketing in Southwest Washington, and possible cross-promotional efforts with the Solar program. Some of these tasks may change in 2014 because Energy Trust and ICF were creating a new marketing plan with a creative "new look" at the end of 2013 that we did not review for this evaluation.

2.4.1.1. Targeted Marketing

ICF's marketing strategy for 2013 was based on a targeted marketing approach. Because utility billing data were not yet available to ICF, ICF contracted with a third party to develop targeted market lists for distributing messages to selected customers through direct mail. We did not learn if the third party targeted marketing efforts were successful. Targeted marketing should be improved in 2014 when ICF will have access to utility data it can use to target recipients for messaging.

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[4]   Project data show the program has done 64 nursing home projects from 2010-2013 of which 34 were completed in 2011.

2.4.1.2. Washington-Specific Marketing Needs

Generally EB staff appeared satisfied with the marketing efforts of ICF in Southwest Washington, but expressed one concern about program marketing in that state. While noting that ICF had improved program marketing materials in 2013, EB staff reported that it is challenging to motivate Washington businesses to participate in any Energy Trust *of Oregon* program because "folks here don't respond to anything branded as 'of Oregon'."

2.4.1.3. Cross Promotion with Solar Program

Customer leads are shared across Energy Trust's EB and Solar programs. Early in ICF's role as PMC, staff from the Solar program trained ICF staff about solar incentives and services available to customers. We spoke with a staff member from the Solar program about how the programs collaborate. Overall, Solar program staff reported that ICF staff had been very responsive to queries and had sent leads and inquiries to the program. ICF's monthly reports note when they provide leads to other programs, including the Solar program. One possible improvement, according to one Solar program contact, would be to provide more information about the leads' background so the Solar staff would have appropriate contact information and know whether the lead was "hot" or "cold." This was a particular need when the referred customer was not recorded in Energy Trust's CRM system. Plans for 2014, such as specifying what types of information the Solar program needs, appear to address this issue (see list below).

An Energy Trust contact counted it a success that one ICF account manager was serving as a *de facto* Solar program liaison as the previous PMC staff did not push the Solar program. From our contact's perspective, developing motivation among PMC staff to integrate solar into their efficiency projects requires both formal training and an interest in solar energy. Having a solar champion at the PMC may be a positive step toward turning "interest into expertise" that will work to support the goals of the Solar program.

In 2013, ICF did not have contractual incentives to promote solar but, according to Energy Trust staff, this changed in 2014. The EB program (as well as other Energy Trust programs) now has solar milestones in their contracts and ICF will receive performance compensation money for meeting or exceeding those milestones. The milestones and activities included in 2014 that were not in place in 2013 include the following:

> 〉 ICF is to provide 15 referrals that include details about the potential customer

> 〉 ICF is required to deliver a proposal outlining ways they can coordinate EB activities with the Solar program

> 〉 ICF staff must participate in solar specific training

> 〉 ICF must review recent research regarding commercial and industrial customers

Solar program and Energy Trust marketing staff are in the process of conducting market research about ways to promote the Solar program. Depending on the findings of this research, Energy Trust may incorporate more solar messaging into EB marketing pieces in 2014.

3. ATAC Feedback

Allied Technical Assistance Contractors (ATAC) are firms with engineering capacity that ICF has vetted to provide technical analysis studies to commercial customers. ATACs are key players in the study phase of large custom projects because they analyze and report on the energy-saving opportunities in a building and help customers select appropriate installation firms.

We interviewed active ATACs – those that completed at least one study in 2013 – to understand how, if at all, the transition to the new PMC affected their work. We focused on the following topics:

〉 Outreach efforts by the new PMC to ATACs

〉 The PMC's responsiveness to ATACs' questions and concerns

〉 ATACs' assessment of any program changes

〉 ATACs' assessment of the PMC's review of studies

〉 How to encourage ATACs to conduct more studies

We also interviewed three inactive ATACs (those that did not complete a study in 2013) to determine why they had not completed any studies and learn what Energy Trust might do to increase their activity.

3.1. Disposition Summary

The PMC had 35 contractors registered as ATACs with contracts with ICF in 2013. Our goal was to interview 15 of them, focusing on the most active ones, as they would have the greatest depth of program experience, but also including some that were less active to understand reasons for low activity.

Of the 35 ATACs, five had completed at least 13 studies in 2013 ("most active"), 19 had completed up to seven studies ("less active"), and 11 had not conducted any 2013 studies ("inactive"). We attempted to contact all five of the most active ATACs. We sought to interview up to three inactive ATACs and to conduct the remaining interviews with the less active ones. Within each subgroup, we randomized the contact list.

Between November 20 and December 13, 2013, we interviewed a total of 17 ATACs: four most active, 10 less active, and three inactive. Table 3-1 summarizes the dispositions of our contact attempts.

Table 3-1: Disposition Summary by Level of Study Activity in 2013

	MOST ACTIVE [1]	LESS ACTIVE [2]	INACTIVE	TOTAL
Completed	4	10	3	17
Refused	1	0	0	1
Not reached	0	9	4	13
Not attempted (quota met)	0	0	4	4
Total	**5**	**19**	**11**	**35**

1 Completed between 13 and 33 studies in 2013.

2 Completed between one and seven studies in 2013.

The interviews typically lasted 30 to 40 minutes; the longest took about one hour. The interviewer typed notes into a *Qualtrics* web instrument, which enabled us to download results into a spreadsheet for coding and analysis. We recorded all interviews with the contacts' permission.

3.2.   Characteristics of Active ATACs

Our contacts identified themselves as executives (6), managers (4), or engineers (2) in their company.

All 14 of the firms had been an ATAC for at least two years; nine of them for at least four years and five for at least 10 years. Twelve of the 14 contacts represented small firms (about 20 or fewer full-time equivalent employees), while two had 100 or more employees.

ATACs reported doing almost no work in Washington. All but one of our contacts reported doing at least 90% of their ATAC projects in Oregon; the other, a respondent that completed two studies in 2013, reported the work was split 50-50 between Oregon and Washington. Of the five ATACs that reported doing any work in Washington, we determined that only four studies were completed in Washington by two of these ATACs. The remaining three ATACs did not complete any studies in Washington although their responses suggest they may have started a study in Washington. The two contacts that completed a study implied their Washington studies were done because they were connected to larger projects that were also receiving Clark Public Utility incentives.

They served a variety of market segments, most commonly offices, government buildings, and K-12 schools (Table 3-2).

Table 3-2: Market Segments Served (Multiple Response Allowed; *n* = 14)

CATEGORY	COUNT
Office	13
Government/Municipal	12
K-12 Schools	12
Universities/Colleges	11
Hospitals	10
Retail	7
Restaurant	5
Grocery	4
Lodging (Hotel/Motel)	4
Auto	1
Multifamily	1
Data Center	1

3.3.   Initiation of Energy Trust Studies

To help us understand how the active ATACs generate studies, we asked them how many of their Existing Buildings projects were initiated by Energy Trust and how many were initiated by their customers. On average, ATACs reported more than one-third (37%) were initiated by Energy Trust and two-thirds (63%) were initiated by their customers.

3.4.   Feedback on Program Changes

To understand whether active ATACs experienced any challenges related to the transition to ICF, we asked active ATACs whether they had experienced any program changes and how, if at all, those changes had affected their work. The following section outlines changes as they relate to ATAC requirements, program outreach, and communication from the program, changes to how studies are done, and changes the program may have spurred among customers.

3.4.1. ATAC Requirements and Reapplication

Per Energy Trust's direction, the Existing Buildings PMC requires firms to apply for ATAC status and to reapply to maintain this status every two years or when a new PMC takes over program implementation. When ICF was made the PMC, ATACs were required to reapply at the end of 2012, sooner than most of the active ATACs otherwise would have had to reapply. We sought to determine whether the reapplication process created any challenges for ATACs.

Some respondents indicated they would have preferred being allowed to wait until the regularly schedule two-year interval to reapply, but all reported that the reapplication process created no challenges, describing it as "easy," "straightforward," and "understandable."

Although the reapplication process itself posed no particular problems, two of the interviewed ATACs did note concerns or questions about new ATAC requirements which they had expressed to Energy Trust during the reapplication process:

〉 The owner of a one-person firm that completes about $10,000 in EB projects each year was concerned that the new auto insurance requirement adds $1,000, 10% of his revenue from the EB program, to his annual car insurance bill.

〉 Although not characterizing this as a problem, one contact noted the requirement to submit separate qualifications documents for the Existing Buildings and Multifamily programs, as they are now run by different PMCs, added paperwork.

3.4.2. Energy Trust Outreach to Commercial Customers

Just fewer than half (6 of 14) of the ATACs noted any changes in outreach by ICF compared to Lockheed, and all but one of them indicated the outreach was an improvement.

All five contacts who reported improved outreach referred in some way to more effective or "aggressive" outreach. Beyond that, respondents focused on various ways in which ICF's outreach differed from that of the previous PMC. Two cited more targeted outreach, noting that ICF had targeted large energy users (regional hospitals, schools, and large institutions). The same two respondents said that ICF increased customer awareness of the incentives and services Energy Trust provides. One each mentioned that ICF regularly follows up with clients to help them plan for additional efficiency work; that ICF staff had taken responsibility for completing walk-through assessments in his geographic region (a task his firm had done in the past); and simply that ICF appeared to be doing a better job of acquiring customers that will follow through with a project.

By contrast, one respondent indicated not being aware that ICF was doing any outreach to commercial customers because, unlike his experience with Lockheed, ICF had not assigned his firm any technical studies.

3.4.3. Communication from Staff

Twelve of the 14 respondents said they had noticed changes in the frequency or quality of information and feedback received from program staff, with the majority of respondents reporting the changes were positive.

〉 Ten of the 12 indicated that the quality of program information had improved since ICF became PMC. They particularly commented on the fact that ICF held regular conference calls with ATACs and actively sought ATACs' feedback about their experience with the program. One contact said this was a noticeable change from previous practice, when ATACs received program information "maybe once a year." Other respondents commented positively on the timeliness of ICF's feedback on technical studies, one of whom reported that ICF responded four times more quickly than had the previous PMC.

〉 More than half the ATACs reported that ICF's feedback on studies was an improvement over the previous PMC. These improvements included more or better contact between the PMC and the ATAC ("much closer working relationship," "reviews occur significantly more quickly," "feedback was very responsive," "at least as much, if not more, communication than … in the past") and improved timeliness in getting feedback from the PMC about the submitted technical studies. Although most responses did not directly address the content of the feedback, one respondent noted that "the general feedback is great re: reviewing our studies."

〉 Only two respondents commented on the quality of utility data they received from ICF, one indicating that they had received utility data "much quicker" than they had than in the past, while the other noted that the ICF-supplied data lacked monthly dollar amounts, peak demand, interval data, and kW demand, which he used in analyses.

3.4.4. Changes to Types of Studies and Customers

Eleven of the 14 respondents reported no changes in 2013 to the types of studies they conducted. Three reported changes, but their responses indicated that the reported changes in the types of studies they conducted were not influenced by program changes.

Of the three contacts who indicated changes in the types of studies they did, two reported more studies focusing on specific measures rather than whole-building analysis. According to one of those respondents, customers rarely have the resources to do a whole building retrofit, which requires an overly expensive study. This respondent's recent studies focus on what a customer can realistically expect to do in the next year or two. As a result, current studies are more likely to result in projects within the next one to two years, whereas in previous years it might take several years for the study to result in a project. The third respondent reported having done fewer walk-through assessments and more technical studies.

Half of the respondents indicated changes from 2012 to 2013 in the types of customers they served or in the number of projects done for a given customer type, but we saw no obvious trend in the changes. Only two actually reported increasing their portfolio – one adding restaurants and another simply indicating he was serving a greater diversity of customer types. Of the others, four reported completing more projects for a customer type they already served – offices (two mentions), schools (one mention), and higher education (one mention) – and one reported completing fewer hospitality and data center projects.

3.4.5. Technical Study Guidelines and Processes

We received mostly positive comments about changes to technical study guidelines and processes. Seven of the 14 active ATACs said the technical study guidelines had changed in 2013, and these guideline changes were widely reported as positive. Four commented on the greater level of detail in ICF's guidelines. Although described as more "stringent" by "asking for more detail and back-up" for calculations, the changes were seen as "a good thing" that created "more clarity on when Energy Trust will or will not pay for a study."

Four of the 14 respondents noted changes in the technical study review process, three of whom said that it had been improved and was more informative – for example, the review "is providing more [feedback] to building owners." The fourth interviewee, however, said the review process took too long, leaving customers not knowing what work they could do for many weeks.

Only one other respondent noted any other related change, stating that Energy Trust now reimburses ATACs for travel expenses for site evaluations.

3.5. Effects of Program Changes

We asked active ATACs how any changes in program implementation and delivery had affected the services they delivered, their projects, or their customers. Eight respondents noted effects of program changes, most of them positive.

Changes in customer satisfaction was the most commonly identified effect of program changes, with five respondents saying that program changes improved customer satisfaction. This was largely the result of ICF's improvements in communication and follow-through with customers. By contrast, one interviewee, representing one of the most active firms, reported that satisfaction had decreased in 2013 for several of his customers because "the process is slower this year than in the past, and … they'll need to call a couple of times to keep the project moving."

Fewer respondents reported any other effects of program changes. Two reported increased potential savings, one linking that effect to ICF's greater receptivity than the previous PMC showed to new ideas and measures that could garner savings.

