

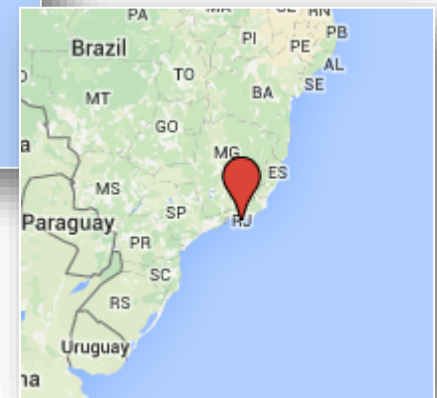


**Better Buildings Residential Network Peer
Exchange Call Series: *Walking the Talk:
Employer Assisted Programs (301)***

May 19, 2016

Call Slides and Discussion Summary

Call Attendee Locations



Agenda

- Agenda Review and Ground Rules
- Opening Poll
- Brief Residential Network Overview
- Featured Speakers
 - **Keith Canfield**, Director, Corporate Sustainability Programs – Clinton Climate Initiative (*Network Member*)
 - **Nick Lange**, Senior Energy Analyst – Vermont Energy Investment Corporation (*Network Member*)
 - **Suzanne Linfante**, Energy Program Manager, Renewable Energy and Loan Programs – Nevada Governor’s Office of Energy
- Discussion
 - What are other examples of employer assisted initiatives targeted at residential energy efficiency? Is there a range of models being used, and if so, what are the best practices of each?
 - How are employer assisted initiatives being integrated with broader program residential energy efficiency program goals and approaches?
 - What challenges have organizations found in implementing employee programs? What solutions were found for overcoming those challenges?
 - Other questions/issues related to developing and implementing employer assisted programs?
- Closing Poll and Upcoming Call Schedule

Call Attendees: Network Members

- American Council for an Energy-Efficient Economy (ACEEE)
- Bridging The Gap
- Build It Green
- Center for Energy and Environment (CEE)
- City of Cambridge
- City of Fort Collins
- City of Holland
- City of Kansas City
- CLEAResult
- Duke Carbon Offsets Initiative
- Energy Efficiency Specialists
- Enhabit
- Metropolitan Energy Center
- NeighborWorks of Western Vermont
- New Jersey Board of Public Utilities
- Operation Green Team
- The Oberlin Project

Call Attendees: Non-Members

- AppleBlossom Energy
- Architectural Nexus
- Cleveland Public Power
- Fruitfull Energy
- Johnson AC
- La Plata Electric Association
- Massachusetts Department of Public Utilities
- NANA Regional Corporation, Inc.
- Southern Alliance for Clean Energy
- SprayRock Net Zero Building Systems
- University of Illinois
- University of North Texas
- UpGrade Ohio
- Utah Governor's Office of Energy Development

Opening Poll

- Which of the following best describes your organization's experience with the call topic?
 - Some experience/familiarity – **36%**
 - Limited experience/familiarity – **27%**
 - Very experienced/familiar – **24%**
 - No experience/familiarity – **12%**
 - Not applicable – **0%**

Better Buildings Residential Network

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

Membership: Open to organizations committed to accelerating the pace of home energy upgrades.

Benefits:

- Peer Exchange Calls 4x/month
- Tools, templates, & resources
- Recognition in media, materials
- Speaking opportunities
- Updates on latest trends
- Voluntary member initiatives
- Residential Program Solution Center guided tours

Commitment: Provide DOE with annual number of residential upgrades, and information about associated benefits.

For more information or to join, energy.gov/eere/better-buildings-residential-network/join

