Key Program Elements

Program Design

- Financing
- Workforce Development and Contractor Capacity
- Program Management and Integration
- Marketing and Outreach
- Data, Reporting, and Evaluation
Program Design

Key Program Elements

Program Design

Define Mission
Identify Offerings & Audience
Establish Organization & Delivery Vehicle

Financing

Workforce Development and Contractor Capacity

Program Management and Integration

Marketing and Outreach

Data, Reporting, and Evaluation
## Program Management and Integration

### Key Program Elements

| Integration | Ensure implementation plan connects major program elements (workforce, marketing, finance, data, reporting and evaluation)  
Design program governance structure to support integrated management and decision-making  
Plan for long-term sustainability (post-ARRA) |
|---|---|
| Roles | Identify program partners and roles  
Execute core team staffing  
Develop agreements formalizing roles and responsibilities  
Clarify oversight and decision-making structures and processes |
| Coordination | Determine mechanisms for ensuring program partner coordination  
Develop mechanisms for communicating with partners |
| Timeline | Develop integrated timeline that coordinates program elements  
Use “stage gate” approach to ensure sequencing across elements and activities  
Implement process for regularly reviewing and updating timeline with partners |
| Fiscal Mgmt | Develop systems to track and manage funds (e.g., IT, accounting)  
Develop systems to ensure appropriate use of program funds (e.g., financial audit and oversight) |

### Other Considerations:

- Additional considerations may be needed for programs involving multiple jurisdictions
- Additional work may be needed to identify effective governance and program management models and best practices for coordinating/communicating among program partners
Financing

Key Program Elements

- **Assess Needs**: Identify retrofit cost ranges, consider target audience willingness and ability to pay, assess likely financing needs of target audience(s).

- **Finance Options**: Identify existing financing options in area, identify appropriate portfolio of financing options, include rebates, grants, tax incentives, and loans (with provisions to enhance loan terms).

- **Partners**: Identify partners (lenders, credit unions, CDFIs, utilities), clarify roles and relationships for administration of financing, develop financing agreements.

- **Operations**: Set up financing mechanisms (e.g., on-bill financing, loan reserves), pursue plan to access secondary markets to expand capital available for loans.

- **Marketing**: Ensure financing options are clearly incorporated into marketing plan and materials, train contractors and partners on financing options so they can help communicate and "sell".

**Other Considerations:**

- Coordinate with national, regional and state efforts to develop new financing mechanisms (e.g., HUD Title I loan program, PACE alternatives, HomeStar incentive legislation).
Workforce Development & Contractor Capacity

Key Program Elements

- **Recruitment**
  - Certification requirements or qualification criteria
  - Identify and attract current certified/qualified workers
  - Identify and recruit trainees
  - Establish relationship & expectations

- **Training**
  - Match to certification requirements
  - Training partners, programs and mechanisms (e.g., workshops, classes, community college programs)
  - In-field mentoring and internships

- **Business Support**
  - Account management; QA/QC protocols; customer service
  - Equipment cost buy-down strategies
  - Training cost reduction strategies
  - Performance incentives

- **Business Flow**
  - Generate demand and work sufficient to keep contractors busy
  - Project management mechanisms to match demand with service providers

- **Quality Control**
  - Process for ensuring quality/standards of work performed
  - Process for identifying, retraining, monitoring, sanctioning, and removing underperforming contractors

**Other Considerations:**

- Key workforce roles:
  - a) Energy auditors
  - b) Service providers (contractors to perform weatherization, HVAC, and other retrofit work)
  - c) QA/QC retrofit work and building performance verifiers
- Wage requirements (plan for addressing Davis-Bacon and other requirements)
- Opportunities to utilize volunteers
Marketing Plan
- Identify target audience(s)
- Create messages (linked to target audiences)
- Develop timeline (coordinate with other program elements)
- Devise marketing campaign (partners, communication and outreach mechanisms)

Tools
- Branding and logos (including guidance on their use by partners)
  - Press releases and collateral materials
  - Website
  - Training resources

Delivery
- Implementation mechanisms to roll out marketing and communications plan
  - Events and special activities to complement plan roll-out
- Social marketing approach that aligns contacts and prompts to change norms in target audience

Partners
- Process to engage contractors in marketing and outreach (training and support for "kitchen table sell")
- Process to engage other partners (realtors, lenders, appraisers, chambers of commerce, inspectors)

Ongoing Engagement
- Ongoing customer engagement (e.g., “leave behind software” for tracking energy use)
- Follow-up messaging on behavior change and additional retrofit opportunities (including social media)

Other Considerations:
- Align with national, regional and state marketing and outreach strategies and activities
**Other Considerations:**

- Significant advantages in cross-program/grantee coordination and in DOE/grantee coordination
- Near-term focus on developing clear data and reporting requirements and IT system synergies and interoperability
- Key types of data and information to consider:
  a) Customer and contractor characteristics: location, demographic information
  b) Activity tracking: contacts, actions (e.g., audits, direct installs, retrofit activities)
  c) Cost tracking: program costs, financing
  d) Results tracking: jobs, energy, GHG emissions
  e) Customer satisfaction and ongoing engagement tracking
Challenges

Strategies/Tactics
uncertain: use adaptive management approach (experimentation, testing, evaluation); share knowledge from innovators

Strategies & Tactics
established: use mentoring, knowledge sharing, case studies/success stories

Needs

No resources: consult/convene experts, pursue R&D

Resources

available: use information repository, index, "search engine," help desk