One respondent each indicated that program changes had improved the number of projects completed and the quality of services provided. These respondents attributed those effects to ICF referrals of new customer types and to ICF's improved review process and detailed feedback on studies.

3.6. Active ATACs' Program Satisfaction

Interviewed ATACs rated their satisfaction with five distinct areas of the program on a 1 to 5 scale, from "not at all satisfied" to "very satisfied." They were generally satisfied across all areas, as defined by a rating of 4 or 5 on the scale (Figure 3-1).

Figure 3-1: ATAC Satisfaction with Interactions with Program
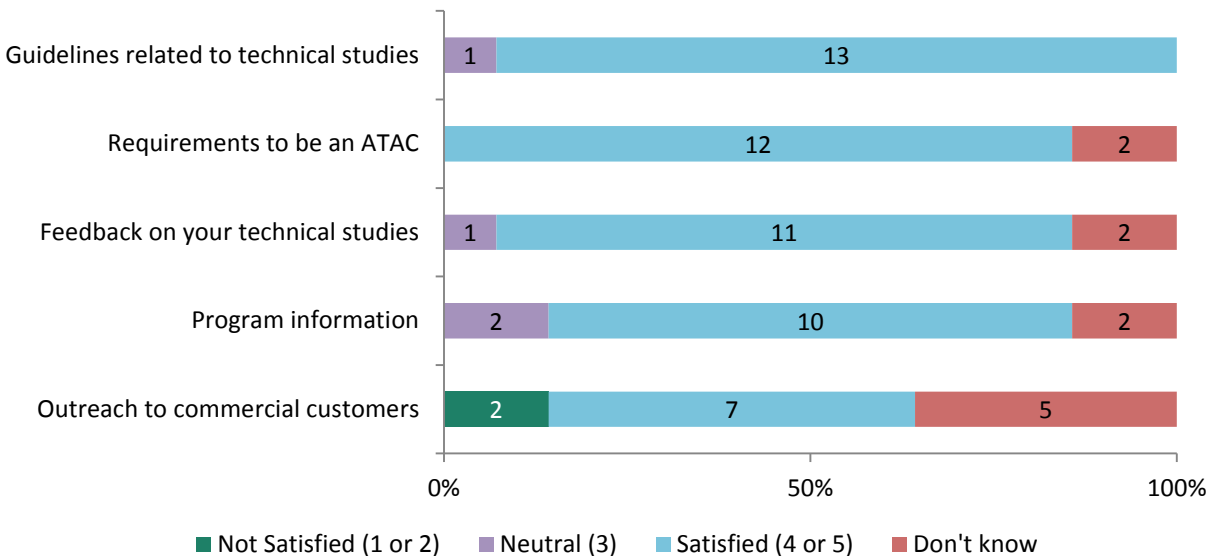
Five respondents reported any dissatisfaction with any item (as indicated by a rating of 3 or lower) and were asked to explain the cause of dissatisfaction:

〉 Two indicated dissatisfaction with outreach to commercial customers and provided only general comments about wanting greater outreach – and one of those said he was not really familiar with how much outreach the program conducted.

〉 Two were not fully satisfied with program information: one because of lack of consistent responses from program staff, and the other because of uncertainty over whether the program still funded building automation system (BAS) tune-ups.

〉 Finally, one respondent was not completely satisfied, because the PMC sometimes did not provide feedback on technical studies or provided only "light" feedback.

No respondent was dissatisfied with all program interactions. Instead different respondents were dissatisfied with specific elements of their interaction with the program..

3.7. Challenges Experienced by ATACs in 2013

Ten of the 14 respondents described specific challenges they encountered during their participation in the Existing Buildings program in 2013.

Four respondents reported diverse administrative issues. One each indicated that the program "dropped off the map for about two months" during the PMC transition, which caused two clients to cancel or delay projects; that it was sometimes necessary to work with more than one Energy Trust program to help a single client; that program staff provided differing technical reviews; and that payment processing was slow. The respondent who talked about having to work with multiple programs suggested it would be valuable to have a "one-stop-shop"

approach, with a single Energy Trust contact to discuss all possible programs that could apply to a customer.

Two respondents reported that having "to come up to speed with the new provider" and "get up to speed about what's available" through the revised program had been a challenge, but not more than was to be expected with a new PMC managing the program.

Three respondents said their only challenge had been the fact that ICF had not assigned any studies to them.

Finally, one respondent complained that the program ran out of money for projects in PGE territory before the end of the year. This issue – being unable to serve PGE customers at the end of 2013 – resulted in projects not being completed and lost savings. This respondent stated that he spoke with program representatives about this. However, program staff we spoke with indicated there was ample budget available for projects in PGE territory, suggesting a possible miscommunication between the ATAC and program representatives.

3.8.   Customer Concerns

We investigated what customer concerns affected active ATACs' ability to increase the uptake of efficiency measures and services. Not surprisingly, cost was the most commonly mentioned concern.

Four respondents also reported other concerns. Two indicated project timing was a concern. One does a lot of school projects so they must do efficiency projects when schools are not in session. The other timing-related issue was simply that customers often need to know when the program will approve the project so they can purchase equipment.

Other concerns, reported by one respondent each, were: 1) the new equipment's effect on the comfort of the building; 2) operations and maintenance activities associated with the new equipment; 3) the life-cycle cost of existing equipment, and when it makes sense to replace the equipment; and 4) simple reluctance to "try something new." The contact who mentioned life-cycle costs said that addressing such customer concerns can create additional work.

3.9.   Program Opportunities

When asked what Energy Trust could do to help customers implement more efficiency measures, nine of the active ATACs provided some insights. Four suggested that Energy Trust provide additional financial support by increasing incentive amounts, incenting energy consulting costs for customers, and providing low-cost loans for comprehensive projects. Three suggested adding commissioning services to the EB program.

Other suggestions were each mentioned by one ATAC:

〉 Help identify decision-makers at customer facilities, such as CEOs and CFOs, and work to get their buy-in about the importance of saving energy. (Although this comment should

be considered in light of the fact that several ATACs noted ICF's improved outreach; see Section 3.4.2.)

〉 Educate customers about new equipment and technologies to help ATACs overcome customer fear of unknown or untested measures.

〉 Promote the Energy Service Company (ESCO) performance contracting business model more to provide a turn-key approach that includes audit, design, installation, and financing for customers.

〉 Encourage ATACs to involve contractors more in the study process to help "bridge the theoretical world of the study and the real world of the project" for the customer.

〉 Remove the cost-effectiveness test because it is a "least-cost planning concept" that does not take into account non-energy benefits.

3.10. Suggestions for the Future

Throughout the interviews, a few ATACs shared suggestions for improving the program. Suggestions we noted are as follows.

〉 Allow qualified ATACs to include lighting analyses in their EB projects and bill Energy Trust accordingly.

〉 Allow ATACs to bill during study development, not just after they have completed the study.

〉 Budget the program better so funds in certain utility areas are not exhausted at the end of the year.

3.11. Feedback from Inactive ATACs

As mentioned above, we interviewed three inactive ATACs (ATACs that did not complete a study in 2013) to understand why they were inactive. Table 3-3 summarizes the characteristics of the interviewed inactive ATACs.

Table 3-3: Summary of Inactive ATACs

CATEGORY	RESPONSES
Years as ATAC	3 to 10
Number of employees (FTE)	1 to 78
Market areas served	Office, Government, Universities, Retail, Restaurant, Grocery, Lodging, Credit Unions, Schools, Hospitals
Market areas specialization	Office, Grocery/refrigeration, Government, Schools

All respondents reported that the application process for becoming an ATAC was relatively straightforward, and all were satisfied with the requirements for becoming an ATAC. One minor issue noted was that it was "cumbersome" to get all the signatures required.

As with the active ATACs, we asked these respondents about any program changes they had noticed in 2013. Two referred to decreased PMC communication, one saying they had not received any communication from ICF about the program.

We examined the reasons for inactivity to determine whether they suggested areas for possible Energy Trust or PMC intervention to increase activity.

Two respondents indicated that they were not doing technical studies largely because other work commitments did not allow it. One reported doing work in the institutional sector[5], but believed that the EB program focuses on the private business sector. The other reported that he had done the technical study work in the past as a way to help train junior staff when work was slow, but that his firm was busy in 2013 with more lucrative commitments and could not spare the staff to do studies. Moreover, the paperwork was too burdensome for the small financial reward.

The third respondent reported inactivity simply because he had not received any leads from ICF. His responses suggest that he had received customer leads in the past and this was how he generated such business.

As Table 3-4 shows, these three respondents were most satisfied with the requirements for becoming an ATAC and least satisfied with study guidelines and program information they had received. These respondents did not provide many details about what was unsatisfactory about guidelines and information: one reported the guidelines disallowed what would have been a large project for Energy Trust and another stated only that the guideline should be clearer, like those from Oregon Department of Energy. They tended to report not knowing about program outreach or having a basis for rating satisfaction with Energy Trust contacts.

Table 3-4: Inactive ATAC Satisfaction

	SATISFIED	**NOT SATISFIED**	**DON'T KNOW OR NO RESPONSE**
ATAC requirements	3	0	0
Overall transition	1	0	2
Contacts at Energy Trust	1	0	2

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[5] The "institutional sector" typically includes parts of the non-residential sector other than commercial and industrial, such as schools, hospitals, prisons, and large public service and government buildings. This may include for nonprofit and for-profit facilities (e.g., public and private schools).

Program customer outreach	0	1	2
Study guidelines	1	2	0
Program information	0	3	0

4. Existing Buildings Trade Allies

We conducted interviews with 36 Energy Trust trade allies to understand their businesses, their experience with the EB program, and the transition to a new PMC in 2013. Additionally, Energy Trust was interested in how program experience differs between trade allies that do non-lighting work ("non-lighting trade allies") and those that do exclusively lighting work ("lighting-only trade allies"). Of the trade allies interviewed, 15 were lighting-only and 21 were non-lighting, working in fields such as HVAC, plumbing, and weatherization.

4.1. Rationale for Surveying Trade Allies

We surveyed trade allies and designed the interview guide to address the following six research questions:

〉 Did trade allies note any differences in the ability to keep informed of program activities, submit applications, and get questions answered during the transition period? If so, what were they?

〉 Has the transition resulted in any changes to program processes that trade allies see as either positive or negative? If so, what?

〉 Has the transition had any positive or negative effects on the range of services that trade allies are able to deliver to their customers?

〉 What support or training has the new PMC provided? Has that had any effect on trade allies' ability to land work?

〉 What strategies are trade allies using to bring new customers and projects to the program or increase efficiency levels?

〉 What does a trade ally's typical project look like? What can the program do to help them improve the size or efficiency of projects?

4.2. Sampling Approach

For this evaluation, our goal was to complete interviews with a diverse group of at least 30 trade allies. Our objective was to provide information on the range and general trends of program experiences, rather than to achieve a specific confidence/precision target. Under the assumption that non-lighting trade allies would represent greater diversity than lighting-only allies in the type of work done and, hence, program experiences, we set a sub-goal of interviewing more non-lighting than lighting allies.

We stratified the list provided by Energy Trust of 426 trade allies by type of work and pulled a random sample of 123 allies – 69 lighting and 57 non-lighting. We randomized the order of the

list within each stratum and called through the list. We completed interviews with 15 lighting-only and 21 non-lighting allies.

Interviews took place between December 15, 2013 and January 15, 2014 and typically lasted about 20 minutes. Table 4-1 summarizes the disposition of contact attempts.

Table 4-1: Trade Ally Disposition Summary

SAMPLE DISPOSITION		COUNT	PERCENT
Eligible	Complete	36	29%
	Refusal	8	6%
	Not reached	44	36%
Ineligible	Incorrect or incomplete contact information	18	15%
	Did not pass screening [1]	17	14%
Sample Total		**123**	**100%**

1 Respondents either reported they were too new to the program to provide useful information or had not conducted a commercial project for at least a year.

Throughout this section, we identify any differences in responses between lighting-only and non-lighting trade allies. Note, however, that the relatively small samples reduce statistical power for examining group differences; therefore, more differences may exist than we were able to identify reliably.

4.3.   Characteristics of Respondents

Table 4-2 summarizes characteristics of trade ally respondents. Most respondents were the firm's owner, executive officer, or manager and had been a trade ally for at least four years. The majority of firms had fewer than 10 employees, although non-lighting firms tended to have somewhat more employees than lighting-only firms (not shown in Table 4-2). Note that 21 firms reported providing lighting services, while we classified 15 as lighting-only; thus, six firms provide both lighting and non-lighting services.

Table 4-2: Characteristics of All Respondents by Trade Ally Type

CHARACTERISTICS	TOTAL (N=36)	
	COUNT	PERCENT
JOB TITLE		
Owner/ Executive Officer	20	56%
Manager	11	31%
Sales person	3	8%
Other	2	8%
NUMBER OF YEARS AS TRADE ALLY		
1 to 3 years	9	25%
4 to 6 years	12	33%
7 to 9 years	4	11%
10 or more years	11	31%
NUMBER OF EMPLOYEES		
1 to 9 employees	23	64%
10 to 19 employees	4	11%
20 to 29 employees	2	6%
50 or more employees	7	19%
SERVICES PROVIDED (MULTIPLE RESPONSES ALLOWED)		
Lighting	21	58%
HVAC	16	44%
Solar electric or thermal	3	8%
Building shell	2	6%
Plumbing	1	3%
Other	4	11%

We asked respondents to identify all commercial market segments their firm serves and the one they primarily serve (Table 4-3). Retail, office, schools, and industrial were the most common segments identified, and more than three-fifths of respondents primarily served one of those four segments.