Best Practices: Clinton Climate Initiative



Clinton Climate Initiative



Clinton Climate Initiative



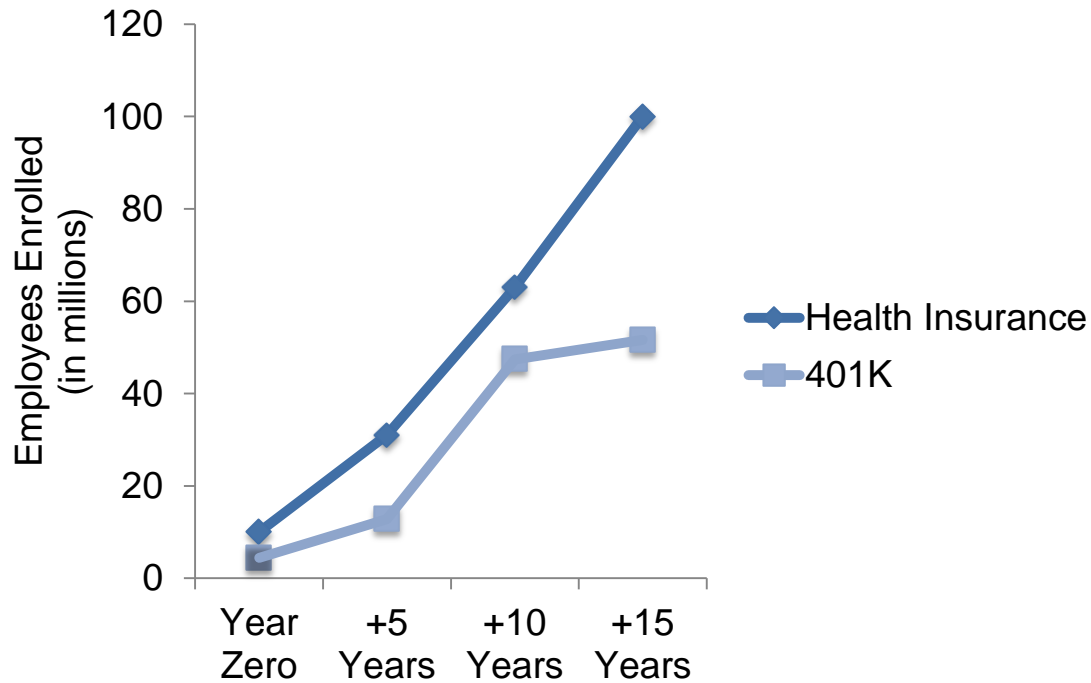
Land Use and
Livelihoods



Resilient
Communities

Energy Efficiency
and the Built
Environment

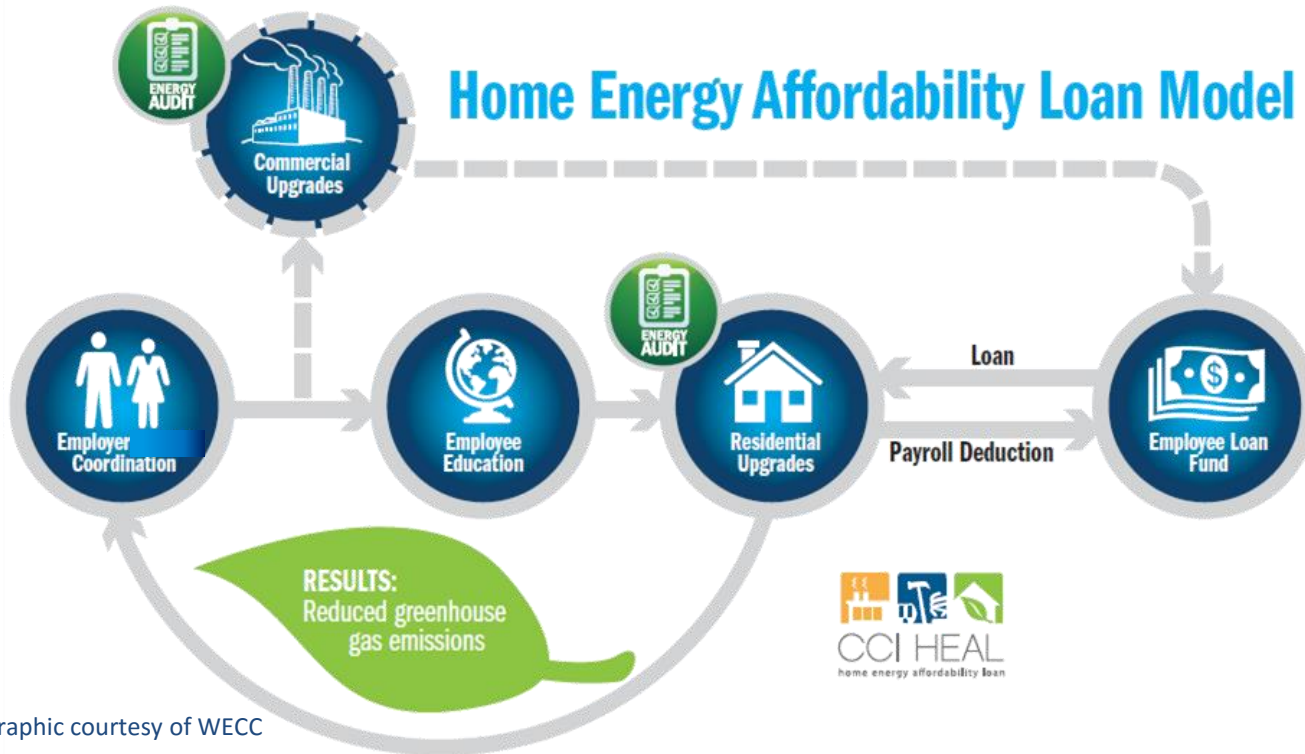
Reaching Scale in the Workplace



Reduced GHG emissions annually

4,867 pounds

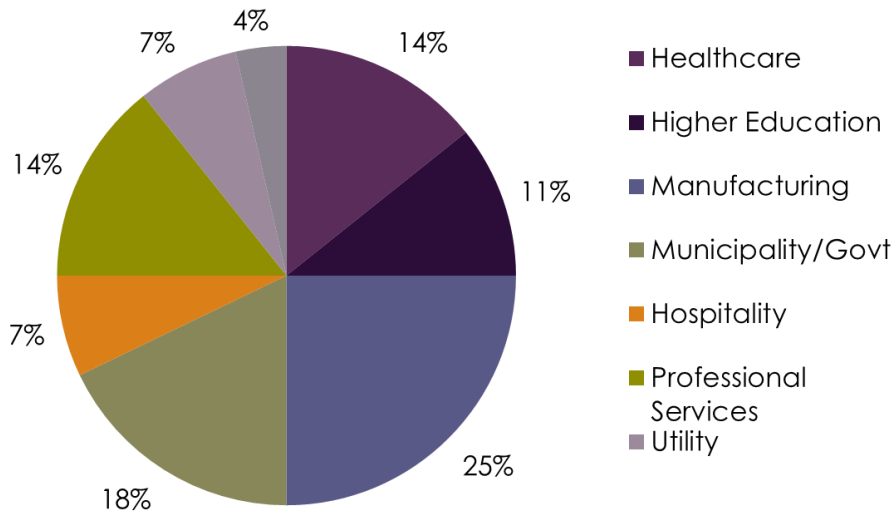
Home Energy Affordability Loan Model



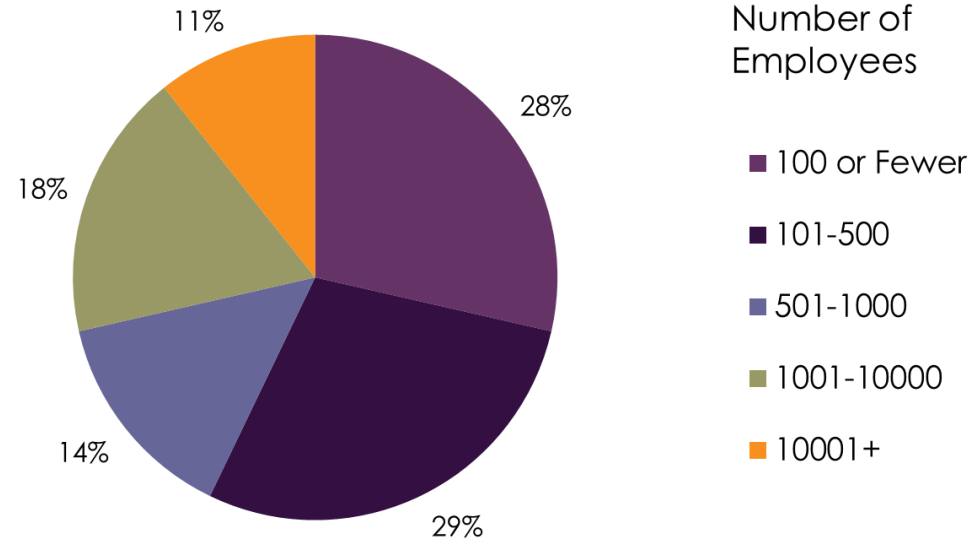
Graphic courtesy of WECC

Types of Employers

**Employers Offering HEAL Benefit
(by Industry Sector)**



**Employers Offering HEAL Benefit
(by Total Employment)**

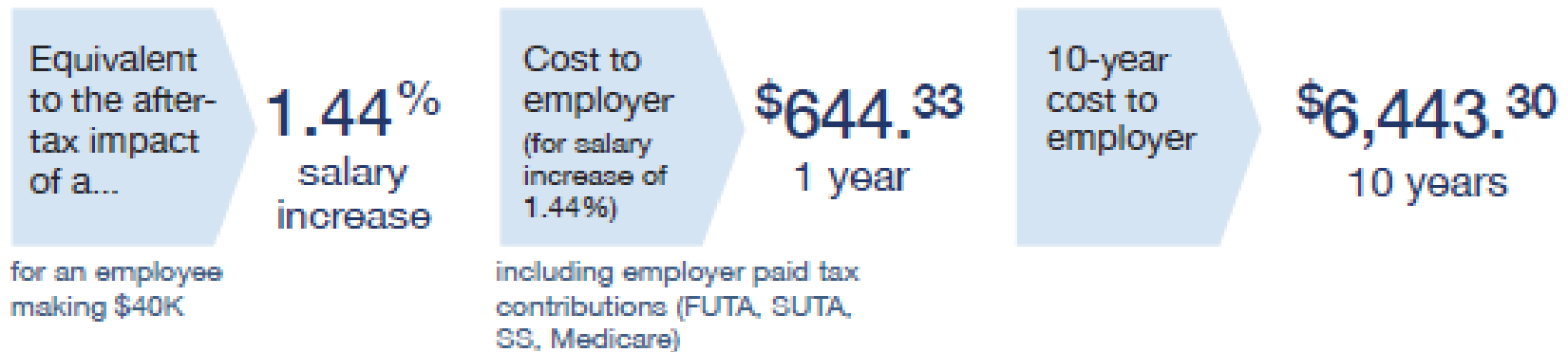


HEAL Employee Impact

Employees believe employers that offer HEAL...



Cost of providing similar disposable income increase through wages...



Potential Impact of Offering Home Energy Efficiency: Firm with 25,000 Employees



Reduction in Utility Expenses
(over 10 Years)

\$32.46
