BetterBuildings
Residential: Me² and Green Madison
Process Evaluation Plan

Overview

The Green Madison and Me^2 programs are part of the U.S. Department of Energy's (DOE) BetterBuildings initiative, which encourages cities to not only support current energy-efficiency projects, but also to establish an ongoing, sustainable program that includes innovative financing mechanisms that will provide lasting benefits and lead to long-term energy market transformation.

The goals of the programs are to increase energy efficiency, reduce greenhouse gas emissions, preserve and create local jobs, and promote economic recovery within each city. In total, Green Madison aims to provide energy-efficiency retrofits to 4,500 homes and approximately 109 businesses depending on available funding, while Me^2 aims to provide energy-efficiency retrofits to 4,500 homes and over 300 businesses depending on project scope and available funding during the grant period which runs through 6/3/2013.

The primary goal of this process evaluation is to identify and recommend improvements that can be made to increase the efficiency and effectiveness of the Green Madison and Me^2 programs. The goals set for the grant are quite high, finding ways to improve these two residential BetterBuildings programs will be critical in meeting them.

Purpose and Objectives

The primary purpose of the BetterBuildings Process Evaluation is to conduct an in-depth investigation and assessment of the major program areas in order to provide recommendations for program changes. Process evaluation serves as a program management tool that provides recommendations for program design or implementation changes that can be expected to improve the program. Therefore, the overall objectives of the BetterBuildings Process Evaluation Plan are to:

- Help program administrators and managers structure their programs to achieve program goals while maintaining high levels of customer satisfaction

- Provide ongoing feedback to the program administrators and managers in order to allow them to make timely program changes if necessary
- Identify program components that may or may not be easily replicated/transferred to other programs that do not have DOE supported funding

Research Scope, Areas of Evaluation, & Methodology

The process evaluation will consist of evaluating the major aspects of the administration and implementation of the program in order to improve efficiencies in delivering the program. The following describes the program features that will be documented and investigated using the data collection methods described.

Tasks and Activities

Task A: Program Design

The key activities in this task will be to document the following aspects of program design in order to record any changes that might have occurred and the reason for these changes.

Research Topics/Questions:
- Program design and design process
- Program mission, vision and goal setting and its process
- Program theories, models, and assumptions
- Use of new practices or best practices
- Compare and contrast the program elements to standard HPES and other EA pilot programs

Data Collection Methods:
- Interview WECC administrators, managers, and implementation staff, and City of Milwaukee and Madison program managers
- Review program-related materials and tools used

Task B: Program Administration

The key activities in this task will be to document and describe the following aspects of program administration in order to identify what's working well and where improvements may need to be made.

Research Topics/Questions:
- Program oversight, contracts, and budgeting
- Program information and information support systems
- Reporting and tracking requirements and protocols

Data Collection Methods:
- Interview WECC administrators and managers
- Review program-related materials and tools used

Task C: Program Implementation and Delivery:

The key activities in this task will be to document and describe the following aspects of program implementation and delivery in order to record the major steps of delivery and identify potential opportunities to improve efficiencies.

Research Topics/Questions:
- Description and assessment of the program implementation and delivery process
- Program delivery systems, components and implementation practices
- Program staffing and market provider allocation and requirements
- Management and staff skill and training needs
- Program targeting, marketing and outreach efforts
- Program goal attainment and goal-associated implementation processes and results
- Program timing, timelines and time-sensitive accomplishments
- Quality control procedures and processes
- Program effectiveness and opportunities for improvement

Data Collection Methods:
- Interview WECC administrators, managers, implementation, and marketing staff
- Document workflow, production and productivity

Task D: Market Response:

The key activities in this task will be to investigate the following aspects of the market in order to identify program successes and opportunities for improvement.

Research Topics/Questions:
- Customer interaction and satisfaction (both overall satisfaction and satisfaction with key program components, including satisfaction with provider relationships and support services including Energy Advocates)
- Customer satisfaction and participation associated with program incentives and financing options
- Program allies interaction and satisfaction
- Participation rates or associated energy savings
- Participation barriers
- Intended or unanticipated market effects
- Customer behavior changes
- Identify demographic characteristics of program participants and homes

Data Collection Methods:
- Survey early participants, full participants and non-participants
- Interview Energy Advocates
- Survey consultants
- Interview contractors

Data Collection Methods

Process evaluation efforts can include a wide range of data collection and assessment efforts. The section above identified the primary types of data collection methods expected to be used; however, other methods that may be considered include:

- Interviews and surveys with administrators, designers, managers and implementation staff (including field staff)
- Interviews and surveys with trade allies, contractors, and other stakeholders
- Interviews and surveys with participants and non-participants
- Workflow, production and productivity measurements
- Reviews, assessments and testing of records, databases, program-related materials and tools used
- Focus groups with participants, non-participants, trade allies and other key market actors associated with the program

Management Plan

The process evaluation analysis and report will be managed and conducted by the following WECC staff, each with certain responsibilities as described:

Program Staff:
- *Sue Hanson – Client Relations Director* – Broad program oversight, strategic direction and planning, evaluation review, etc.
- *Shannon Kahl - Energy Programs Analyst* – Process evaluation management and implementation, reporting, tracking program results
- *Kerrie Cunningham – Programs Planning & Analysis Consultant* – Process evaluation management and implementation
- *Sara Van de Grift– Residential Director* – Evaluation report, memos, surveys, and other process review/QC

Reporting

Throughout the process evaluation, interview and survey findings as well as other significant findings gathered will be documented in memos and shared with the appropriate WECC staff in order to relay information in a timely manner. Please see the project schedule in the next section for approximate timing of these memos.