Table 4-3: All Market Sectors Served and Primary Sector Served

	NON-LIGHTING (N=21)		LIGHTING-ONLY (N=15)		TOTAL (N=36)		PRIMARY MARKET SECTOR SERVED (N=36)*	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Retail	13	61.9%	9	60%	22	61.1%	8	22.2%
Office	12	57.1%	8	53.3%	20	55.6%	8	22.2%
Schools	10	47.6%	6	40%	16	44.4%	2	5.6%
Industrial	9	42.9%	7	46.7%	16	44.4%	4	11.1%
Government/Municipal	8	38.1%	5	33.3%	13	36.1%	1	2.8%
Restaurant	8	38.1%	4	26.7%	12	33.3%	1	2.8%
Hospitals	8	38.1%	4	26.7%	12	33.3%	1	2.8%
Universities/Colleges	7	33.3%	4	26.7%	11	30.6%	-	0%
Lodging (hotel/motel)	7	33.3%	3	20%	10	27.8%	-	0%
Warehouse	2	9.5%	3	20%	5	13.9%	4	11.1%
Hi-Tech	3	14.3%	0	0%	3	8.3%	-	0%
Gas stations	0	0%	1	6.7%	2	5.6%	1	2.8%
Multifamily	1	4.8%	0	0%	1	2.8%	1	2.8%
Agriculture	1	4.8%	0	0%	1	2.8%	1	2.8%
Small commercial	0	0%	1	6.7%	1	2.8%	1	2.8%
Auto	0	0%	1	6.7%	1	2.8%	1	2.8%
Church	0	0%	1	6.7%	1	2.8%	-	0%

* Two respondents did not report a primary market.

Of the 36 respondents, all but one reported doing work in Oregon (one reported working only in Washington), and 33 said that at least half their work is in Oregon. Only six respondents reported doing any work in Washington, of whom three said they did at least half their work in that state (See Table 4-4). Fewer than a quarter of projects in Oregon received Energy Trust incentives according to the 35 allies that work in Oregon, and fewer than 10 percent of projects in Washington received incentives according to the six respondents that worked in Washington.

Table 4-4: Projects by State

		WASHINGTON		
		HALF OR MORE	**LESS THAN HALF**	**TOTAL**
OREGON	**HALF OR MORE**	0	33	33
	LESS THAN HALF*	3	0	3
	TOTAL	3	33	36

The small sample of Washington trade allies means that any statistics from this subgroup are not very precise. Nevertheless, the lower percentage of EB-incented projects there is not surprising, given that EB program incentives in Washington are limited to gas projects.

4.4.   Effect of PMC Transition on Trade Allies

We asked trade allies about any EB program changes they'd noticed since the start of 2013. Their responses suggest that the transition to the new PMC was very smooth. The majority of respondents (31 of 36) reported experiencing no program changes after ICF became the PMC. The remaining five respondents identified both positive and negative changes.

On the positive side, one respondent each noted that the new PMC provides quicker responses to trade ally questions, is more visible at public events, is more open to new ideas, and that Roundtables had improved. The allies who noted these changes said that they were more satisfied overall, improved their knowledge of the program, or improved their ability to sell the program to customers.

On the negative side, one respondent each noted that incentives had decreased and that new (unspecified) program guidelines had "derailed" some existing projects. These changes resulted in loss of savings and decreased trade ally satisfaction with the program.

One respondent identified a change about which the implications were neither clearly positive nor clearly negative. The program had increased the amount of feedback it provided on energy models that trade allies generated, which required additional work on the trade allies' part. The respondent in question noted that they were able to bill clients for the additional work, but the additional work required for such projects also meant they were able to do fewer projects overall.

4.5.   Changes to Trade Ally Firms

To identify whether the transition had had any effect on the services trade allies offered, we asked respondents to identify any changes their firm made in 2013. The large majority of

respondents (32 of 36) reported no changes in the commercial sector.[6] The other four reported a variety of changes, none reported by more than one respondent:

- increased promotion of auditing services,

- more turnkey projects,

- seeking smaller projects and more customers,

- expanding from lighting project specification, and,

- design to installation.

The primary motive for these changes, where noted, was to acquire additional business, and none were the result of changes to the EB program.

4.6. Project Involvement

We inquired about how trade allies promote projects, the types of projects they complete, their involvement through the project lifecycle, and the typical timeline. We learned about challenges trade allies face in completing a project and received feedback about how Energy Trust could improve the program to make it easier for trade allies to work with.

4.6.1. Acquiring Projects

Commercial trade allies reported promoting Energy Trust and its incentives to their customers. They did so largely through direct contacts with customers, such as in-person meetings and personalized bids, rather than through broad advertising or marketing campaigns. All but two respondents said they inform their customers that they may qualify for Energy Trust incentives, and 31 of the 36 reported including Energy Trust incentives on bid documents at least some of the time.

The trade ally firms represented in our interviews appeared to prefer using Energy Trust logo on their own printed materials (25 of 36 reported this) to using Energy Trust brochures or printed materials (9 of 36 reported doing so). No respondent reported using TV or radio advertisements to promote their services.

Lighting-only and non-lighting trade allies differed somewhat in terms of how they acquire projects. On average, non-lighting trade allies reported that 72% of their projects resulted from customers approaching them to do the work, while lighting-only allies, on average, reported that only 43% of projects originated that way.[7] Conversely, lighting-only trade allies reported that an

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[6] Some trade allies also serve the residential sector. One each reported more weatherization projects and cessation of home performance work.

[7] This difference was statistically significant using Independent Samples *t-test (p=.03). df, 29, t=2.3.*

average of 73% of their projects came from approaching and selling projects to customers compared to an average of 48% for non-lighting allies.[8]

About two-fifths (39%) of respondents reported that customers specify or suggest equipment that does not qualify for Energy Trust incentives at least "sometimes." In such cases, allies reported they almost always suggest higher-efficiency equipment.

4.6.2. Project Type

Of the 36 trade allies, 32 reported what percentage of their projects were prescriptive and custom, while 4 reported they did not know how their projects were split between the two types. The balance of prescriptive and custom projects varied among those 32 allies: 11 said that one-third or fewer of their projects were custom; 14 said that two-third or more were custom; and the remaining 7 indicated a more even mix of custom and prescriptive projects.

4.6.3. Involvement in Project Phases

Respondents described their involvement in the various phases of a project: application, study, installation, and inspection. They were most likely to report involvement in project design, preparing applications, and installing equipment.

Twenty-two respondents – three-fifths of the total – said that they were involved in project design or equipment specification, while all but five of the 36 survey respondents said they do applications for their customers. Of the other five, three said the customer does the application and two said that "the supplier" does the application. Similarly, 31 of the 36 said they are involved in installation – 29 of them do it themselves, while 2 may use a subcontractor. The other five said that they subcontract out the installation, or that they are involved in design only and another party does installation directly for the customer.

Ten of the 36 respondents reported some level of involvement in technical studies: one was also an ATAC; the others reported they conduct audits or energy "studies" or modeling to support technical studies. This finding contrasts somewhat with findings from our previous process evaluation of the EB program, in which very few ATACs reported that customers' contractors were involved in technical studies. The interviews for the current evaluation did not determine whether or not the trade allies had direct contact with ATACs. Possibly they provided their analyses to their customers, who then shared them with the ATACs.

Three respondents reported any involvement in post-installation inspections. From their comments, these appear to be inspections they conducted of work by subcontractors or, in one case, self-inspection of their own work. No respondent indicated that they are present during program post-installation inspections of projects.

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[8]   This difference approached significance using Independent Samples *t-test* ($p=.08$), $df = 24$, $t= -1.9$

4.6.4. Project Duration and Project Delays

When we asked respondents about the typical duration of their involvement in a project, responses varied. Half the respondents reported their involvement lasted four weeks or less, half of whom said it was over within two weeks. Another quarter (nine respondents) put the typical duration somewhere from five to 12 weeks. Of the other nine respondents, five cited time frames anywhere from three months to five years, two said that it varies too much to identify a typical duration, and two did not say. The typical duration did not appear related to respondents' reported involvement in project design or contribution to technical studies.

Trade allies offered several reasons for project delays. The leading reason, mentioned by 23 of the 36, was obtaining customer approval of the project; only 5 respondents identified program processes, such as getting Energy Trust approval, as a delay. Remaining delays included the availability of equipment (4), waiting for a study to be completed (1), and coordinating with other efficiency programs (1).

4.6.5. Possible Improvements to Program

We asked trade allies two questions to solicit suggestions for program changes – what would make it easier for them to work with Energy Trust on projects, and what would help boost the size of and energy savings from projects. Although these are separate questions, they generated overlapping responses.

The most common suggestion, from 14 respondents, was to increase incentives. Most of those comments were general in nature, but three respondents specified LEDs, two specified solar measures, and one referred to industrial applications.

Eight respondents gave a range of suggestions relating to what measures or project types should receive incentives, including more types of lighting (3), comprehensive or facility-wide solutions (2), a proprietary steam trap technology (1), preventive maintenance (1), and measure bundling (1).

Seven of the 36 respondents made diverse comments regarding program processes or requirements: three mentioned speeding up processes, including rebate payment, while one each suggested changing the program's online tools or platform (Google docs and Android), reducing the requirements for backup documentation, providing better project status information, simplifying the process in general, and making less frequent changes to the program.

Finally, 12 respondents provided a range of miscellaneous responses, including increasing referrals, increasing awareness of solar incentives, improving information on available incentives or current technologies, providing trade allies "lessons learned" feedback after project completion, allowing incentives for replacement of older equipment, and greater Energy Trust involvement in project design. No more than two respondents gave any of these suggestions.

Seven respondents had no suggestions.

4.7.   Interaction with Energy Trust

We investigated how trade allies interact with Energy Trust. Trade allies most commonly reported they initiate calls or emails to program staff, with 30 of the 36 respondents citing direct communication via phone and email as their principal forms of interaction with the program in 2013. Twenty-one said they attended at least one Roundtable and one-third (12) attended at least one training (reporting a minimum of one and a maximum of four of each type of event).

All but one of the 21 allies who reported attending Roundtables said that their frequency of participation had remained the same since the beginning of 2013. One reported a decrease in frequency because that ally already knows the program well and is very busy.

4.8.   Program Satisfaction

Finally, respondents rated their satisfaction with several program elements on a 1 to 5 scale, from "not at all satisfied" to "very satisfied." Figure 4-1 shows that they were largely satisfied with most program elements. Satisfaction was greatest with respect to interactions with program staff (including speed and clarify of responses to questions) and application processing (up to project completion). Satisfaction was lowest for the speed with which incentives are processed once the project is completed.

Figure 4-1: Trade Ally Satisfaction
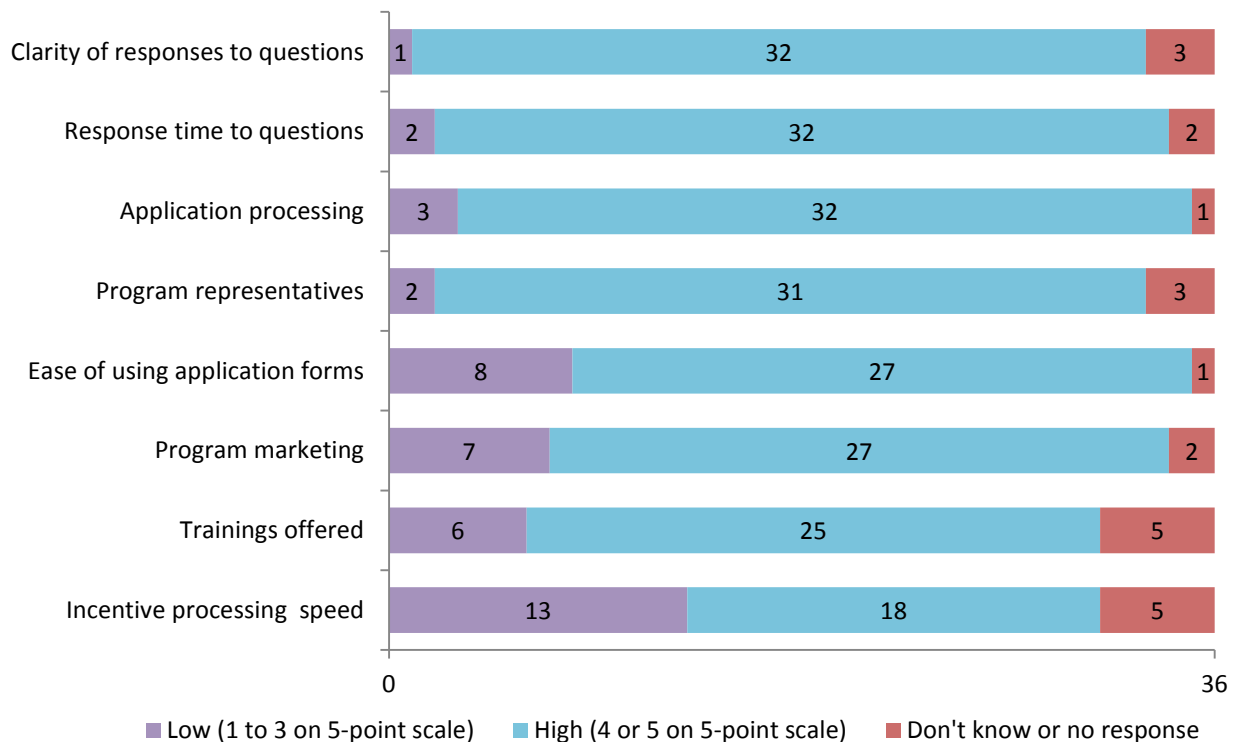
Respondents that rated satisfaction as three or lower on the 1-to-5 scale were asked the reasons for their dissatisfaction. Of the 13 who were not satisfied with the speed of incentive processing, about half said that checks should be issued within 30 days after paperwork is completed, as that is industry practice, while three would like to see 1-to-2 week turnarounds. Two said only that processing is "way too slow."

