



Better Buildings Neighborhood Program Data and Evaluation Peer Exchange Call: *Program Course Corrections Based on Evaluation Results*

Call Slides and Discussion Summary

April 12, 2012

- Call Logistics and Attendance
 - How are you evaluating your program? Have you made any program course corrections based on insights from evaluation?
- Brief Update on BBNP Internal Process Evaluation
- Program Experience and Lessons:
 - Connecticut Neighbor to Neighbor Energy Challenge, Kerry O'Neil, Earth Markets
- Discussion:
 - What information has been most useful for understanding and refining program elements?
 - How can information collection be built into programs in the most useful way?
 - What lessons have programs learned about program design and delivery from their evaluations?

Participating Programs and Organizations



- Austin, TX
- Boulder County, CO
- Charlottesville, VA
- Chicago, IL
- Connecticut
- Sonoma County, CA
- Kansas City, MO
- Lincoln, Nebraska
- Maine
- Maryland
- New York
- Portland, OR
- San Jose, CA
- Seattle, WA
- Wisconsin



Neighbor to Neighbor

ENERGY CHALLENGE

Small Changes. **BIG RESULTS.**

Program Course Corrections Based on Evaluation Results

April 12th, 2012

Kerry O'Neill

www.CTEnergyChallenge.com



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What is Neighbor to Neighbor



A 14 town community-based program model that uses an outreach staff combined with trusted sources to acquire customers



Ratepayer-funded direct install/assessment program is gateway to upgrades, rebates and financing – historically this program has had a conversion rate of 6-8%



N2N manages subset of approved vendors working in ratepayer fund program



Comprehensive technology platform employed with extensive data collection and analysis capabilities, built on Salesforce.com



Governor Malloy announces the Program



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Management and Evaluation Tools

Support community-based acquisition marketing all the way through upgrades

- Consistent organizing/outreach strategies in all 14 towns
 - Quantitative approach, tied to weekly/monthly/quarterly program goals & specific strategies, actuals tracked against goals
- Management reports used to track progress, published to all partners including ratepayer fund administrators and contractors
 - Program dashboards for high level metrics
 - Pipeline reports for program and contractors to measure pull-through, barriers



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Action Research / Adaptive Program Design

Hybrid Qualitative and Quantitative Approach

- Qualitative
 - Listening to the Voice of the Consumer, Event debriefs
 - Surveys (online, phone)
- Quantitative Analysis
 - Ongoing monthly analysis
 - Deep dive on data to evaluate effectiveness of particular strategies/issues
- Process Dives
 - “Unwrapping” processes to uncover issues, particular focus on hand-offs between customer, program, and contractor



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Process & Impact Evaluation and Model

Next Phase: Formal Evaluation and Modeling

- Process Evaluation
 - Qualitative analysis: In-depth interviews to determine what's working, what's not, and how to improve going forward.
- Impact Evaluation
 - Quantitative analysis: Calculate actual results, including metrics below
- Model Development
 - For community-based program model, to allow scenarios to be run for various outreach pull-through rates (through to upgrade) and cost/revenue structures
 - Model will produce customer acquisition cost metrics, as well as regulatory metrics such as lifetime cost-per-kilowatt hour



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Course Correction Examples

- Poor quality leads at program launch
 - Contractor feedback raised issue, LtVoC and close rate stats ID'd the problem
 - Solution: intensive retraining of outreach staff on refined pitch resolved issue
- Abysmal audit-to-upgrade conversion rate in Q1-Q2 2011
 - Created sales pipeline reports for program/contractors and dissected results, underlying issues at contractor shops and with ratepayer funded gateway program
 - Solution: created Contractor Liaison/Energy Advisor position, ran RFQ to select in vendors under new program guidelines, including publicly publishing more extensive contractor scorecard and holding monthly contractor meetings