The primary deliverable will be two process evaluation reports, one at the end of the first year of the program, and the second at the conclusion of the program (please see the project schedule). The reports will present the cumulative study findings and the associated recommendations for program changes. The reports will likely contain the following topics:

- Executive Summary
- Program Background
- Research Methodology
- Key Findings
    - Program Design
    - Program Administration
    - Program Implementation & Delivery
    - Market Response
- Recommendations
- Next Steps

Schedule & Resources

The process evaluation research will begin in May 2011, and then parts will be repeated every six months in order to provide ongoing program feedback. The timeline on the next page provides estimated dates of when the research activity will take place and when reports will be finalized.

Tasks, Schedule, Resources

Task	Deliverable / Milestones	Status	Task Lead	Contributors	Est. Hours	2011									2012												2013					
						Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Initiation/Start up																																
Finalize project plan	Process Evaluation Plan	100%	Kerrie & Shannon	Sue																													
Distribute project plan to Sara/Stakeholders			Kerrie	Shannon, Sue, Sara, Monica																													
Tasks A & B: Program Design & Program Administration																																
1. Identify staff and develop interview guides	Interview guides		Kerrie	Shannon & Sue	20.0																												
2. Interview staff			Kerrie & Shannon		26.0																												
3. Review Program Materials			Shannon		40.0																												
4. Draft findings and recommendations	Memo		Kerrie & Shannon	Sue	36.0																												
				Total Est. Hrs.	122.0																												
Task C: Program Implementation & Delivery																																
5. Follow-up interviews			Kerrie & Shannon		10.0																												
6. Develop work-flow diagrams	Work-flow diagrams		Shannon	Kerrie	24.0																												
7. Program data analysis and summary			Shannon	Kerrie	16.0																												
8. Draft findings and recommendations	Memo		Kerrie & Shannon	Sue	22.0																												
				Total Est. Hrs.	72.0																												
Task D: Market Response																																
9. Develop early participant survey	Online survey		Shannon	Kerrie	4.0																												
10. Early Participant survey data collection			Shannon	Kerrie	4.0		Mke	Msn																									
11. Early participant survey data analysis & findings	Memo		Shannon	Kerrie & Sue	8.0			Mke	Msn																								
12. Develop participant and non-participant email surveys & tools	Online surveys		Shannon	Kerrie & Sue	26.0																												
13. Distribute surveys to Sara/Stakeholders			Shannon	Kerrie, Sara, Sue																													
14. Survey data collection			Shannon	Kerrie	8.0																												
15. Survey data analysis & findings			Shannon	Kerrie	18.0																												
16. Draft Recommendations and findings - participant/non-participant surveys	Memo		Shannon	Kerrie & Sue	18.0																												
17. Develop market provider and energy advocate interview guides, surveys & tools	Interview guides & surveys		Kerrie	Shannon, Sue, Sara	30.0																												
18. Interview energy advocates			Kerrie	Shannon	36.0																												
19. Survey consultants/data collection			Kerrie	Shannon & Doug	8.0																												
20. Interview contractors			Kerrie	Shannon & Doug	48.0																												
21. Interview/Survey data analysis & findings			Kerrie	Shannon & Doug	20.0																												
22. Draft Recommendations and findings - Market Providers & Energy Advocates	Memo		Kerrie & Shannon	Sue	20.0																												
				Total Est. Hrs.	248.0																												
Task E: Reports & Next Steps																																
23. Evaluation Report	Report		Kerrie & Shannon	Sue, Sara, Monica	60.0																												
24. Next Steps	Memo		Kerrie & Shannon	Sue	14.0																												
				Total Est. Hrs.	74.0																												
Total All Staff					516.0																												
Estimated Total Kerrie (includes contributor hours)					256.0																												
Estimated Total Shannon (includes contributor hours)					260.0																												

Deliverable Schedule

2011			
April	Process Evaluation Plan		
May	Program Design & Administration Memo		
June	Program Implementation & Delivery Memo: Workflow	Early Participant Memo - Milwaukee	
July	EA & Mkt Provider Survey/Interview Memo	Early Participant Memo - Madison	
Aug			
Sept			
Oct	Program Implementation & Delivery Memo: Data Analysis	Participant & Non-participant Survey Memo	
Nov			
Dec			
2012			
Jan	EA & Mkt Provider Survey/Interview Memo		
Feb			
March			
April	Program Implementation & Delivery Memo: Data Analysis	Participant & Non-participant Survey Memo	Report & Next Steps
May			
June			
July	EA & Mkt Provider Survey/Interview Memo		
Aug			
Sept			
Oct	Program Implementation & Delivery Memo: Data Analysis	Participant & Non-participant Survey Memo	
Nov			
Dec	EA & Mkt Provider Survey/Interview Memo		
2013			
Jan			
Feb			
March			
April			
May			
June	Report		