Others made comments that reflected their suggestions for program improvement, described in Section 1.6.3, above. The most common of these (six respondents) was that the application was "cumbersome," requiring either too much paperwork or required using an old, "clunky" spreadsheet.

Only one other comment, made by three respondents and not identified previously, was that the program does not provide enough personal contact with the ally. Those respondents said they would like either more email updates, a quarterly phone call, or, nonspecifically, more "human contact."

No other comment came from more than two respondents that was not identified previously.

5.   Utility Staff In-Depth Interviews

Energy Trust collaborates with its funding utilities on marketing and delivery of energy efficiency programs. The Research Into Action team conducted interviews with utility staff and Energy Trust staff to understand and document how utilities work with Energy Trust on marketing and program implementation, and to help identify any opportunities for increased collaboration. The interviews covered both residential and commercial activities; only those comments and findings applicable to commercial activities are reported here.

Overall, contacts reported that program marketing and delivery are going well, the organizations work together effectively, and the transition to the new PMC had been smooth. Contacts said customers generally are clear about program offerings, whom to contact, and how to access the offerings. The utilities appreciate the opportunity to provide feedback on program marketing materials.

Following a brief description of the interview approach and methods, we present a summary of findings on several key topics.

5.1.   Methodology

The evaluation team conducted four separate interviews with utility contacts (Table 5-1). At the request of the two electric utilities (PGE and Pacific Power), the team conducted in-person group interviews with the utility program marketing and, in the case of PGE, outreach staff. Energy Trust sector leads and program management, marketing, and evaluation staff also attended these meetings. Research Into Action's subcontractor, Jennifer Stout of MetaResource Group, led the group interviews. Ryan Bliss, Research Into Action's project manager for this evaluation, interviewed one key contact each at NW Natural and Cascade Natural Gas. All of these interviews occurred in December 2013. With each contact person's permission, we recorded all conversations to ensure the accuracy of our notes.

Table 5-1: Interview Attendees

PORTLAND GENERAL ELECTRIC (PGE)	PACIFIC POWER
PGE ▪ Manager, Customer Technical Services ▪ Commercial Energy Efficiency and Residential Heat Pump Marketing ▪ Product Line Manager ▪ Residential Outreach and Technical Specialist ▪ Commercial Outreach Specialist and Team Lead ▪ Manager, Customer Mass Programs **Energy Trust** ▪ Residential Sector Lead ▪ Marketing Manager, Residential ▪ Program Managers (Existing Homes, Existing Buildings) ▪ Marketing Manager, Commercial and Industrial ▪ Evaluation Sr. Project Manager (observing)	**Pacific Power** ▪ Administrator SB 838 Funding ▪ Residential Communications ▪ Commercial Communications ▪ Communications Specialist ▪ Manager, Customer and Communications **Energy Trust** ▪ Marketing Manager, Residential ▪ Program Managers (Existing Homes, Existing Buildings) ▪ Marketing Manager, Commercial and Industrial ▪ Evaluation Sr. Project Manager (observing) ▪ Director of Operations (observing)
NW NATURAL	CASCADE NATURAL GAS
Manager, Consumer Information and Internet Services	Conservation Supervisor

Interviews covered participants' roles; utility marketing and outreach activities; the nature of coordination and collaboration with Energy Trust on marketing, outreach, and delivery (including the types and frequency of staff meetings); how customers are directed to Energy Trust programs; program and service branding; and consistency of program information across marketing and outreach channels.

We have included the interview guides used in Appendix D and E.

In general, interviewees provided more detailed information on collaboration and coordination in marketing and outreach than in program delivery, reflecting the greater level of coordination activity in those areas.

5.2. General Structure of Coordination and Collaboration

Utility and Energy Trust staff collaboratively develop a marketing plan at the end of each year for the following year, and then meet approximately three times per year to discuss progress. Attendees of those quarterly meetings discuss activities from the previous quarter, targeting and messaging issues, and information on metrics. As needed, they also meet by phone or email, which allows the utilities and Energy Trust to adapt the program to meet energy savings goals. Energy Trust marketing staff specifically mentioned meeting monthly with business marketing managers from both utilities.

Contacts generally agreed that the planning and communication efforts to market Energy Trust programs were working well. Energy Trust staff appreciated the utilities' responsiveness and assistance in marketing events and efforts to target customers, including meeting occasional

quick-turnaround deadlines. Utility contacts also appreciated Energy Trust's efforts. For example, the Cascade Natural Gas contact appreciated the fact that Energy Trust staff met with Cascade Natural Gas staff in-person at Cascade Natural Gas's three district offices, which provide Energy Trust the opportunity to see how the district offices work and to discuss current program offerings and coordinate messaging in-person. A PGE representative appreciated the ability to access Energy Trust's customer data because it provides the utility with a more complete picture of how the marketing done by the utility connects to an actual efficiency project.

Some utility contacts said they would like to receive meeting agendas sooner, be able to provide more input into the agendas, and have more time for the utility staff input. These contacts indicated that the meetings often covered basic reporting on topics that had already been handled in informal discussions that occurred in the period between the quarterly meetings. These contacts thought the quarterly meetings therefore could be an opportunity to go beyond basics to more in-depth discussion. Two utility contacts indicated an interest in having more interaction with Energy Trust PMCs. In particular, PGE contacts expressed interest in having the PMC participate in joint discussions about how to best market new program offerings, once the initial offering has been determined.

In a similar vein, the Cascade Natural Gas contact indicated a desire to have more "one-on-one" interaction with the PMC to find out what is going on "on the ground." That contact noted that Cascade Natural Gas does not have "a whole lot of direct information about the programs." Specifically, the contact indicated not being updated often on program offerings. The contact cited an example relating to the Multifamily program, which is separate from EB, but the general desire was to learn more about what is happening on the commercial side.

5.3. Factors that Enhance Coordination and Collaboration

All interviews provided important insights, although contacts provided varying levels of detail on what made coordination and collaboration work.

The group interview for PGE/Energy Trust yielded the greatest level of detail. PGE interviewees included both program outreach and marketing staff. Both PGE and Energy Trust interviewees reported they collaborate directly and regularly to identify and implement solutions that increase savings and customer service. This team reported they have developed solid trust and effective cross-team communication and developed formal and informal mechanisms to coordinate data sharing, marketing, and program delivery.

They expressed a common understanding that their goal is providing excellent customer service to achieve energy efficiency. Participants also noted that both sides work hard to communicate outside of the planned meetings to address program-related topics. They expressed that their collaboration over time continues to deepen. A result of this collaboration, one Energy Trust contact noted, "really nice realization rates" from the commercial customer leads provided by PGE.

PGE/Energy Trust participants also mentioned several factors that have helped foster this positive working relationship:

〉 PGE's in-depth understanding of Energy Trust's programs, which assists PGE staff in directing customers to the most appropriate options.

〉 Access to Energy Trust program participation data – a new development established as part of the new data sharing agreement – which allows PGE to better target its outreach and service marketing activities, particularly on the commercial side.

〉 Use of in-house staff to conduct outreach.

In particular, access to Energy Trust program data helps PGE better target the customers most likely to participate in a given Energy Trust program. The data also help PGE adjust its marketing plan to meet changing Energy Trust needs – e.g., savings gaps in one or more Energy Trust programs.

The Pacific Power contacts were all from marketing; Pacific Power contracts its outreach staff. They expressed overall satisfaction with collaborative program marketing efforts as well. The primary tools mentioned for marketing collaboration were the marketing plan that Energy Trust and Pacific Power jointly develop at the end of each year for the following year, three meetings during the year to check in on progress, and *ad hoc* check in by phone and email. Energy Trust's commercial and industrial marketing manager also reported meeting monthly with business marketing managers from both electric utilities starting at the end of 2013. Interviewees' comments indicated good rapport between the two organizations. Both Energy Trust and Pacific Power contacts said the flexibility of the marketing plan and ability to check in as needed allows for necessary changes and mid-course corrections. Energy Trust added that Pacific Power staff have been responsive and helpful with marketing events and customer targeting. Regarding targeting, contacts said a new goal for 2014 will be to better use consumption data for Energy Trust to help them target customers with substantial savings potential.

The contacts for the two gas utilities had less feedback on the nature of their collaboration with Energy Trust. As noted above, the Cascade Natural Gas contact indicated that Energy Trust staff's meeting with Cascade Natural Gas staff at its district offices supported coordination.

5.4.   Directing Customers to Energy Trust Programs

All utility contacts reported that they actively direct their customers to Energy Trust for program access and that this arrangement was working well. In particular, Energy Trust staff indicated that PGE staff understands Energy Trust's programs well and that PGE's outreach staff effectively direct projects to Energy Trust. Pacific Power and Energy Trust contacts indicated a shared understanding that Pacific Power's key role is to provide access for Energy Trust to customers; the contacts emphasized that customers' recognition of the Pacific Power name and logo, and their relationships with Pacific Power field reps, are important in fostering participation in Energy Trust's programs. NW Natural and Cascade Natural Gas contacts reported that their call center staff and company websites direct interested customers to Energy Trust program website and phone number. At both gas utilities, call center staff transfer

customers directly to Energy Trust's call center; in addition, Cascade Natural Gas representatives forward customer emails to Energy Trust, and/or provide customers with Energy Trust's phone number and website. This has been fairly consistent since 2012.

5.5. Branding

Utility contacts offered diverse comments on program branding. Despite that diversity, the utilities and Energy Trust appear to be deliberate and consistent in how they manage branding; as a result, customers know how to get information on programs and participate in them. Contacts generally indicated that Energy Trust solicits utility input on its marketing materials and uses the utility brand to reach customers, although Energy Trust ultimately controls the content. Multiple contacts described branding as following a model of "brought to you by Energy Trust because you're a *utility* customer" or "brought to you by your *utility* through Energy Trust." Participants in the PGE interview noted that promotions with "major PGE customer impact" will use PGE's brand design, but they did not define "major impact."

Interviewees provided varying feedback on branding strategies in general, and on the degree of joint utility/Energy Trust co-branding. The Pacific Power contact reported that the utility adds Energy Trust logo to utility marketing materials. On the other hand, a contact from one of the gas utilities said that utility does not include Energy Trust logo on about 70% of its marketing material and that "a lot of Energy Trust marketing/advertising is all-Energy Trust" and does not identify the utilities that provide the service.

One point that came out of the PGE interview was that trade allies should focus less on educating the customers about the details of where the incentives come from and more just on the measures and their benefits that the joint PGE/Energy Trust relationship make available.

5.6. Consistency of Program Information Across Channels

Generally, utility contacts said their customers received clear and consistent information about the program offerings and how to access them. An Energy Trust contact noted that PGE "is taking a really active role in communicating with Energy Trust to understand the programs." As a result, "they have relationships with customers that help Energy Trust achieve savings and that's been fantastic…." The contact went on to note that, despite being an electric utility, PGE also understands the gas measures, and so Energy Trust is confident that PGE is talking to customers, they are "providing a full perspective in terms of energy saving opportunities."

An Energy Trust contact also noted how Pacific Power helped Energy Trust in "getting out the message" about an LED buy down initiative. A Pacific Power contact provided additional comment that "messages are pretty consistent. They seem to have the same feel and tone about them. They share the same kind of language." Further, this contact indicated that the utility provides information on how to access program information via website and phone, providing information "in a clear and consistent manner." One are of possible improvement, noted by an Energy Trust contact, is in giving small commercial customers accurate information on whether they are "a good fit" for EB services.

Gas utility contacts provided fewer comments about consistency of information in the commercial sector, but generally indicated consistency between their efforts and those of Energy Trust.

5.7.   Challenges and Opportunities

Some contacts indicated some challenges and opportunities for improving, coordination and collaboration between Energy Trust and utilities. Specific suggestions included the following:

〉 Contacts at one utility said that if Energy Trust could involve them earlier in the planning process before making detailed strategic and tactical decisions about how to meet goals, the utility staff could bring valuable ideas to the discussion. These same contacts also suggested involving the PMCs in marketing discussions, as they would likely have good ideas because of their ground-level perspective.

〉 Contacts from one utility said that if Energy Trust could distribute the agendas for the regular quarterly meetings sooner, utility staff would be able to suggest additional topics reflecting their particular perspective and issues, and request more time for these. These contacts also wanted meetings to focus more on in-depth discussion than routine reporting. They suggested that Energy Trust alert them in advance if the meeting is intended to be purely informational, so the utility staff do not spend time preparing collaborative input that will not affect program activities.

