



**Better Buildings Residential Network
Financing & Revenue Peer Exchange Call
Series: *Effective Loan Program Design and
Integration with Contractors***

July 24, 2014

Call Slides and Discussion Summary

Agenda

- Call Logistics and Introductions
- Residential Network and Peer Exchange Call Overview
- Featured Speakers
 - Jeremy Epstein, Senior Associate at Harcourt Brown & Carey
 - Peter Krajsa, CEO at AFC First (*Residential Network Member*)
- Discussion
 - What challenges have you found with contractor integration?
 - What tips do you have for better integrating contractors with the loan process?
 - Are there best practices for reducing loan wait time/ pre-approval (e.g., increasing efficiency)?
 - What are proved approaches for communicating financing to contractors and at what point do you get too "into the weeds"?
 - Other questions/issues related to loan program design and integration with contractors?
- Future Call Topics Poll

Call Participants

- ACCA
- AFC First Financial
- Austin Energy
- Boulder County (EnergySmart)
- Cadmus Group
- City of Greensboro, NC (BetterBuildings Greensboro)
- Clinton Foundation
- Craft3
- Energize New York
- The Energy Coalition
- Greater Cincinnati Energy Alliance
- Harcourt Brown and Carey
- Midwest Energy Efficiency Alliance
- Opportunity Council
- Vermont Energy Investment Corporation

Better Buildings Residential Network

- **Better Buildings Residential Network**: Connects energy efficiency programs and partners to share best practices to increase the number of American homes that are energy efficient.
 - Membership: Open to organizations committed to accelerating the pace of existing residential upgrades. Commit to providing DOE with annual number of residential upgrades, and information about benefits associated with them.
 - Benefits:
 - Peer Exchange Calls
 - Tools, templates, & resources
 - Newsletter updates on trends
 - Recognition: Media, materials
 - Optional benchmarking
 - Residential Solution Center

For more information & to join, email bbresidentialnetwork@ee.doe.gov.

- **Better Buildings Residential Network Group on Home Energy Pros**

Join to access:

- Peer exchange call summaries and calendar
- Discussion threads with energy efficiency programs and partners
- Resources and documents for energy efficiency programs and partners

<http://homeenergypros.lbl.gov/group/better-buildings-residential-network>

Better Buildings Residential Network Group on Home Energy Pros Website



Better Buildings Residential Network

Created by Better Buildings Support

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Information



The Better Buildings Residential Network connects energy efficiency programs and partners to share best practices and learn from one another to increase the number of American homes that are energy efficient.

Website: <http://betterbuildings.energy.gov/bbm>

Latest Activity: 8 hours ago

Join the conversation in the discussion forum below. You can use the "Follow" link at the bottom of the forum to receive an email whenever a new discussion is posted.

Open the table of contents below and follow the links to access topical materials and resources.

Helpful Links

- Table of Contents
- Better Buildings Residential Network
- Better Buildings Neighborhood Program Website
- Home Performance with ENERGY STAR
- Home Energy Score



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+New Discussion



Peer Exchange Call Archive



Better Buildings Network View



Tools



Related Events

Discussion Forum



Attend Today's Peer Exchange Calls on Program Sustainability and on Workforce

Don't miss today's calls. "Collaborating with Utilities on Residential Energy Efficiency" begins at 12:30 p.m. Eastern and "Engaging Efficiency First Chapters and Other Trade Associations in Energy Efficiency Programs" begins at 3:00 p.m. Eastern.

[Continue](#)

Tags: Peer Exchange Calls

Started by Better Buildings Support 8 hours ago.



Register for Upcoming DOE Webinar About On-Bill Financing

Sign up to attend the DOE State and Local Energy Efficiency Action Network (SEE Action) webinar, "Case Studies: Financing Energy Improvements on Utility Bills," taking place June 11, 2014, from 2:00 to 3:30 p.m. Eastern. To learn more on this topic, read

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Home Energy Pros

Home Energy Pros was founded by the developers of Home Energy Saver Pro (sponsored by the U.S. Department of Energy,) and brought to you in partnership with Home Energy magazine.

Latest Activity

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Tucker Henne commented on David Byrne's blog post Does Aeresoal work? An auditors review

"I would like to begin with a disclaimer that I am an Aeresoal contractor. One of the reasons I..."

