



Better Buildings Neighborhood Program Peer
Exchange Call: *Program Sustainability Mastermind
Session, featuring Host:*

Brian Driscoll, Wisconsin Energy Conservation Corporation

Call Slides and Discussion Summary

November 15, 2012

Agenda

- Welcome and Polls, **Jonathan Cohen, DOE**
- Introductions (go-around), **Tom Beierle, Ross Strategic**
- Mastermind Format and Agenda, **Moderator: Dane Reese, Stark Talent**

Mastermind Session

- Program Overview, **Host: Brian Driscoll, WECC**
- Questions and Answers
 - Participants ask clarifying questions about the program
- Idea Generation
 - Participants offer 2-3 new ideas/suggestions
- Host Report-out on Take-aways and Action Items

Participating Programs



- Austin, TX
- Boulder, CO
- Charlottesville, VA
- Chicago, IL
- Davis, CA
- Eagle County, CO
- Gunnison, CO
- Kansas City, MO
- Michigan
- Missouri
- New Hampshire
- Oregon
- Philadelphia, PA
- San Diego, CA
- Seattle, WA
- Vermont

MasterMind

**Solving Problems,
Exploiting Opportunities**



Dane Reese

MasterMind Coach for 5+ years

President and Co-owner, Stark

Member, Mastermind Group for 13 years

Dr. John Dealey, Founder



Andrew Carnegie Hired Napoleon Hill to tell his story of success

The result was the 1937 classic *Think and Grow Rich* in which the mastermind concept was introduced.

**“If you want to be exceedingly successful,
I would recommend these things:
1) Know very clearly what you want
2) Be a member of a Mastermind group”**

***Andrew Carnegie,
America’s 1st billionaire, circa 1908***

Description

A Mastermind Group is a meeting of individuals who focus their attention on solving a specific problem or exploiting an opportunity.

Host

The individual who presents a problem or opportunity for the group to focus its attention and wisdom.

Hosts Prepared to Present

History and accomplishments
of grant funded program

Biggest problem or opportunity

Value for the Host

By focusing the attention of a group on a specific issue, the host draws on a combined 100+ years of experience to receive solutions and ideas that address his or her situation.

Value for the Participants

We all share common problems and opportunities. The ideas we generate for one will usually benefit all of us.

Wisconsin Program Overview



- Program administered by Wisconsin Energy Conservation Corporation (WECC)
- Programs in Milwaukee, Racine, and Madison
- Residential Program Highlights:
 - 2,000 audits
 - 30% conversion rate
 - 90 loans completed and disbursed to date
- Commercial Program Highlights:
 - Summer sale from June-August with ramped up incentives
 - 130 projects approved and more than 20 projects completed; approved projects range from large (\$2.7M) to smaller businesses (as low as \$10K)
 - Financing not as popular on the commercial side – just executed first loan

Brian Driscoll, WECC posed the following questions to participants:

- What are wise investments to make with remaining grant funding that will position the program for the post-grant period?
- What should our program design look like in the post-grant period, especially incentives and financing?
- What future revenue streams should we evaluate to fund the program going forward?

The following slides capture call participants' ideas and resources related to these questions

What are wise investments to make with remaining grant funding to position the program for the post-grant period?



- Invest in a public awareness campaign—especially a “word of mouth” campaign; public awareness pays off over time.
- Do a “mass” awareness campaign and a focused campaign (e.g., using local libraries in program areas).
- Set up demonstration homes; identify trusted advisors and make their homes available for tours. Work with contractors to give tours. Pay demonstration home owners a marketing fee.
- Invest in energy efficiency demonstrations or displays, which can be taken to trade shows to “make it real” for potential customers.
- Do a commercial upgrade demonstration in a building that is already a venue or in a high visibility location; offer tours.
- Invest in higher incentive for homes that obtain a higher level of energy savings.
- Establish a micro-loan fund with low rates for smaller projects; use flows back from loans for post-grant period.
- Use current excess funds for a payback approach in which funds come back into the program.
- Revisit successful neighborhoods or commercial business areas. Word of mouth of successes may have spread. Ask previous clients about potential leads.

What should our program design look like in the post-grant period, especially incentives and financing?



- Consider an affiliate program with local companies or non-profits; leverage their relationships with members and employees—especially where there is a strong “place making” emphasis to keep employees in a region.
- Contact churches and health care facilities as potential affiliates; emphasize indoor air quality as a benefit.
- Seek out affiliates with a financial interest in upgrades, such as mortgage companies (it may give them competitive advantage).
- Add rural regions and centralize administration for greater economies of scale.
- Use an energy concierge model; it develops a long-term relationship.
- Use a staged retrofit approach; focus on deeper upgrades over time.
- Work with homeowners and the real estate industry to understand the equity benefits of energy efficiency.
- Create an insulation company or weatherization co-op.
- On the commercial side, advance the business case for energy efficiency; forge alliances with developers, building managers, etc.
- Use the commercial program as a source for funds for the residential program; set up commercial PACE.
- Ensure that high-profile political officials are aware and involved.

What future revenue streams should we evaluate to fund the program going forward?

- Explore partner revenue opportunities (e.g., from financial institutions, vendors, etc.).
- Institute a contractor fee (e.g., for leads or program membership).
- Consider additional revenue streams, such as foundation funding or a credit union fee
- Have commercial building owners use savings to provide employee benefits for energy efficiency (Clinton Climate Foundation model).

Examples and Resources

- Energy Works at Work (PA) offers a slide presentation and webinar for companies to inform employees about energy efficiency; outreach is now bearing fruit. Businesses may also provide incentives.
- Energy Works Select Partnership (PA) finds contractors interested in providing a “good deal” to homeowners.
- See a local example of commercial demonstration in Kitsap County, WA: www.kitsapenergyupgrade.com.

Poll Results: Future Call Topics

- **Future Topics—Poll 1 (n=21)**
 - Assessing revenue streams: What is right for your program? (52%)
 - State and local program revenue streams (52%)
 - Venture capital/impact investments (48%)
 - Utility-based services and revenue (33%)
 - Financing-based revenue streams (24%)

- **Future Topics—Poll 2 (n=21)**
 - Strategies and challenges for merging programs (52%)
 - Building regional networks (48%)
 - Effective strategies for scaling up (33%)
 - Administering non-profit energy efficiency programs (29%)
 - State and local enabling policies for energy efficiency (29%)