〉 Both Energy Trust and utility contacts brought up the challenge of effectively targeting commercial customers. To help in this process, utilities are providing consumption data and Energy Trust is providing participation data. However, challenges remain particularly with identifying promising leads among small and medium-sized customers. While interviewees agreed that generating leads is particularly difficult in this segment, Energy Trust said they think utility contractors need more training. The utility said they were willing to work with Energy Trust on this.

〉 Several suggestions related to the use and training of trade allies:

● help trade allies to better articulate to customers the benefits provided by the relationship between Energy Trust and the utilities;

● provide more training to trade allies on selling efficiency to customers;

● work with trade allies to understand the value to their businesses of doing QA;

● have incentives paid to trade allies and require them to pass incentives directly to the customer (through invoices), to motivate the allies to complete and submit incentive forms in a timely fashion.

In general, both Energy Trust and Utility contacts reported that program marketing and delivery are going well. The organizations work together effectively and the transition to a new PMC did not affect the positive work happening between Energy Trust and the utilities nor did the transition affect customers knowledge of the EB program. As indicated above, respondents did report some challenges but these challenges were largely seen as opportunities to improve upon an already positive relationship.

6. Conclusions and Recommendations

The Existing Buildings program is performing well under the new PMC. The PMC is proving operationally and administratively strong. Increased savings from food service related measures appear to be helping to offset the loss of savings that staff had anticipated would come from roof-top tune-up projects. The final 2013 savings results came in after the majority of the activities associated with this process evaluation were completed. In 2013, the PMC exceeded conservative kWh savings goals in Portland General Electric (PGE) and Pacific Power territories, but fell short of conservative therm targets in NW Natural and Cascade Natural Gas territories, even though the stretch goal for NW Natural demand-side management customers was far exceeded in 2013. After the close of 2013, program staff reported that final savings were impacted by the following factors:

1. The impact of initially limiting the roof-top tune-up offer to units less than five tons and later discontinuing the offer altogether in reaction to evaluation results that demonstrated that the savings being realized were lower than expected;

2. difficulties associated with the PMC refining the forecasting process to accurately estimate project completion dates, especially for some large custom projects that either failed to materialize or shifted into 2014; and,

3. the diminished pipeline that the incoming PMC encountered after the outgoing PMC had worked hard to close all existing projects to realize the savings in 2012.

The PMC has taken these factors into account for 2014 and appears to be on track to achieving savings targets in 2014 with a strong pipeline in the first few months of the year.

Regularly scheduled and *ad hoc* meetings as well as regular and detailed reporting helped foster good communication and coordination among Energy Trust, ICF, and Evergreen, helping to facilitate a smooth transition. ATACs and trade allies continue to be generally satisfied with the program, particularly with the new PMC's proactive communication and responsiveness, and, (for ATACs) improvements to the study guidelines in the program implementation manual. The PMC transition was otherwise largely invisible to trade allies.

Because of good communication and collaboration between Energy Trust and the utilities, customers generally are clear about program offerings and how to access them. Collaboration can continue to improve through greater and earlier information sharing between Energy Trust and the utilities in program planning and greater collaboration in the use and training of trade allies.

ICF's greater interest in Energy Trust's Solar program has improved cross-program coordination, although concern remains among Energy Trust Solar staff that lack of explicit direction or goals from Energy Trust, and that solar energy is an Energy Trust priority could limit the degree of coordination. Changes in ICF's 2014 contract with Energy Trust largely address this issue. In 2014, ICF has solar related milestones to achieve including referring 15 leads to the Solar program and developing ways to better coordinate across the two programs.

These findings have led to the following conclusions and recommendations.

Conclusion: ICF's emphasis on greater "account management," more targeted marketing, and marketing to previously underrepresented segments may be showing positive results. ATACs noted a more targeted approach to large energy users and increased customer awareness of program options, and some reported increased diversity of customers served. For example, the program delivered custom studies and projects in Washington, in 2013, whereas the program did delivered almost no custom projects in 2012. Compared to 2012, the program was able to deliver studies and custom projects in Washington, in 2013 that resulted in almost 25,000 more program therm savings. ATAC respondents noted that even more opportunities could exist in Washington with closer coordination with Clark Public Utilities.

> **Recommendation:** Energy Trust and ICF should maintain and enhance their approach in Washington to continue to deliver savings. One possible enhancement could be seeking ways to increase or improve coordination with Clark Public Utilities commercial efficiency incentives.

Conclusion: While trade allies continue to be largely satisfied with the program, incentive processing speed still leads to dissatisfaction among this group. Follow-up research with trade allies to gather additional information on issues related to dissatisfaction with processing speed, including how frequently delays occur and whether trade allies that express dissatisfaction with "incentive processing speed" are referring only to the period from project completion and inspection to receipt of the incentive or to the entire application process.

> **Recommendation:** If it does not already do so, ICF should alert customers any time a project has remained at a particular stage longer than 30 days without advancing to the next stage (including advancing from project completion to incentive payment) and provide the reason(s) that the project has remained at the stage and what, if anything, it needs from the customer and/or the customers' contractor(s) to move the project to the next stage.

Conclusion: Under the new PMC, ATACs continue to bring large custom projects to Energy Trust, using the program and the studies as a way to maintain relationships with their customers and train new staff. Some less-active ATACs are disappointed when Energy Trust does not assign studies to them.

> **Recommendation:** ICF should communicate to ATACs that most studies result from ATACs' own efforts to promote studies and projects to their customers and should explain how it decides to assign studies that result from customer direct requests.

Appendices

A.   Staff Interview Guide

A.1.   Data Collection Activities

Table A-1: Outline of Data Collection Strategy

CONTACTS AND APPROACH	THIS INSTRUMENT
Instrument Type	In-depth interview (phone)
Estimated Time to Complete	~45 minutes (may run longer depending on respondent)
Population	Energy Trust Existing Building staff and PMC staff
Population Size	16 staff
Completion Goal	16 (Energy Trust-7, ICF-6, Evergreen-3)

A.2.   Research Objectives

Table A-2 shows how each interview question relates to the pertinent research objectives identified in the kick-off meeting, as documented in the work plan. Other interview questions address general process issues, such as communication, goals, marketing, and program processes.

Table A-2: Research Questions Addressed in Staff Interview

RESEARCH OBJECTIVES	INTERVIEW QUESTIONS
Identify lessons learned during the PMC transition that will help the program going forward	All
Document existing channels for communication between the Program (Energy Trust and/or PMC staff) and utilities, stakeholder groups, and trade allies. Assess effectiveness	Q5-Q15
Document existing channels for communication and coordination between the Program (Energy Trust and/or PMC staff) and other Energy Trust departments (such as Finance and Planning & Evaluation). Assess effectiveness.	Q5-Q15
Document channels for communication and coordination between Program and programs (particularly solar). Assess effectiveness.	Q5-Q15
Explore reasons behind variations in TA activity levels and strategies for increasing TA engagement	Q61-Q70
Document how, if at all, the transition has affected program marketing and other customer-facing program activities (e.g., online information and forms)	Q25-Q35
Document how Energy Trust and ICF work together in program marketing	Q25-Q34
Document how Energy Trust coordinates with utilities in marketing and how has this changed, if at all, with the new PMC	Q35-Q36
Document project steps from inception to completion (key steps)	Q38-Q60
Document changes made to processes, documentation, and/or systems by new PMC, and why	Q38-Q60

RESEARCH OBJECTIVES	INTERVIEW QUESTIONS
Document what processes from the old PMC were kept and why	Q38-Q60
Document changes PMC made to program in Southwest Washington	Q38-Q60
Documents PMC data collection process (how and what is collected) and level of integration across tracking systems (Energy Trust, ICF and Evergreen systems)	Q56-Q60
Document how do the various commercial-sector pilot programs fit into the current program strategy	Q71-Q74
Document the current the process for formulating new pilot programs, and how well the process is working	Q71-Q74

A.3. Pre-Interview Data Inputs

Contact Name:

Contact Organization:

Contact Phone:

Date:

Interviewer:

A.4. Introduction

[IF A COLD CALL]

Hello, may I speak to [name from call list]?

Hello, my name is _____ from Research Into Action. I am calling regarding the process evaluation of Energy Trust's Existing Buildings Program. As part of the evaluation, we are speaking with staff members from Energy Trust, ICF, and Evergreen to get a detailed understanding of how the transition to the new implementer is going and how the program is currently being implemented. We also will talk about communication with trade allies, allied technical assistance contractors, or ATACs, and other program stakeholders.

Would this be a convenient time for us to talk? We probably need about 30 minutes to an hour. [If not, schedule another time; if so, continue]

[IF SCHEDULED CALL]

Thanks for taking the time to talk today. As mentioned earlier, we are evaluating the Existing Buildings Program for Energy Trust. We are interested in hearing about activities undertaken by the new program management contractor - ICF.

We will keep your responses confidential to the full extent of the law; nothing you say will be identified with you in our reports. I'll be typing notes as we talk and audio recording this

interview to ensure the accuracy of my notes. The recording will not be provided to Energy Trust of Oregon. Is it ok that I record our conversation?

Do you have any questions before we get started?

A.5.   Roles and Responsibilities

1. First, let me confirm your title:

2. And what has been your role in the Existing Buildings program during the 2013 program year? [For ICF Staff:] Did you have any prior experience with the program?

3. About what percent of your time do you spend working on Existing Buildings – full time or less?

4. Which ICF, Evergreen and Energy Trust staff members do you work directly with?

    Probe: Along with their names, what is their general role?

A.6.   Communication and Coordination

Please describe the various communication channels you and use to keep apprised of program activities. Let's start with meetings then move on to internal reports …

5. Please describe the frequency and type of scheduled joint meetings related to the Existing Buildings program –with ICF/Evergreen/Energy Trust Existing Buildings staff.

    a. Frequency:

    b. Type [in-person, phone, web, other]:

6. Do you meet with other groups at Energy Trust? If so what groups and why do you meet with them?

7. What types of coordination, if any, are needed between Energy Trust program staff or PMC staff and other Energy Trust departments to ensure program effectiveness?

    a. How well has that coordination worked?

    b. What has ICF done to make it work?

    c. What else could be done?

8. What types of coordination, if any, are needed between Energy Trust Existing Buildings staff or PMC staff and other Energy Trust programs to ensure program effectiveness?

    a. How well has that coordination worked?

    b.   What has ICF done to make it work?

    c.   What else could be done?

9.   Do you regularly attend any meetings with ICF, Evergreen, or Energy Trust program staff to stay informed about Existing Buildings activities or needs?

    a.   What is the main purpose of these meetings?

    b.   Do these meetings work to keep you informed? Why or why not?

    c.   How could they be improved?

10. What is the frequency and types of reports that ICF provides to you? [Probe: who at ICF provides what report to whom at Energy Trust]

11. And how are these reports working to keep other departments up to date on Existing Buildings activities and potential needs? Why or why not?

12. What is the frequency and types of reports that you provide to Energy Trust?

    a.   Who at ICF provides what report to whom at Energy Trust?

13. And what about informal phone and email exchanges – would you say ICF/Evergreen/Energy Trust staff are open and accessible through those avenues?

14. Are you using any other ways to keep each other appraised of program activities?

A.7.   Energy Trust Support Staff Questions [Ask JG, KH/CH, CG, LR]

15. Did you play a role in the program transition at all? If so, what was your role?

16. What activities have you worked on with Existing Buildings staff over the past year?

17. What has been the best part of your work with Existing Buildings program staff?

18. What, if anything, could improve your work with Existing Buildings program staff in the future?

A.8.   Program Direction, Strategies, Anticipated Changes

Let's talk about any major changes that took effect in the program during 2013, starting with savings goals…

19. Did you make any major changes in program savings goals for 2013?

    a.   What changes?

      b. Why?

20. Have you made changes in strategies, approaches, or measures offered to reach savings goals? And how is that going?

      a.   What processes do Energy Trust and ICF have set up for developing or changes measures?

      b. And how would you say this process is working so far this year?

21. And have you made any changes in 2013 to target certain commercial or institutional customers or geographical areas moving forward?

      a. And how have these changes been performing so far? (meeting or not meeting expectations)

22. Have we missed talking about any other major changes implemented in 2013?

23. What changes to goals or strategies are planned for 2014?

      a. What processes are in place for making such changes?

A.9. Marketing and Outreach

Now let's talk briefly about marketing the Existing Buildings program. I'll ask you about changes to forms and manuals a bit later on.

24. What roles, either separately or combined, do Energy Trust, ICF, and Evergreen have for developing customer-facing marketing ideas?

      a. How, if at all, is this arrangement different than the way you worked with the previous PMC?
          [IF DIFFERENT] Why did you make this change?

      b.

25. Do you anticipate making any changes to who or how marketing ideas are developed going forward?
    [PROBE: Developing new case studies perhaps or some other approach?]
    [IF YES] What changes and why?

26. Because of the new partnership, what, if any, big changes in marketing strategies, messages, or customer materials had to be made during 2013?

      a.   Who was responsible for implementing these changes? [Energy Trust / ICF / shared effort]

      b. Please describe the efforts you made to communicate important programmatic changes to customers?

    c.   What, if anything, could have streamlined or smoothed out during the process of making changes and communicating with customers?

27. Are you planning to make any major changes to customer facing marketing messages going forward?

Now I'd like to hear about the effort that went into revising program materials such as application forms, instructions for customer and trade allies, the implementation manuals, and any on-line tools.

28. First, who on the Energy Trust or ICF staffs are responsible for website content development, as well as maintenance?   [Energy Trust, ICF, Shared Responsibility]

29. How is the sharing of this responsibility working out so far?

    a.   What might address the challenges going forward?