16 minutes ago

TJ Alexander posted a blog post

So many homes have fiberglass insulation that is poorly installed in New Hampshire and elsewhere

Doing testing of existing homes it is typical to see mottled patterns of surface temperatures with... See More 1 hour ago

[0](#)

CleanEdison updated an event



Entry Level Solar Photovoltaic at Cotuit, MA
September 30, 2012 to

Peer Exchange Call Series

- There are currently 6 Peer Exchange call series:
 - Data & Evaluation
 - Financing & Revenue
 - Marketing & Outreach
 - Multifamily/ Low-Income Housing
 - Program Sustainability
 - Workforce/ Business Partners
- Calls are held the 2nd and 4th Thursday of every month at 12:30 and 3:00 ET
- Upcoming calls:
 - Aug 14: Program Sustainability - Mastermind: Program TBD
 - Aug 14: Workforce/ Business Partners - Home Performance Training & Mentoring: Lessons and Resources
 - *Aug 28: No calls: summer break*
 - Sept 11: Program Sustainability - Coordinating Energy Efficiency with Water Conservation Services
- Send call topic ideas or requests to be added to additional call series distribution lists to peerexchange@rossstrategic.com.

Lessons Learned: Harcourt Brown & Carey

CONTRACTOR INTEGRATION- LESSONS LEARNED FROM BOULDER COUNTY

Jeremy Epstein

Senior Associate, Harcourt Brown & Carey
(Former Finance Manager, Boulder County)

July 24th, 2014



GENERAL OBSERVATIONS – THE 3 C'S, CONTRACTOR PERSPECTIVE

➤ **Capital**

- Is there access to capital to make loans?

➤ **Confidence**

- Are your contractors confident in presenting the product to customers?
 - Can they talk basic finance – or are they equipped with contacts to flip it to someone who can?
- Are your contractors confident in the your program as an administrator, and the financial institution as capital provider?
 - Solution- training

➤ **Convenience**

- Does the product meld with contractor sales process?
 - Sell Monday,
 - Approve by Tuesday,
 - Install Wednesday,
 - get Paid by Thursday

CONTRACTOR ENGAGEMENT- GENERAL OBSERVATIONS

- **Deep Contractor Engagement Is Everything:**
 - The Following Is Not Deep Contractor Engagement:
 - Delivering Group Presentations To Contractors
 - Providing Energy Loan Program Literature
 - Creating Interest Rate Calculators
- **Deep Contractor Engagement Is Developing An Intimate Understanding and Tie Into Individual Contractor Processes**
 - Programs Are Run In The Field - Be There All The Time
 - Quality Over Quantity, (*you need fewer than you think*)

20 Contractors	Each initiate 1 loan per week	Times avg loan size of \$7,500	Loan Volume per Month	Loan Volume Annually
20	20	\$300,000	\$1.2million	\$15.6 million

GENERAL OBSERVATIONS

- **Believe it or not, it's not about making loans!**
- Energy Loans Are Tools That Are Able To Provide Support To An Energy Efficiency Program.
 - No Different Than An IR Camera.
 - The Objective Is To Install Measures (Solutions) Not Make Loans.
 - Loans are another tool you give to your contractor
- *Would you give them an IR Camera or blower door equipment and not spend the time training them how to use it?*

➤ Some thoughts on sales

- No One Really Wants A Loan, So Marketing & Advertising Loan Programs Directly To Customers Yields Little Results.
 - Answer/Solve The Following For Customers With Outreach:
 - I Want To Be Warm
 - I Don't Want A High Gas Bill
 - I Want A New Furnace (*and I want it today*)
- So don't train your contractors to sell loans. Equip them to sell *solutions*.

GENERAL OBSERVATIONS

- **More thoughts on sales**
- Learn From Verizon, Toyota, ADT, Pest Control, Landscaping & Everybody Else ...
 - Monthly Payment NOT Interest Rate or Total Cost
- Standardize bids for the contractors in your program!
 - Solutions/Services To Be Provided (itemized if possible)
 - Total Price Due Upon Completion (payment due if not financed)
 - Monthly Price Option (monthly payment if using loan program)
- How can your program equip contractors to provide the above?

IN BOULDER COUNTY AND CITY AND COUNTY OF DENVER?

