EXECUTIVE SUMMARY

In April 2002, the Energy Trust of Oregon (Energy Trust) contracted with Research Into Action, Inc. and our subcontractors Feldman Management Consulting, Nexus Market Research, Inc. and Quantec, LLC to conduct a survey of best practices for organizational practices and programs in the energy efficiency industry. To conduct the study, the Research Into Action team contacted energy efficiency experts throughout the nation and internationally to obtain nominations of organizations with best practices in organizational management and program design and delivery.

Our key informants nominated over 70 programs. Through discussions with Trust staff we subsequently reduced these to 62 programs or practices to target in the survey. The Research Into Action team proceeded to contact representatives for each of the 62 programs and to conduct structured interviews in order to compile the information requested by the Energy Trust. At the conclusion of this process we had completed summaries on 45 programs or administrative practices that provided valuable lessons learned or were clearly transferable to the Energy Trust.

The reader will find that many of the best practice programs are conducted by organizations that also were nominated for their organizational practices. Additionally, the reader will note that three areas dominate the best practice inventory: the Northeast United States including New England, New York and New Jersey (with 26 nominations), Wisconsin (8 nominations) and California (9 nominations). Six nominations were received for international organizations or programs and three summaries were identified as being potentially transferable to the Energy Trust. The Northwest has three nominations included in the study. A few additional nominations were received for Northwest organizations; PacifiCorp's Energy FinAnswer program and many of the programs offered by the Northwest Energy Efficiency Alliance, these were not pursued because the Alliance programs are all market transformation programs and the PacifiCorp program is fully familiar to the Energy Trust.

Another overwhelming feature of the programs, in particular, is that so many of them have been implemented for so many years. Several of the programs have histories of close to or over 10 years. These programs show the effect of years of effort to revise and improve the programs, as well as the influence of changes in regulatory requirements or corporate direction. Some of the best practices in

programs we looked at are no longer being implemented due to changes in regulatory or corporate environments.

The Energy Trust provides a different environment than most of these programs operate in. Only the programs offered in Wisconsin, Vermont and New York face a similar environment, and while the lessons learned from these programs and organizations should be the most fruitful, they are also are the least tried.

The only caveat that must be mentioned about these best practices is that there is no way to ascertain whether these are the best practices that are possible in each of these program and organizational areas. None of these programs started out as best practice programs; all took time to evolve to their current states and most are still evolving. Ultimately, a program must be designed to respond to the current conditions and, as some of the interviewees noted; having good staff or contractors is what really makes the difference.

The following tables provide a checklist of our recommendations for which of the 45 summaries provides applicable information either as a lesson learned or as a directly transferable practice for the Energy Trust to consider.

Table ES-1

ORGANIZATION PRACTICES

SUMMARY TITLE	STAFFING / CIRCUIT RIDERS	SCREENING	CONTRACTING	ORGANIZATION STRUCTURE
Efficiency Vermont (EVT): **Communications, Organization Structure, Performance Metrics, and Subcontracting**				√
Efficiency Vermont: **Measure Screening**		√		
National Grid: **Program Delivery**				√
New South Wales Sustainable Energy Development Authority: **Organizational Structure**				√
Northwest Energy Efficiency Alliance: **Project Contracting, Project Screening**	√		√	
Northwest Energy Efficiency Alliance and Northeast Energy Efficiency Partnership: **Circuit Riders**	√			
Pew Charitable Trusts: **Non-Profit Staffing**	√			
Southern California Edison: **Contracting Procedures**			√	
Wisconsin Energy Conservation Corporation: **Circuit Riders**	√			
Wisconsin Energy Conservation Corporation: **Organization, Program Screening, and Staffing Ratio**	√			√

Table ES- 2

RESIDENTIAL ENERGY EFFICIENCY PROGRAMS

SUMMARY TITLE	TRADE ALLIES & COMMUN-ITY ACTION PROGRAMS	FINANCING INCENTIVES	EDUCATION	MARKETING OUTREACH	QUALITY CONTROL
Benton County PUD: **Dipstick Weatherization Program**	√			√	√
Efficiency Vermont: **Lighting and Appliance Rebates**		√		√	
Efficiency Vermont: **Residential High Use Program**	√				
Energy Efficiency Homes Midwest: **ENERGY STAR® Homes Program**	√			√	
National Grid: **Appliance Management Program**	√		√	√	
National Grid: **EnergyWise Program**	√	√		√	
New Jersey Utilities: **Residential HVAC Program**	√	√			√
Northeast Utilities: **Lighting Catalog**		√		√	
Sacramento Municipal Utility District: **Residential Loan Services**	√	√			
Tacoma Utilities: **Residential Weatherization Program**		√		√	
Wisconsin: **High Efficiency Furnace Program**	√	√			
Wisconsin Energy Conservation Corporation: **ENERGY STAR® Homes Program**	√	√		√	

Table ES- 3

COMMERCIAL AND INDUSTRIAL ENERGY EFFICIENCY PROGRAMS

SUMMARY TITLE	TRADE ALLIES	FINANCING INCENTIVES	APPLICA-TION PROCESS	MARKETING OUTREACH	QUALITY CONTROL
Ameren: **Commercial End-Use Audit Program**	√				√
California: **Efficiency Express Program**	√	√	√		
Energy Center of Wisconsin: **Daylighting**		√		√	
National Grid: **Chiller Program**		√		√	
National Grid: **Commissioning**		√		√	
National Grid: **Design 2000**		√		√	√
National Grid: **Industrial Technical Assistance**		√		√	
New York State Energy Research and Development Authority: **FlexTech Program**	√	√		√	
Northeast Energy Efficiency Partnership: **Cool Choice – Commercial HVAC**		√		√	
Northeast Utilities: **Commercial Retrofit RFP Program**		√	√	√	√
Northeast Utilities: **Energy Conscious Construction**				√	
Northeast Utilities: **Industrial Consulting Services**		√		√	
Northeast Utilities: **Small Business Program**	√	√		√	
Oakland: **Energy Efficiency Design Assistance**				√	
Sacramento Municipal Utility District: **Compressed Air Services**	√	√			

SUMMARY TITLE	TRADE ALLIES	FINANCING INCENTIVES	APPLICA-TION PROCESS	MARKETING OUTREACH	QUALITY CONTROL
					Continued
Southern California Edison: **HVAC Modeling Tools**					√
Southern California Edison: **Quotas for Motors**		√	√		
Xcel Energy: **Colorado Custom Efficiency Program**		√	√	√	√
Xcel Energy: **Minnesota Custom Efficiency Program**	√				√
INTERNATIONAL					
Netherlands: **Long-Term Agreements with Industrial Firms**				√	
United Kingdom: **Energy Efficiency Best Practice Programme**				√	

Table ES-4

MISCELLANEOUS ENERGY EFFICIENCY PROGRAMS

SUMMARY TITLE	TRADE ALLIES & CAPS	FINANCING INCENTIVES	EDUCATION	MARKETING OUTREACH	QUALITY CONTROL
California: **Flex Your Power Campaign**			√	√	
Energy Center of Wisconsin: **Education and Training**			√	√	