30. What forms, instructions, manuals or web tools required major updating to accommodate program changes that came with the transition?

    a.   Major changes needed to:

    b.   How long did the major updates take?

    c.   And, how did the roll-out of the new materials go – any notable challenges?

    d.   How did Energy Trust and ICF staff address those challenges?

31. Were there any issues or concerns during the transition with getting any other program related content up on the website or otherwise available to customers and trade allies?

    a.   [ASK IF Q32 = Yes] How were they resolved?

    b.   [ASK IF Q32 = Yes] What, if any, ways have you developed for avoiding such issues in the future?

32. What efforts did you make to communicate programmatic changes to relevant Energy Trust departments, Evergreen and ICF staff, as well as to trade allies and ATACs?

    a.   What, if anything, could have streamlined or smoothed out your notification processes?

        What, if any, additional changes to program materials (like forms, manuals) do you anticipant making in the remainder of 2013 or in 2014?

A.10. Coordinating Marketing with Utilities [SJ ONLY]

33. Do ICF staff have any role in coordinating with utilities on marketing?

34. Tell me about marketing coordination with utilities – what have you been doing with what utilities and how has that been going?

    a. What is working particularly well?

    b. What would you like to be going better?

A.11. Program Processes [ICF ONLY]

Now let's turn to how the program is working in 2013. I have quite a few questions about the process of moving an Existing Buildings project from application to completion. Please make sure to tell me about any differences between prescriptive and custom projects. [INTERVIEWER EDIT STEPS AND FOLLOW-UP QUESTIONS AS NEEDED]

35. Let's start with what happens after you receive an application.

    a. Review - Approval / rejection / re-submittal

    b. How are customers notified of the status?

36. When are lighting specialists brought in? [Prescriptive, custom or both]

37. When do ICF staff typically interact with customers in person? [On basis of project size or type, if there is a technical analysis, other.]

38. Do all customers proposing a custom project qualify for a technical analysis?

    a. What does the technical analysis phase look like? (Is it a brief walk through assessment, investment grade audit, something else)

39. Do you offer different levels of technical assistance to customers?

    a. What level of technical assistance is offered to what types of projects?

    b. How do you decide on the level of assistance to offer? [Based on project size or type (prescriptive vs. custom), or other?]

40. How does ICF go about assigning ATACs to projects?

41. After the ATAC completes the assessment, what happens to finalize the report? [Outline all internal processes related to ICF review and how changes are made to the studies submitted?]

42. Once the technical study report is finalized, what key steps happen next?

    a. Who sends it to the customer?

   b.   Do ICF and/or ATAC go over the report with the customer?

   c.   What goes on in a typical meeting?

43. Once the customer reviews the study, what has to happen to move a project forward?

44. How do you go about tracking where the technical study process is from initiation, to internal review, to customer review, to project initiation?

45. Are there any rules or limitations on which trade allies can install a prescriptive or custom project?

46. What are the differences in post-installation verification for prescriptive and custom projects?

47. What, if any, final processes need to be completed before the incentive payment can be paid?

As a part of documenting current processes, we need to understand how the processes you described above changes as a result of the transition. Did you make any notable changes …

48. Did you make any notable changes to how or by whom customer inquiries are being handled?

   a.   [IF Q50 = YES] Is this approach going as smoothly as expected? [PROBE: Why or why not?]

49. And what, if any, changes have been made this year to the customer application and review process?

   a.   Why were changes made?

50. What about the technical analysis process – were changes made to how this process works?

[PROBES ABOUT POSSIBLE CHANGES IN THESE AREAS:

Which projects qualify for Technical Analysis.

How ATAC are assigned.

How study calculations are reviewed,

How recommendations and installations are tracked

And any other changes?]

[IF Q52 INDICATES CHANGES WERE MADE]

   a.   Why were these changes made – expected benefited?

    b. Is the current approach meeting expectations? Why or why not?

51. Any major changes to which projects required post-installation verification?

    [IF Q53 INDICATES CHANGES WERE MADE]

    a. Why were changes made?

    b. Is the current approach meeting expectations? Why or why not?

52. And were any major changes to the customer rebate process made?

    [IF Q54 INDICATES CHANGES WERE MADE]

    a. Why were changes made?

    b. Is the current approach meeting expectations? Why or why not?

53. Are you planning on making other changes next year?

A.12. Data Processing

54. I'd like to get a sense of the degree to which Energy Trust, ICF, and any Evergreen project tracking systems are integrated. Does each organization maintain their own tracking system?

    a. How do data get into Energy Trust's FastTrack system? Direct entry or batch?

55. What QC procedures do you have in place?

    a. How, if at all, have QC procedures changed as a result of the transition?

56. Was any data lost during the transition?

57. Are some data no longer collected? If so, what data are not collected and why?

58. How has the change in PMC affected the way the program is managing data, tracking data, and internal reporting?

    a. What changes have been made?

    b. Have any changes been made to how rebates are processed?

    c. Why these changes?

    d. How well are these changes meeting expectations so far?

    e. Are there any issues that need to be addressed?

A.13. Relationship with ATACs [ASK ICF STAFF]

59. I understand the program required existing ATACs to re-apply to the program. Why?

60. What is the role of the ATACs in the program? What services do they offer?

61. How have you recruited ATACs to the program?

62. What support or training do you offer ATACs once they are "accepted" into the program?

63. What is your role in reviewing ATAC's technical studies?

   a.   Do you typically have to make changes to reports? If so, why?

64. Have you noticed any changes in ATAC technical studies since you took over program management?

A.14. Relationship with Trade Allies and Stakeholders

65. In what ways do the various Energy Trust, ICF, and Evergreen staff work with trade allies?

   [Probes: screening, list management, recruiting, training, coordinating, review submitted applications and forms, verify work done, other]

   a.   How is this different under the new PMC compared to previously?

   b.   What changes do you see, if any, going forward?

66. What strategies have you found to be useful for encouraging low-activity trade allies to become more active? [Incentives, sales training, mentoring, other]

67. What lessons have you learned from highly active trade allies that have helped or might help you recruit trade allies that are more likely to be successful program partners?

We will be interviewing high-volume lighting and non-lighting trade allies, as well as allied technical assistance contractors, as part of this evaluation.

68. Are there any questions that you would like us to ask of trade allies or ATACs?

A.15. Pilots

69. What role, if any, do you play, in pilots under the Existing Buildings program?

70. [ASK IF THEY PLAY A ROLE IN PILOTS] What are the steps for creating a pilots?

71. [ASK IF THEY PLAY A ROLE IN PILOTS] What successes have you had or seen with pilots?

72. [ASK IF THEY PLAY A ROLE IN PILOTS] What challenges have you faced or seen with pilots?

A.16. Wrap-Up

73. Overall, what do you think is working best about the Program so far?

74. What could work better?

That is all the questions I have. Thank you for your time and feedback.

As I review and analyze your responses, would it be alright if I contacted you again if needed to clarify a response?

Thank you again.

B. ATAC Interview Guide

B.1. Instrument Information

Table B-1: Overview of Data Collection Activity

DESCRIPTOR	THIS INSTRUMENT
Instrument Type	In-Depth Interview
Estimated Time to Complete	20-30 minutes
Population Description	Allied Technical Assistance Contractors (ATACs)
Sampling Strata Definitions	2-3 will be from SW WA if possible and 2-3 will be from Eastern OR if possible
Population Size	~30
Call List Size	~15
Completion Goal(s)	15
Call List Source and Date	Energy Trust SFTP Site, List of ATACS supplied by Energy Trust on _____
Type of Sampling	Purposive We will speak with the most active ATACs
Contact Sought	Person responsible for conducting studies for commercial buildings
Fielding Firm	Research Into Action

Table B-2: Research Objectives and Associated Questions

RESEARCH OBJECTIVE	ASSOCIATED QUESTIONS
How do ATACs perceive the new PMC's outreach approach to them, including requiring them to sign-up anew as ATACs?[1] What is better or worse about outreach compared to previously? What would they like to change?	Q9-Q11
What changes, if any, did ATACs experience in their role selling large custom upgrades, in the assignment of jobs, or in getting questions answered during the transition period?	Q12-Q15, Q18
Has the transition resulted in any changes to program processes that ATACs see as either positive or negative? If so, what? For example, have they noticed any changes in how the program uses their assessments?	Q12-Q15, Q18
How do ATACs perceive the introduction of study guidelines?	Q12-Q18
What other strategies has the new PMC used to improve the quality or consistency of studies?	Q12-Q15
What effect has the change to applying Oregon program rules to Southwest Washington had on ATACs?	Q19-Q21
How do ATACs perceive any changes the new PMC has made the feedback provided to ATACs about energy assessments they have performed?	Q12-Q14, Q27-Q28,
Has the transition had any positive or negative effects on the ATACs' ability to perform assessments or to offer additional services to their customers?	Q12-Q14, Q22-Q33
What can be learned from the most active ATACs that might help less active ATACs increase their program activity level or help the Program recruit new ones?	Q12-Q14,Q27-Q33

B.2. Interviewer Information

ATACs have been part of the Existing Buildings program for many years. In 2013, in conjunction with the new program implementer, all ATACs had to reapply to Energy Trust (Fluid) to be considered ATACs. An overriding purpose of this evaluation is to understand how the transition of implementers affected ATACs.

Glossary

ATAC = Allied Technical Assistance Contractor. ATACs are the engineers and auditors that conduct technical studies of buildings for customers on behalf of Energy Trust.

B.3. Instrument

B.3.1. Introduction

B.3.2. Interview Script

Hi, this is _____ from Research Into Action. We are working with Energy Trust to evaluate the Existing Buildings Program. We've already talked with Energy Trust and ICF staff and we'd like to talk with you about your firm's experience as an Allied Technical Assistance Contractor, or ATAC, for the program. As you may know, an ATAC is someone that provides technical studies to Energy Trust commercial customers. Our [telephone] conversation will probably take about half an hour. Even if you have not completed any studies, we would like to speak with you.

B.3.3. Roles and Responsibilities [ASK ALL]

Q1.   [ASK ALL] First, please tell me your title:
1.   President/CEO
2.   Manager
3.   Sales person
4.   Other, please specify:_____

Q2.   [ASK ALL] What is your role in your firm?

B.3.4. Firm Characteristics [ASK ALL]

Q3.   [ASK ALL] How many years/months has your firm been an Energy Trust ATAC (regardless of program implementer)?

Q4.   [ASK ALL] How many people work at your firm?

Q5.   [ASK ALL] What types of services does your firm provide to its clients?

Q6.   In which commercial market areas do you generally provide those services?
    1.   Office
    2.   Retail
    3.   Restaurant
    4.   Government/Municipal
    5.   Schools
    6.   Universities/Colleges
    7.   Hospitals
    8.   Grocery
    9.   Lodging (Hotel/Motel)
    10.   Other, please specify: _____

Q7.   [ASK ALL] Of the market areas you mentioned, which represents the largest proportion of your business?

B.3.5. Program Changes

Q8.   [ASK ALL] We understand you were required to apply/re-apply to be considered an ATAC at the beginning of 2013. Please describe your experience in submitting that application.

Q9.   [ASK ALL] During the application/re-application process, what questions or concerns did you raise, if any, with Energy Trust or ICF?

Q10.   [IF INDICATED QUESTIONS OR CONCERNS] How well did Energy Trust or ICF respond to your questions or concerns?

        [Probes: Was it adequate? If not, what was wrong? How was it resolved? What questions or concerns remain?]

Q11.   [ASK ALL] Since the beginning of 2013, what changes, if any, have you noticed to Energy Trust's Existing Buildings program?

        [PROBE, AS NEEDED] What changes have you noticed relating to….
    1.   …guidelines for technical studies?
    2.   …how outreach to commercial customers is conducted?
    3.   …requirements to be an ATAC?
    4.   …the frequency or quality of information provided on program activities?
    5.   …the types of studies you conducted?
    6.   …the types of customers you serve
    7.   …feedback you receive from program staff?
    8.   …anything else?

Q12. [ASK IF Q13 INDICATES ANY CHANGES] How did the changes affect…

1. …your ability to sell your services ___
2. …services you provide to customers ___
3. …the amount of potential savings from a project ___
4. …other, please specify:_____

Q13. [ASK IF CONNECTION BETWEEN Q13 AND Q14 RESPONSES IS NOT CLEAR] Did changes to Energy Trust programs or services contribute to any of the changes you noted? If so, how?

B.3.6. Firm Changes

Q14. [ASK ALL] Over the last year, has your firm changed any services you offer to commercial customers?

1. Yes
2. No

Q15. [ASK IF Q16= "Yes"] What services changed and why? [What was added, what was dropped?]

Q16. [ASK IF Q16= "Yes"] In what way, if any, were any of these changes influenced by changes to Energy Trust's commercial program in 2013? Please explain.[Probe to clarify whether response relates to Existing Buildings program or other offerings]

B.3.7. [For ATACs with Zero Studies]

Q17. [ASK IF STUDIES = 0] We understand you have not submitted any studies as an ATAC this year? Is that correct?

1. Yes
2. No, how many studies have you completed?____

Q18. [ASK IF Q17. = "YES"] Have you attempted to do an ATAC study in 2013? [i.e. have you approached a client or been approached by a client to do a study for the ETO Existing Buildings program]?

Yes, how many?___
No
DK

Q19. [ASK IFQ17= "YES"] What kept you from completing the study? Please describe.