- **Over \$3million out the door since August 2012**
 - **Avg Loan size \$9,500**
- Dedicated Contractor Manager
- Rebates and Financing bundled together
- Buy in from Xcel Energy and co-promotion
- Emphasis on monthly payments
- Emphasis on selling solutions, not debt
- Direct advertising helpful at the beginning to create brand awareness- but impact difficult to measure



INTERESTED IN OFFERING FINANCING? TRY POWERSAVER

- **PowerSaver Loans could be your capital source**
 - New and Improved (convenience)
 - Available Nationally (capital)
 - Federally Insured (confidence)
 - 15-20 year terms
 - Requires no capital commitment from program(s)

- What's New with PowerSaver since 2010?
 - New Capital Sources and greater product availability
 - Unsecured loans with fast decisioning and competitive rates
 - Lenders like AFC First and Kilowatt Financial have figured out how to use PowerSaver to enhance other financial offerings

➤ PowerSaver Products

➤ Unsecured

- High single digit rates, fast decisioning

➤ 2nd Mortgage secured loan

- Mid-single-digit rates, to \$25k, 2-3 week decisioning

➤ 1st Mortgage secured loan

- Low-single-digit rates, at least \$3,500 in energy improvements, very high loan limits, 2-3 week decisioning

- For More Information: [Click Here](#) to be linked to the Better Buildings Peer Exchange Call on PowerSaver from January 23, 2014

Lessons Learned from Boulder County

- Make the financing process as **convenient** as possible to enable your contractors to sell more services.
- Maintain a **high level of engagement** with contractors, and train them to be effective in communicating the loan program as a financing option to clients.
 - Engaging a smaller number of contractors with an intimate understanding of the loan program is better for a program than engaging a large number of contractors with a shallow understanding.
- **Consider hiring a contractor manager** for your program to organize trainings and address questions and concerns.
- **Tight management** of contractors has an impact on loan program implementation and sales.
- Choose a **low-risk capital provider**, such as the PowerSaver program.

Lessons Learned: AFC First (*Residential Network Member*)



Since 1947



A National Leader in Financing and Programs
for Energy-Efficient Home Improvements

Effective Programs and Market Hurdles in Residential Energy Efficiency Financing



A HUD
Approved
PowerSaver
Lender

Peter Krajsa

Chairman & CEO

pkrajsa@afcfirst.com

AFC First Financial Corporation

AFC First – A National Leader in Energy Efficiency Lending and Programs

- Founded in 1947, AFC First's sole business is the management of **contractor and sponsor driven energy improvement financing programs nationwide** – our primary focus since 1999
- Selected as one of the national pilot lenders for the U.S. DOE/HUD Power Saver loan program
- Designated by the US Department of Energy as the nation's first private, non-utility Home Performance with ENERGY STAR sponsor
- Appointed exclusive originator/servicer for WHEEL (Warehouse for Energy Efficiency Loans), the national secondary market program endorsed by the U.S. DOE and NASEO
- We manage a **national network of over 5,000 approved energy efficiency contractors** and work with states, municipalities, utilities and equipment manufacturers to promote and develop financing programs



We Administer Contractor-Driven Financing Programs for Better Building Programs and Others

- We provide loans in all 50 states with “flagship” programs including:
 - AFC First’s National EnergyLoan[®]
 - National Power Saver Loan Program
 - **Pennsylvania’s Keystone Home Energy Loan Program**
 - WHEEL (Warehouse for Energy Efficiency Loans)
 - Connecticut’s Solar Leasing Program
 - Kentucky Home Performance Financing
 - **Greater Cincinnati Energy Alliance**
 - AlabamaWISE
 - Richmond Regional Energy Alliance
 - **Efficiency Maine’s PACE and Power Saver programs**
 - Energize Delaware Financing
 - Illinois On-Bill Energy Loan
 - Energize Connecticut On-Bill Heating Loan
 - Hawaii On-Bill

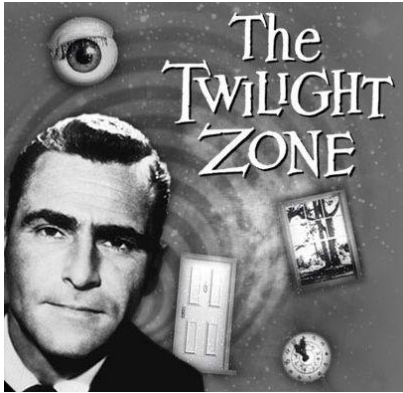


Engaged Contractors and Well Designed Financing Programs Drive Residential Energy Efficiency

- In the current “Perfect Storm” of Energy Cost crunch and Credit Contraction, consumers and contractors more than ever need simple financing options to make energy improvements
- 70% of all Home Improvements up to \$15,000 are financed in one way or another, 90% of improvements greater than \$15,000 are financed
- Contractors drive most of this demand
- Rebates and tax credits are great – but where does the rest of the money come from?
- Keep it simple for contractor and consumer – the goal is work performed and energy savings, not the number of audits conducted