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Course Correction Examples

- Bid rate still too low at end of 2011
 - Contractor Liaisons spent intensive time understanding various bid/sales processes (or lack thereof) at contractor shops, analysis of best/worst contractors for various metrics, LtoVoC analysis on recent outreach, survey of customer who didn't move forward with upgrades
 - One surprising finding: customer we know got recommendations didn't acknowledge or recognize they had
 - Solution: Refine outreach pitch to include expectation that customer should receive a bid (really!), implement a "swim lane" process using pre-qual questions during outreach, institute automatic follow-up emails from program including customer sat/priming survey, bring in Dale Carnegie sales training, looking to bring in additional contractors and move others out



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Lessons Learned

- Evaluation and analysis can only be as good as your data
 - Invest early and often in clean data collection
- This is a sales process – need to measure each point where customer fallout can happen and understand the difference between your best and worst performing acquisition strategies and contractors
 - Acquisition – not just # of leads for \$'s spent, but also pull-through to completed audit and upgrade (or financing)
 - Contractor pipeline metrics (close rates and aging) – audit close rate, # days to schedule/complete audit, bid rate, # days to deliver bid, avg age of bids outstanding, upgrade rate, avg age of completed upgrade (from audit), etc.
- Set expectations with customer on the front end that you can deliver on!

Connecticut's Lessons Learned

- The interactions between the customer, program, and contractor caused delays, which negatively affected the audit to upgrade ratio. The program took the middle man out of the process to solve this.
- The program provided sales training to contractors.
- The “swim lane” approach got the right customers matched up with the right contractors depending on customer interest (e.g. whether customers were focused more on an audit or if they were ready to move on an upgrade.)
 - Some contractors are more focused on audits while others are great at follow-up and the sales process.
- Measure each point where customer follow-up might occur. This can help determine which outreach strategies are best.

- What information has been most useful for understanding and refining program elements?
- How can information collection be built into programs in the most useful way?
- What lessons have programs learned about program design and delivery from their evaluations?

- Connecticut is shifting its marketing focus from emphasizing the great economic value of the audit to its benefits for a healthy and comfortable home.
- Connecticut noted that the most successful contractors they have worked with are those that are focused on upgrades as a business. Many come out of the remodeling business and have multi-year relationships with customers.
- Connecticut determines which customers go in which swim lanes by asking simple questions to determine customer motivations and goals (i.e., do you have an issue—such as a leak, utility bill issue, etc.—in your home right now?, how long do you plan to live in your home?). This allows the program to determine if it is more of an education process or if the customer is ready to complete an upgrade in the near-term.

- San Diego made a course correction with its energy efficiency model home tours. They used directional signs placed a few days before the tours to direct people to the homes—these signs increased attendance by 42-48%.
- Boulder County, CO made a course correction with its energy audit process. Early on, Boulder had a third party conduct door-to-door energy assessments in which they would spend one hour with businesses and provide recommendations. This would then be handed off to county energy advisors to follow-up on doing upgrades. The hand off was not working well. Now, the energy advisor provides the full suite of services to the business.

- Boulder County noticed the handoff problem because they were using Salesforce to track customer conversion rates from doing the assessment to moving forward with a project. Originally it was about 6-8%. There were communication challenges between the different parties as well; the third party organization realized that the structure was not working well as well.
- Connecticut has experienced that canvassing strategies and coalition outreach at community group meetings (i.e., where someone gives a personal testimonial), and workshops have been their most successful outreach strategies.

- Multiple programs reoriented their marketing message from focusing on rebate amount or energy efficiency improvements to comfort, health, lower utility bills, and environmental responsibility.
- Connecticut provides detailed data to contractors to monitor upgrade rates and holds monthly meetings with all of them to discuss what works and what does not; this helps create productive conversations to improve the process.

Potential Future Call Topics

- Using Home Energy Scoring Systems
- Experience with Software/CRM Options
- How programs are tracking customer data in a way that can be accessed by contractors for leads on new jobs and data about completed jobs