Q20. [ASK IF STUDIES = 0] Why hasn't your firm conducted ATAC studies in 2013?

Q21.   [ASK IF STUDIES = 0] What can Energy Trust do, if anything, to make it easier for you to conduct studies as an ATAC?

Q22.   [ASK IF STUDIES = 0] At any time since you have been an ATAC, have you ever received a project lead from Energy Trust? If so, what happened to that project? [PROBE: Did it materialize into a study? Was the project completed (i.e. measures were installed?]

Q23.   [ASK IF STUDIES = 0] At any time since you have been an ATAC, have you ever provided a project lead to Energy Trust? If so, what happened to that project? [PROBE: Did it materialize into a study? Was the project completed (i.e. measures were installed?]

B.3.8. Successes and Challenges

Q24.   -[ASK ALL] On a scale of one to five where one is not at all satisfied and five is very satisfied, over the last six months how satisfied are you with the following aspects of your interactions with Energy Trust? How satisfied are you with Energy Trust's…

	1	2	3	4	5	DK	N/A
1. …guidelines related to technical studies							
2. …outreach to commercial customers							
3. …requirements to be an ATAC							
4. … program information							
5. …anything else, please specify_____							

Q25.   [ASK IF SCORE IN Q27<4] What were you dissatisfied with about…

	WHAT WERE YOU DISSATISFIED ABOUT
[ASK IF Q27_1<4]…guidelines related to technical studies	
[ASK IF Q27_1<4]……outreach to commercial customers	
[ASK IF Q27_1<4]……requirements to be an ATAC	
[ASK IF Q27_1<4]……program information	
[ASK IF Q27_1<4]……anything else, please specify_____	

Q26.   -[ASK ALL] In the last year, what challenges have you had working as an ATAC?

Q27.   [ASK IF Q31 INDICATES CHALLENGES] Did the program contribute to those challenges? If so, how?

Q28.   [ASK ALL] Overall, what program changes, if any, would you like to see and why?

B.3.9. Conclusion (C)

Q29.   [ASK ALL] That's all the questions I have. Is there anything you'd like to mention, including any suggestions for Energy Trust?

Thank you for your feedback and your time.

C. Trade Ally Interview Guide

C.1. Data Collection Activities

Table C-1: Outline of Data Collection Strategy

CONTACTS AND APPROACH	THIS INSTRUMENT
Instrument Type	In-depth interview (phone)
Estimated Time to Complete	15-20 minutes
Population	High Volume Trade Allies
Population Size	
Completion Goal	30 (details below)

Based on our work plan, we will interview 30 high volume lighting and non-lighting trade allies that conducted projects in 2013. Due to the relatively low number of non-lighting trade allies that have completed projects in 2013, we will attempt to reach all, not just the ones that have done the most projects. Most interviews will be conducted with Oregon-based trade allies but we will also attempt to reach 3-4 Washington-based trade allies. Table C-2 summarizes our proposed sampling plan for interviewing trade allies.

Table C-2: Proposed Sample for Trade Allies

SUBGROUP	POPULATION*	PROJECTED COMPLETIONS	NOTES RE SAMPLE SELECTION
Lighting Trade Allies	~74	15	1-2 will be WA based
Non-lighting Trade Allies	~22	15	1-2 will be WA based
Total	**~96**	**30**	

* The population estimate is based on number of Trade Allies that did projects in 2013 and designated as lighting trade allies by Energy Trust. Based on a review of the data, it appears that some of the trade allies designated as lighting may also provide other services. Therefore, we will classify respondents on whether they are lighting or non-lighting Trade Allies (or both) based on their responses to question F1.

C.2. Research Objectives

Table C-3 shows how each interview question relates to the pertinent research objectives identified in the kick-off meeting, as documented in the work plan. Other interview questions address general process issues, such as communication, goals, marketing, and program processes.

Table C-3: Research Questions Addressed in Staff Interview

RESEARCH OBJECTIVES	INTERVIEW QUESTIONS
Did trade allies note any differences in the ability to keep informed of program activities, submit applications, and get questions answered during the transition period? If so, what were they?	T1-T3, FC1-FC3
Has the transition resulted in any changes to program processes that trade allies see as either positive or negative? If so, what?	T1-T3, FC1-FC3
Has the transition had any positive or negative effects on the range of services that trade allies are able to deliver to their customers?	T1-T3, FC1-FC3
What support or training has the new PMC provided? Has than had any effect on their ability to land work?	T1, IE4-IE7,S1-S2
What strategies are trade allies using to bring new customers and projects to the program or increase efficiency levels?	TP1, TP7-TP8, FC4-IE3, S1_1, S2_1
What does a trade ally's typical project look like? What can the program do to help them improve the size or efficiency of projects?	TP1 - TP8

C.3.   Pre-Interview Data Inputs

Before contacting the interviewee, the interviewer will record the available information from the project database as well as his/her name. If any of the listed information is not available from the database, the interviewer will ask the interviewee for it after completing the introduction and recruitment script. The interviewer will confirm the listed information found in the database.

Table C-4: Database Information to Include in Interview Guide

FIELD
Contact Name
Contact Company
Number of Energy Trust Projects in Last Year

C.4.   Introduction and Recruitment Script

Hello, my name is _____ and I am calling from Research Into Action on behalf of Energy Trust of Oregon. As part of our evaluation of the Existing Buildings Program we are speaking with trade allies like you to learn about the program successes or challenges you experienced in 2013.

Do you have 15-20 minutes to answer some questions about these topics or can we schedule a time within the next week to speak?

 [IF SCHEDULED CALL]

Thanks for taking the time to talk today. We are evaluating the Existing Buildings Program for Energy Trust. We are interested in hearing about activities undertaken in the 2013 program year.

We will keep your responses confidential to the full extent of the law; nothing you say will be identified with you in our reports. I'll be typing notes as we talk and I would like to record our conversation to ensure the accuracy of my notes. Is it ok if I record our call? The recording will not be provided to Energy Trust of Oregon.

Do you have any questions before we get started?

C.5.   Roles and Responsibilities (RR)

RR1.   [ASK ALL] First, can you tell me your title?

1.   President/CEO

2.   Manager

3.   Sales person

4.   Other, please specify:_____

RR2.   [ASK ALL] What is your role in the organization?

RR3.   [ASK ALL] How many years has your firm been an Energy Trust Trade Ally? An estimate is fine.

C.6.   Firmographics (F)

F1.   [ASK ALL] What services does your company provide to commercial customers as an Energy Trust Trade Ally? [CHOOSE ALL THAT APPLY]

1.   HVAC

2.   Building Shell (insulation, air sealing, doors, windows)

3.   Lighting

4.   Plumbing

5.   Other, please specify: _____

F2.   [ASK ALL] How many people work at your firm?

F3.   [ASK ALL] When you consider all the projects your firm completes in a year, what percentage are conducted in Oregon?

F4.   [ASK ALL] How about Washington?

F5.   [ASK IF F3>0] And over the past year, about what percentage of your firm's commercial projects in Oregon received Energy Trust incentives?

F6. [ASK IF F4>0] And about what percentage of your firm's commercial projects in Washington received Energy Trust incentives?

F7. [ASK ALL] In which market areas do you generally provide Energy Trust services?

    1. Office

    2. Retail

    3. Restaurant

    4. Government/Municipal

    5. Schools

    6. Universities/Colleges

    7. Hospitals

    8. Grocery

    9. Lodging (Hotel/Motel)

    10. Other, please specify: _____

F8. [ASK ALL] Of the market areas you mentioned, which represents the largest proportion of your business that qualifies for Energy Trust incentives?

C.7. Typical Commercial Project (TP)

I'd like to talk about projects typical for your firm and that qualify for Energy Trust incentives. I realize there may be no "typical" project, so just think about your most common types of projects.

TP1. [ASK ALL] What proportion of your commercial Energy Trust projects receive prescriptive incentives and what proportion receive custom incentives? Your best guess is fine.

    1. Prescriptive_____%

    2. Custom_____%

    3. DK

TP2. [ASK ALL] First, how do you get involved in an Energy Trust project? What proportion of your Energy Trust jobs result from….

    1. …you approaching customers _____%

    2. …from customers approaching you _____%

3. …from you serving as a subcontractor _____%

4. …other ways (specify)_____

TP3. [ASK IF TP1_2>0% IS SELECTED] Of your custom projects, how, if at all, are you involved with the "study phase" of the project [IF NEEDED: The "study phase" is when an engineering firm (ATAC) conducts an assessment or audit of a building to identify energy savings opportunities.] [PROBES: Do you provide bids to estimate costs?]

TP4. [ASK ALL] Is there a typical timeline for how long you are involved in an Energy Trust commercial project? [PROBES: Does it typically take days, weeks, months?]

TP5. [ASK ALL] What is your role during each phase of a project? What is your role during… [PROBES: Are you more involved with the project in one phase over another? Please describe how you are involved?]

1. … the application phase? ____

2. …the study phase? _____

3. …the installation phase? ____

4. …the inspection phase? ____

5. …any other roles?__

TP6. [ASK ALL] What, if anything, delays an Energy Trust project?

TP7. [ASK ALL] What can Energy Trust do, if anything, to make it easier for you to participate in Energy Trust projects?

TP8. [ASK ALL] What can Energy Trust do, if anything, to improve the energy savings resulting from a project?

C.8.   Program Changes (T)

Now let's turn to interactions you've had with Energy Trust staff in 2013.

T1. Since the beginning of 2013, what changes, if any, have you noticed to Energy Trust's Existing Buildings program …

1. …in the frequency or quality of information provided on program activities?

2. …in the trainings offered?

3. …Did you notice any changes in the application forms?

4. …Any changes to the processing of applications?

5. …in response time to your questions?

6. …to the clarity of responses to your questions?

7. …in terms of inspections or verifications?

8. …in the processing of incentive checks?

9. …Any other changes? Please specify_____

T2. [ASK IF ANY CHANGES NOTED] How did the change affect …

1. …your ability to market the program?

2. …the number of projects you've done?

3. …the number of projects that received Energy Trust incentives?

4. …the types of upgrades they could perform?

5. …customer satisfaction?

6. …your satisfaction with the program?

7. …the amount of savings from projects?

8. …anything else? Please specify_____

T3. [ASK IF T1 INDICATES CHANGE AND NOT SPECIFIED IN T2] How did changes to Energy Trust programs or services contribute to the change you noted?

C.9. Firm Changes (FC)

FC1. [ASK ALL] Over the last year, has your firm changed any services you offer to commercial customers?

1. Yes

2. No

3. DK

FC2. [ASK IF FC1= "Yes"] What services changed and why? [What was added, what was dropped]

FC3. [ASK IF FC1= "Yes"] In what way, if any, were any of these changes influenced by changes to Energy Trust's commercial program in 2013? Please explain.[Probe to clarify whether response relates to Existing Buildings program or other offerings]

FC4. [ASK ALL] How does your firm promote Energy Trust incentives? [CHOOSE ALL THAT APPLY – DO NOT READ LIST]

   1. Include Energy Trust incentives on bid documents

   2. Inform potential customers their project may qualify for Energy Trust incentives

   3. Include Energy Trust in brochures and other printed materials

   4. Mention Energy Trust incentives in radio or TV advertisements

   5. Promote affiliation with Energy Trust on company website

   6. Other, please specify: _____

   7. DK

FC5. [ASK ALL] How often do you include incentives on bid documents?

   1. Always

   2. Most of the time

   3. Sometimes

   4. Never

   5. DK

FC6. [ASK ALL] How often does a customer specify non-Energy Trust qualifying equipment/services?

   1. Always

   2. Most of the time

   3. Sometimes

   4. Never

   5. DK

FC7. [ASK IF FC6 ~=4] How often do you suggest higher-efficiency equipment to these potential customers?

   1. Always

   2. Most of the time

   3. Sometimes

   4. Never

   5. DK

C.10. Interaction with Energy Trust (IE)

IE1. [ASK ALL] I'd like to ask you about your interactions with Energy Trust over the last year. To start, I'd like to ask you to describe the interactions you had with Energy Trust in the past year? This could be interactions with staff, at a training, frequency of submitting an application.

IE2. [ASK ALL] Now, I'd like to ask some more specific questions about ways you may have interacted with Energy Trust. In what ways do you use Energy Trust marketing materials to promote Energy Trust incentives?

IE3. [ASK ALL] In what ways, if any, have you used your own marketing and promotion materials to support Energy Trust?

IE4. [ASK ALL] Did you attend any of the following Energy Trust events in 2013? Did you attend…

    1. Roundtable meetings, how many?_____

    2. Trainings, how many?_____

    3. Were any other events sponsored by Energy Trust? Which events and how many did you attended:_____

IE5. [ASK IF IE4 = 1] Has your participation in Roundtables increased, decreased, or stayed the same since January 2013?

    1. Increased

    2. Decreased

    3. Stayed the same

IE6. [ASK IF IE5 = 1 or 2] Why has your participation in Roundtables [PIPE IN RESPONSE TO IE5]? [PROBE: Anything to do with changes made to Energy Trust programs in 2013?]

IE7. [ASK IF IE4 = 2] Have the trainings you attended in 2013 had any impact on your ability to land jobs with building owners? [IF YES] What training topics helped you the most?