Two Kinds of Energy Efficiency Customers

“Reactive” – Welcome to the Twilight Zone



- Typical “urgent” HVAC or home repair installations (\$3,000 to \$15,000) are the consumer’s financing “twilight zone” - too big for a credit card, too small for a home equity loan.
- The vast majority of energy efficiency improvements
- Customer doesn’t want a lien on their home
- Time sensitive – consumer needs work done ASAP
- Contractor-Driven
- “Come-on” or “Teaser” (0% for 6 months type) Financing is not the answer for a major capital purchase and can hurt contactor credibility
- Borrower typically wants longer term or lower rate than he can get from bank
- Solution: Unsecured point of purchase loan programs with (lower rates based on simple product qualification – ENERGY STAR)

Two Kinds of Energy Efficiency Customers

“Proactive” – The Thinker



- **“Whole house” improvements are larger projects which generally require financing**
- **More project driven, less time sensitive**
- **Contractor is the expert**
- **More customer thought, engagement and foresight**
- **Borrower may not have adequate home equity for an loan**
- **Solution: “Home Performance with ENERGY STAR” model with Energy Audit, recommendations and lower rate than “Reactive” financing**



AFC First' Flagship Programs

- **Pennsylvania's Keystone HELP (Home Energy Loan Program)**
 - Supported by PA Treasury, DEP
 - Over 11,000 loans, \$100 Million in financing
 - 1% annualized charge off (1/3 less than typical consumer loans)
 - Single Measure and Whole House – the deeper the retrofit, the lower the rate
 - Enhanced with ARRA funds in Philadelphia market
 - Secured Loans to 120% LTV via Power Saver
- **Efficiency Maine**
 - Residential PACE and Power Saver
- **Greater Cincinnati Energy Alliance**
 - Single Measure and Whole House
- **Illinois Energy Loan (On-Bill)**
 - Statewide program with the 5 major utilities
 - Utilities guarantee payment stream facilitates access to secondary market capital
 - No credit losses to date
- **Energize CT Heating Loan Program, Kentucky Home Performance, Richmond Region Energy Alliance**
- **AFC First' National EnergyLoan Program**
 - Market based financing offered in all 50 states through approved contractors, utilities and manufacturers



Contractor Management and Training - One of the Keys to a Successful Program

- **A program's Contractor Network must consist of companies that are financially and ethically stable**
- **A contractor may be great technically, but if they don't have the financial stability to stand behind their work or warranty they can damage the program.**
- **A successful program recruits and trains contractors on how to better utilize special financing and monthly payment plans to increase both their closing rates and market penetration for more energy efficient home improvements.**
- **Despite our common dreams Energy Efficiency is still something that is "sold" and not "bought"**

Contractor Recruitment

- **Partner with contractor trade groups**
- **Program wide contractor intro breakfasts**
- **Use the power of your program PR**
- **Contractors will promote the program if they can see that it will help them increase their sales**
- **If it is too bureaucratic they won't promote it**
- **Contractor qualification standards should align with national standards and others (WHEEL, BPI)**

The Four Secrets of Success for Contractors

- **Don't make assumptions as to who will finance**
- **Don't make the customer ask the embarrassing question "Do you have financing?"**
- **Put an estimated monthly payment option next to your price on every proposal**
- **Give your customers all the ways they can pay you (cash, credit cards, EnergyLoan Monthly Payment) - let them choose which option they prefer.**

On-Going Contractor Support

- **Experienced lending partners with staff that specializes in Energy Efficient loans**
- **E-Commerce support, Web links, Web design, Web portals**
- **Marketing material – stock and custom**
- **Monthly activity reports**

Contractor Sales Training

- **Group seminars on program details and sales skills – Sponsor affiliated with program or through trade groups**
- **On Location for larger contractors – 1 on 1 with Contractor**
- **Webinar / Green Energy Center Video feed**
- **Conference calls**
- **On-Demand Video Training Shorts**