Million



Stimulation of Home Performance and Construction Sectors

\$20.50
Million



Improved Health Outcomes for Participants

???
Annually:
Asthma \$1.37 Million
Sick Days \$1.86
Million



Estimated Increase in Home Value

\$15 Million

Home Energy: Employer Pros and Cons

Pros

- Saving money, reducing environmental impact by reducing energy usage, along with increasing comfort or resilience are concepts that have broad appeal.
- Every home is different- the personalized nature of the assistance is valued.
- But Its really two things that work together to shift the adoption curve:
 - Adding a facilitator or concierge (preferably without an economic interest)
 - Accessible financing (preferably credit agnostic)
- When value is demonstrated, chain players are often willing to carry the cost burden.

Cons

- But the Financial return on the investment are questioned by many.
- Sure every house is different, but so is every jurisdiction???
- In many areas. the retrofit process is confusing and disjointed, with the HO left to fend for themselves and assemble the appropriate cast of providers.
- Even with the information, without assistance most people choose to do nothing, minor improvements, or a single measure.

From the Employer's Viewpoint

- Employees really value the benefit, it is a unique way of assisting the entire family
- Can create an 'engaged' carbon offset for Corporate Sustainability Reporting (CSR) needs (such as GRI)

But

- Utility territories and program differences make a home energy benefit confusing and nearly impossible for HR to self administer in a multi-location organization

and

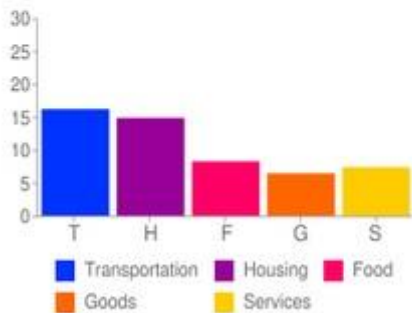
- There is no HMO, Administrator or Benefits provider to administer such a program
- Need empirical data for the employed population of some of the most promising bottom line returns:
 - Health Care Costs
 - Productivity Improvements (absentee and presentee)
 - Longevity/Turnover impact