C.11. Satisfaction (S)

S1.   [ASK ALL] On a scale of one to five where one is not at all satisfied and five is very satisfied, over the last six months how satisfied are with the following aspects of your interactions with Energy Trust? How satisfied are you with Energy Trust's…

	1	2	3	4	5	DK	N/A
6. …marketing of the program							
7. …trainings offered							
8. …application forms (ease of use)							
9. …processing of applications							
10. …response time to your questions							
11. …the clarity of responses to your questions							
12. …processing of incentive checks							
13. …program representatives							
14. …anything else, please specify_____							

S2.   [ASK IF SCORE IN S1 <4] What were you dissatisfied with about…

	WHAT WERE YOU DISSATISFIED ABOUT
1. [ASK IF S1_1 <4] …marketing of the program	
2. [ASK IF S1_2 <4] …trainings offered	
3. [ASK IF S1_3 <4] …application forms (ease of use)	
4. [ASK IF S1_4 <4] …processing of applications	
5. [ASK IF S1_5 <4] …response time to your questions	
6. [ASK IF S1_6 <4] …the clarity of responses to your questions	
7. [ASK IF S1_7 <4] …processing of incentive checks	
8. [ASK IF S1_8 <4] …program representatives	
9. [ASK IF S1_9 <4] …anything else, please specify_____	

C.12. Conclusion (C)

C1.   [ASK ALL] That's all the questions I have. Is there anything you'd like to mention, including any suggestions for Energy Trust?

Thank you for your feedback and your time.

D. Group Interview Guide – Electric Utilities

D.1. Research Objectives

The group interviews with Portland General Electric (PGE) and Pacific Power plus Energy Trust staff will document collaborative marketing efforts between Energy Trust and utilities during 2012 and 2013. The interviews will also help identify possible ways Energy Trust and utilities could collaborate on other marketing efforts.

Specific questions to be explored during the group interviews with utility and Energy Trust staff will include the following.

〉 In what ways have Energy Trust and the utility collaborated during 2012 and 2013?

〉 What have been the strengths of the collaboration?

〉 What role, if any, does the PMC play? How has that worked?

〉 How could collaboration be improved?

As a secondary objective, we will investigate the following question with the appropriate utility contacts.

〉 How has the transition to the new PMC affected major commercial utility accounts?

D.2. Group Interview Introduction

Attendees will sign in when they enter and fill out nametags with first, last name and company name.

PPT SLIDE – RIA TEMPLATE

Process Evaluations of Existing Homes and
Existing Buildings Program

Focus on Coordination of Marketing and Delivery

Good morning. Welcome everyone. Thank you for coming. My name is Jennifer Stout. I'm an independent consultant working as a subcontractor to Research Into Action.

Research Into Action is conducting an evaluation of the existing homes and existing buildings programs. Today I'm going to facilitate a group interview with all of you to get your thoughts on the coordination of program marketing and delivery.

To give you a sense of the time we'll spend, there are about 15 main questions that we'll take about ninety minutes to go over. I'll be using Power Point slides to help people follow and stay on topic. In addition to the structured interview questions, there will be a chance with open-ended questions to gather any thoughts you have outside of these questions.

A few housekeeping items:

- Bathrooms are…
- Cellphones on stun please…
- As I facilitate this session, for note taking purposes I'm recording the interview. Please speak up and give just your first name when you make a comment. That being said, as always with evaluation, all comments will be reported without attribution of the source.
- Before we start, I'd like say on behalf of Energy Trust that by doing this evaluation, they are committed to getting your feedback and strengthening the programs based on it.
- A few ground rules for the group interview:
  o Please speak up and give your first name before your comment.
  o Speak one at a time.
  o Please stick to the topic and be succinct.
  o Don't hesitate to give your opinion – especially if it differs from others.

Interviewer Note: Probe for any differences between residential and commercial sectors often.

D.3. Role and Activities

> PPT SLIDE
> Your Role in the Existing Homes and Existing Buildings Programs
>
> - Residential or commercial sector, or both?
>
> - Current role related to SB838 funding.
>
> - Role has changed in last one to two years? If so, how?

1. First we're going to go around the room and have each person give one to two sentences on the following:

   a. Your first name (of course).

   b. Do you work in the residential sector, the commercial sector, or both?

   c. Your current role related to SB838 supplemental funding.

    d.   If that role has changed, how in the last one to two years, and when it changed.

2.   Is there anyone else <u>not</u> here today that works on SB838-funded activities? [IF YES, ask someone to answer questions above.]

D.4.   Marketing (PGE and Pacific Power only)

NEXT SLIDE & QUESTION SET →

PPT SLIDE
Utility use of SB838 Funding

- What activities does your utility use SB838 funding for?

- Utility goals for the funding for 2013? 2014?

---

3.   Now think about how your utility uses the SB 838 funding. I don't have to get an answer from every single person.

    a.   First, what activities your utility funds with the SB838 supplemental public purpose funding?

    b.   What are your utility's goals related to the use of SB838 funding?

NEXT SLIDE & QUESTION SET →

PPT SLIDE
Program Marketing Roles

- Utility's role?

- Energy Trust's role?

- Program Management Contractor?

- Different roles this year versus last year?

---

4.   How are Energy Trust programs marketed to customers? How do customers hear about them? What are the roles of…

    a.   [PGE][Pacific Power]

    b.   Energy Trust

c. Energy Trust's Program Management Contractors (PMCs)

d. How, if at all, is this change from 2012?

NEXT SLIDE & QUESTION SET →

PPT SLIDE
Coordination of Marketing: Activities, Branding, and Messaging

- How is program marketing coordinated among utility, Energy Trust, and PMC? (Meetings, phone calls, written plans?)

- What has gone well in 2013?

- What could be improved for 2014?

---

5. How is program marketing coordinated among [PGE][Pacific Power], Energy Trust, and Energy Trust's PMC(s)? [Probes: Regular meetings? Joint plans? Formal agreements? Mutual review of materials? Exchange of information on customer contact?]

6. What has been going well in 2013?

    a. Is this about the same or different from how things were going during 2012?

    b. What might be improved in 2014?

7. A customer might hear about a program from multiple entities – for example from both their utility <u>and</u> Energy Trust <u>and</u> the PMC.

   ….Or a customer might hear about the program from different sources – a website, an ad, etc.

    a. How consistent is the branding, messaging, and information that a customer might see from the various sources? [Probe on differences and any distinction between the residential and commercial segments.]

    b. What is going well? What might be improved? [Probe on segment or sub-segment differences]

8. If a customer attends a meeting or event…
    a. What follow-up does the utility do with attendees?
    b. Is this customer follow-up coordinated and information shared with Energy Trust? [If yes, how? If not, why not?]

D.5.   Program Delivery

NEXT SLIDE & QUESTION SET →

PPT SLIDE
Customer Understanding of Program Offerings and How to Access

- Is it clear to customers what the program offerings are?

- Are customers clear on how to access the programs? (Where to go? Whom to call?)

- Are people at Energy Trust, utilities, and PMCs clear on how to direct customers to get information or get involved?

- What is going well? What might be improved? Any specific changes in the works?

---

9. Do customers know where to go to get program information and is that program information clear?

    a. What is going well? What might be improved?

10. Do you think customers are clear on how to access the offerings?

    a. What is going well? What might be improved?

    b. Are there particular customer segments for which coordination with Energy Trust is especially effective? Segments that are especially challenging?

11. [ASK ALL] If a residential or commercial customer comes to your utility looking for assistance with energy efficiency upgrades, what is your process for directing them to the appropriate Energy Trust program?

    a. How, if at all, has the transition to the new PMCs for both programs affected that process? [Probe for differences between the residential and commercial programs.

    b. [IF NOT ALREADY ADDRESSED] How has Energy Trust or its PMCs kept you informed about incentive [or program] changes? [Probe about Conservation Advisory Council (CAC) meetings]

    c. What is going well? What might be improved?

NEXT SLIDE & QUESTION SET →

PPT SLIDE
Mechanisms for Addressing Program Delivery Questions or Issues?

- What are mechanisms for addressing? (Delivery manual, meetings, phone calls, written plans?

- What is going well? What might be improved? Any specific changes in the works?

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12. If there are issues with program delivery, what are the mechanisms for addressing them?

13. Overall, what is going well in terms of coordination between Energy Trust and your utility? What might be improved? Any specific changes in the works? If so, what are they and when will they be made?

14. [ASK EACH / ASK ALL] Do you have any further comments or suggestions on program delivery?

D.6.   Wrap-up

15. [ASK EACH / ASK ALL] Do you have any other comments on Energy Trust's residential or commercial programs?

Thank you for your time and for your valuable feedback.

E. Individual Utility Staff Interview Guide – Gas

E.1. Data Collection Activities

Table E-1: Outline of Data Collection Strategy

CONTACTS AND APPROACH	THIS INSTRUMENT
Instrument Type	In-depth interview (phone)
Estimated Time to Complete	15-20 minutes
Population	Utility Representatives (NW Natural, Cascade Natural Gas)
Population Size	2
Completion Goal	2

Based on our work plan, we will interview representatives from the four utilities that support Energy Trust and possibly Clark Public Utilities in Washington.

E.2. Research Objectives

The overarching objective for our 2013 evaluations of Existing Homes and Existing Buildings is to assess the transition to a new program management contractor (PMC), including documenting the program's structure, delivery, and implementation strategy under the new PMC, and assessing the experience of Energy Trust staff and various market actors during the transition.

Interviews with utility staff will document energy efficiency marketing efforts between Energy Trust and utilities during 2012 and 2013. The interviews will also help identify possible ways Energy Trust and utilities could collaborate on other marketing efforts.

Specific questions to be explored during interviews with utility staff include the following.

〉 In what ways have Energy Trust and the utility collaborated during 2012 and 2013?

〉 What have been the strengths and weaknesses of the collaboration?

〉 What role, if any, does the PMC play? How has that worked?

〉 How could collaboration be improved?

As a secondary objective, we will investigate the following questions with the utility contacts.

〉 How has the transition to the new PMC affected major utility accounts?

〉 Should the program make any changes to the equipment covered or services offered?

E.3. Introduction and Recruitment Script

[Following introductions] My name is _____ and I'm calling on behalf of Energy Trust of Oregon to conduct an evaluation of their Existing Homes and Existing Buildings programs offered to residential and commercial customers in areas served by Energy Trust and [PGE][Pacific Power][NW Natural][Cascade Natural Gas]. As part of the evaluation, we are interviewing staff from utilities about how the utility coordinates with Energy Trust, particularly on program marketing. We appreciate your participation in this evaluation, and want you to know your responses to our questions are confidential. Any comments from this interview that we use in our report will be reported without attribution of the source.

E.4. Role and Activities

3. [ASK ALL] Would you briefly describe the role each of following entities has for marketing these programs as you see them?

    a. [PGE][Pacific Power] [NW Natural] [Cascade Natural Gas]

    b. Energy Trust

    c. Energy Trust's Program Management Contractors (PMCs)

4. [ASK ALL]What is your specific role in these two programs (Existing Homes and Existing Buildings)? If you have different roles for each, please explain.

    a. How if at all has your role changed since January 2013?

    b. [IF CHANGES] Did these changes have anything to do with the programs' transitioning to new program management contractors (PMCs)? [Fluid Marketing Strategies for Existing Homes and ICF for Existing Buildings]

E.5. Marketing

5. [ASK ALL] During 2013 what has your organization been doing to help customers find out about Energy Trust programs? [Probe: What is the main way?]

    a. How, if at all, is this a change from 2012?

6. [ASK ALL] In your marketing materials, how are these programs branded? Explain any differences between your program collateral for Existing Homes and Existing Buildings.

    [Probe: From the customer's perspective, are these programs branded as [PGE] [Pacific Power] [NW Natural] [Cascade Natural Gas] or Energy Trust or both? Probe for what is going well, what might be improved.]

7. [ASK ALL] How is program marketing coordinated among [PGE] [Pacific Power][NW Natural][Cascade Natural Gas], Energy Trust, and the PMC?

[Probes: Regular meetings? Joint plans? Formal agreements? Mutual review of materials?]

    c. What has been going well in 2013?

    d. Is about the same or different than how things were going during 2012?

    e. What might be improved going forward.

8. [ASK ALL] Energy Trust, the utilities, and program trade allies are promoting these programs using websites, ads, and other marketing materials. Do you see any issues with the consistency of information being provided across these sources?

    c. And what about clarity – Do you find that program offerings are clear to your customers – what is available, from whom, who to contact, and how to access the offerings?

    d. What might improve consistency or clarity across the messengers (ET/PMC, TA, utilities)?

9. [ASK ALL] Any further comments or suggestions on program marketing?

E.6. Delivery

10. [ASK ALL] Starting in January 2013, both programs transitioned to different PMCs. How do Energy Trust or their PMCs keep you informed about program delivery, including changes that effect marketing messages? [Probe: Program delivery manual? Regular meetings?]

    a. What is going well?

    b. What might be improved going forward?

11. [ASK ALL] What, if any, training around program marketing and delivery is available for your marketing staff [provided by Energy Trust, the PMCs, or your own internal staff]?

12. [ASK ALL] Please describe how you hand of customers off to Energy Trust, or vice versa as needed to deliver different aspects of the program.

    c. How, if at all, have these processes changed with the transition to new PMCs . [Probe for differences between the Homes and Buildings programs]

13. [ASK ALL] Any further comments or suggestions on program marketing?

E.7.   Wrap-up

14. [ASK ALL] Do you have any other comments on either the Existing Homes or Building programs?

Thank you for your valuable feedback.