Program Delivery

The screenshot shows the homepage of the Keystone HELP program. At the top left is the logo for Keystone HELP, Home Energy Loan Program, powered by AFC First. To the right are logos for the Pennsylvania Department of Environmental Protection, PHFA (Pennsylvania Housing Finance Agency), and Energy Star. A contact number is provided: Contact AFC First • (888) AFC FIRST. Below the logos is a navigation bar with links: WHAT IS KEYSTONE HELP?, ENERGY EFFICIENCY INFORMATION, APPLY NOW ONLINE, FIND AN APPROVED CONTRACTOR OR ENERGY AUDITOR, and INFORMATION FOR CONTRACTORS AND ENERGY AUDITORS. The main content area features a large image of a family looking at a document, with a cartoon house character. The headline reads: "Pennsylvania's Special Loan and Rebate Program for Energy Efficiency Home Improvements". To the right of the image is a vertical menu with links: What's Keystone HELP?, Eligible Improvements, Find a Contractor, Apply Now Online, and Apply By Phone (888) AFC FIRST. Below the main image is a section titled "You can improve the energy efficiency of your home....." with text describing special financing and rebates for ENERGY STAR rated improvements, and the Keystone HELP Energy Efficiency Loan & Rebate Program. It also mentions a \$325 cash energy audit credit and a "Save Energy, Save Money" program. At the bottom, there are links to download a brochure/application and program guidelines. On the right side of the page, there is a promotional graphic for the PA Home Energy Conference 2009 (March 18-19, State College, PA) with a "Get more info" button. Below this graphic is a list of events: "Learn About What's New with Keystone HELP - Free Update & Overview Webinars for Contractors" (March 6, 9, 10, 11, 12, 2009), "Home Performance 101 Training for Keystone HELP Contractors, Presented by PA Home Energy" (State College, PA, March 19, 2009), and "PA Home Energy Conference".

- Accept Applications Online via program website
- Through Integrated App on Contractors Website
- Call Center and Toll Free Numbers

The “Less than \$100 Per Month” Question

- **Which Do You Think Sounds Better to a Prospective Buyer?**

“That new system is going to run you about \$5,000” or.....

- **“Your Money and Energy Saving Investment is just \$58 a month!”**

Example of Sales Training Talking Points - Options

Compare Keystone HELPs monthly payments to a typical consumers options

	Credit Card or other Unsecured Financing	FannieMae EnergyLoan for Non ENERGY STAR	<i>Keystone HELP Loan for ENERGY STAR</i>
	18% to 26 %	13.99%	6.99%
\$2,500	\$62	\$39	\$29
\$5,000	\$125	\$77	\$58
\$10,000	\$250	\$155	\$116
\$15,000	\$375	\$232	\$166

Sales Training Basics

- **Lender and Program Overview**
- **Financing 101 – Why it works**
- **Contractor benefits**
- **How to present to homeowner**
- **Program details and process**
- **Sales tools**
- **FAQ**

Simple Consumer & Contractor-Friendly Loan Process



Customer contacts an AFC First Approved EnergyLoan® Contractor to get an estimate for qualifying improvements.

- **Customer Gets Estimate**

For fastest approval, customer applies online at the application integrated on the contractor's website, at energyloan.net or by phone at (888) 232-3477.

- **Easy Customer Application**

We'll have a quick decision on the application, (typically within an hour), advise the contractor and consumer and answer any questions. We take care of the details!

- **Fast Approval**

Contractor sends us a copy of their estimate/proposal and Contractor Spec Sheet identifying final price and qualifying improvements. BPI "test in" and "test out" required for "Whole House" programs

- **Contractor Provides Job Info**

Customer signs the simple one page loan note we will provide to them (or to the contractor for delivery to the customer).

- **Customer Signs Note**

We pay the Contractor same day upon receipt of Completion Certificate and verbal customer confirmation that the work has been done to their satisfaction.

- **We Pay the Contractor**



Keep it Simple –Don't Get Caught in Red Tape of Complex and Over-thought Program Design



- **Energy Efficiency lending programs are competing against credit cards.**
- **Most Consumers (and Contractors) will follow the path of least resistance even if it is more costly**
- **Accomplish program goal (helping consumers install energy efficiency improvements) without overburdening contractors or consumers with complexity**

New Developments

WHEEL - Warehouse for Energy Efficiency Loans

- **National Secondary Market with Programmatic Funds Used as Subordinate Investment to support Loan Loss Reserve and Rate Buydowns.** The purpose of WHEEL is to provide low cost, large-scale capital for state and local government and utility-sponsored residential energy efficiency loan programs. The Program Team – including Citigroup, Energy Programs Consortium, Pennsylvania Treasury, Renewable Funding and AFC First

PowerSaver - FHA Insured Loans for Energy Efficiency

- As a HUD approved PowerSaver lender, AFC First can make this federally insured program available for unsecured loans to \$7,500 and secured loans to \$25,000. Programmatic funds can be used to buy rates down with capital coming from an external source.
- Initial capital pool has just been put into place and AFC plans a 12 state roll out, principally tied into our Home Performance with ENERGY STAR program



Lessons Learned from AFC First

- Choose contractors that are financially stable and have both sales and technical staff.
- Minimize bureaucracy in your program, provide one-on-one engagement opportunities as much as possible.
 - AFC First uses on-demand videos to train contractors to promote energy efficiency retrofit loan programs.
 - The company is creating mobile and web-based tools for its contractors.
 - AFC First provides an electronic app for the contractor to link to the loan program through their own site rather than on a general site where they are listed among competitors.
- Know the competition and your audience.
 - The competition: Approve people for loans quickly; credit card competitors approve borrowers instantly. Credit card financing also offers higher interest rates, but might delay interest rates for several years making the loan more attractive to borrowers.
 - The audience: Train contractors to communicate in terms of low monthly payments. Even when interest rates are competitive, people tend to understand the concept of monthly payments better.

Lessons Learned from AFC First, Cont.

- The average consumer has \$5-10K in discretionary savings at any one time and the average cost of an energy efficiency upgrade is \$5-10K
 - Therefore, you are asking them to spend all of their available money; it's a big ask so communication is key.
- There is a continuum of types of contractors
 - On one end there are the “true believers” who do a small number (e.g., 2) of jobs a year, but do them really well; they will drive customer satisfaction, but not volume
 - On the other end there are the “window guys” who are all about quantity over quality and give the market a bad name
 - The sweet spot to target is in the middle – those stable companies who have sales staff separate from installation staff and who do relatively high volumes of work relatively well; these are the hardest to please
- Contractors like breakfast and beer – offer at least one as a recruitment tool

Discussion Questions

- What challenges have you found with contractor integration?
- What tips do you have for better integrating contractors with the loan process?
- Are there best practices for reducing loan wait time/ pre-approval (e.g., increasing efficiency)?
- What are proved approaches for communicating financing to contractors and at what point do you get too "into the weeds"?
- Other questions/issues related to loan program design and integration with contractors?

Discussion: Overcoming challenges to contractor integration

- **Design the loan pre-approval process to be as fast and convenient as possible.**
 - Approve a borrowers credit first. This step can provide enough confidence for the contractor to move forward with their work.
 - Provide a means for contractors to track project approval status, such as access to the online system.
 - Limit paperwork and bureaucracy as much as possible.
- **Provide on-going contractor support.**
 - Offer one-on-one sales training.
 - Assist with materials production and standardization.
- **Meet contractors where loan sales happen: in the field.**
 - While the business owner may understand the importance of the loan program, the contractors in the field are responsible for promoting financing options to customers.
 - Conduct targeted outreach after the busy season, such as in late summer and the fall.
- **Connect financing to their business success:** financed jobs are, on average, larger than cash jobs.

Discussion: The future of energy efficiency loan program design?

- Some programs design the monthly loan payments to be equal to or less than the estimated energy savings.
- This type of loan design makes energy efficiency retrofits an easier sell for contractors.
- It also requires reliable estimates on energy savings, which is not always the case.
 - Savings estimates do not account for the non-energy benefits of upgrades, such as comfort, health, and/or safety improvements.
 - Energy consumption is behavior based. Increased efficiency can change people's behavior for the worst and not result in estimated savings.

Tips for Contractor Training

- **Teach the basics:** equip contractors to talk financing on a basic level, and connect them to the program's lender who can answer questions the contractor cannot.
- **Emphasize effective messaging:** People want to solve issues of comfort, health, safety, and/or lower their carbon footprint. They don't want energy efficiency, and no one wants debt.
- **Communicating cost:** Emphasize the importance of communicating service prices as low monthly payments rather than the total cost of the loan to the borrower.
 - Example: It will cost \$200/ month to replace a furnace, versus it will be an \$8,000 loan. A slight shift in perspective can make all the difference.
 - Work with contractors to standardize bids.
 - Train contractors to always offer payment choices; never assume a customer is not interested in financing.
 - Offer a comparison between your program and typical credit card financing.

Future Call Topics Poll Results

- Which of the following topics, if any, are of interest for future Financing calls?
 - Long term sustainability of financing strategies—**50%**
 - Innovative approaches to PACE financing—**50%**
 - Crowd funding: enabling small investors to help fund loans for upgrades—**38%**
 - Packaged loan sales—**13%**

If you would like to share your experiences on a call or have other ideas for a call topic, contact peerexchange@rossstrategic.com