Regional Differences: Average Annual Household Carbon Footprint

Zipcode: 02881
Kingston, Washington County, RI

53

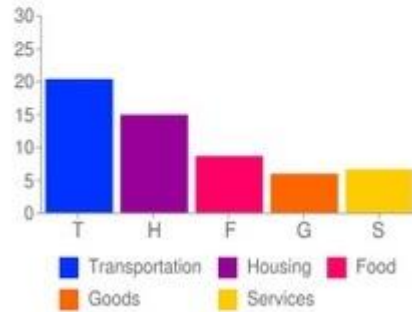
metric tons CO₂ equivalent



Zipcode: 37086
La Vergne, Rutherford County, TN

56.2

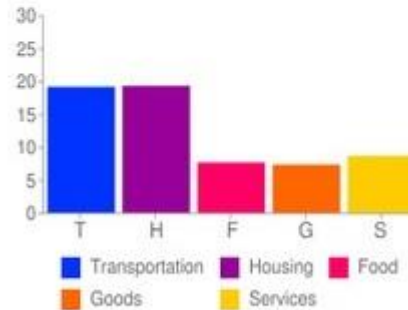
metric tons CO₂ equivalent



Zipcode: 60067
Palatine, Cook County, IL

61.8

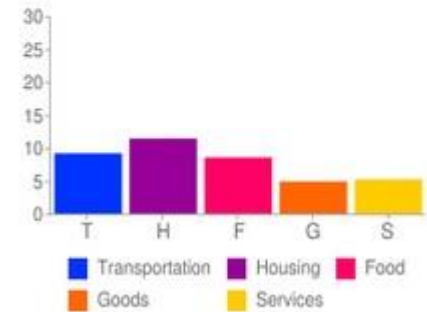
metric tons CO₂ equivalent



Zipcode: 02125
Boston, Suffolk County, MA

39.2

metric tons CO₂ equivalent



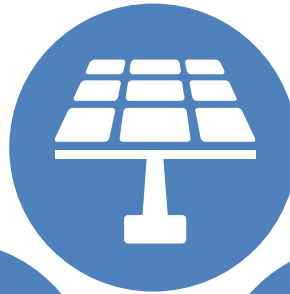
Source: [U.C., Berkeley](#)

Expanded Employee Energy Benefit

Home
Performance



Renewable
Energy



Transportation



Health & Safety



Water Conservation

Potential Impact of Offering EEB to 250,000 Employees



\$229M

Construction



\$332M

Gross 10 year Savings



\$252M

Real Estate Value



\$971M

Estimated Economic Impact



\$69M

Renewables
(Construction Costs)



\$44M

Transportation
(Vehicle Purchases)



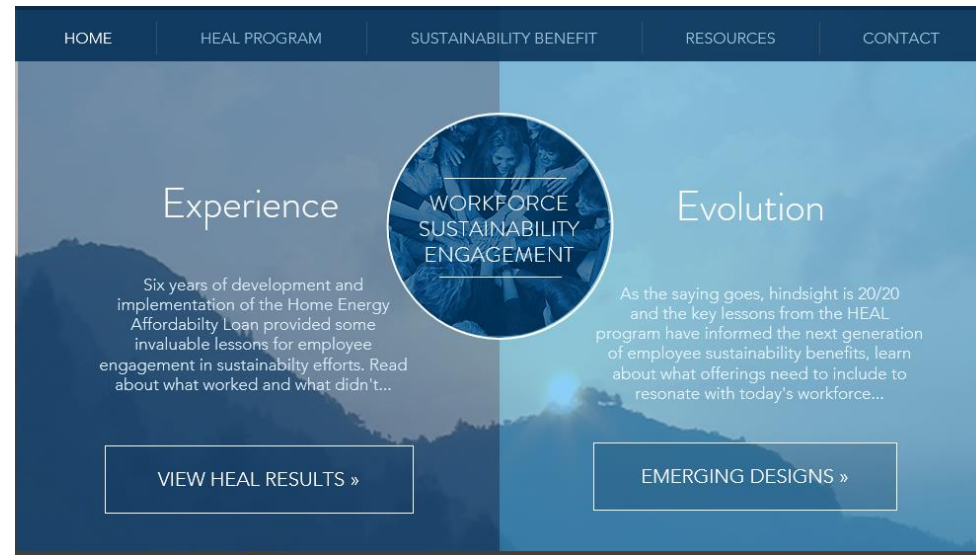
\$46M

Health/Productivity

Sharing Our Experiences and Fostering Next Steps- July 2016

CCI is creating an online resource with VEIC to foster the development of Employee Sustainability Benefit programs. This portal will include:

- Lessons learned and case studies from six years of CCI's HEAL development and implementation in the workplace
- Case studies of VEIC's experience with enterprise scale Sustainability Benefit integration
- Provide a channel for those seeking assistance in implementing a Employee Sustainability Benefit in their organizations or communities
- Accessible from the Better Building Residential Program Solutions Center



Lessons Learned: Vermont Energy Investment Corporation (VEIC)



Vermont Energy Investment Corporation

DOE Peer Exchange May 19th “Walking the Talk”

Walking the Talk:
VEIC's
Employee Sustainability
Benefit

About VEIC

- Reduce the economic and environmental costs of energy use *for all people*
- Provide energy efficiency, renewable energy, and transportation *solutions*
- Design and implement programs for high-*impact*



VEIC Walking the Talk



20-year goal to reduce carbon emissions by 20 million tons per year

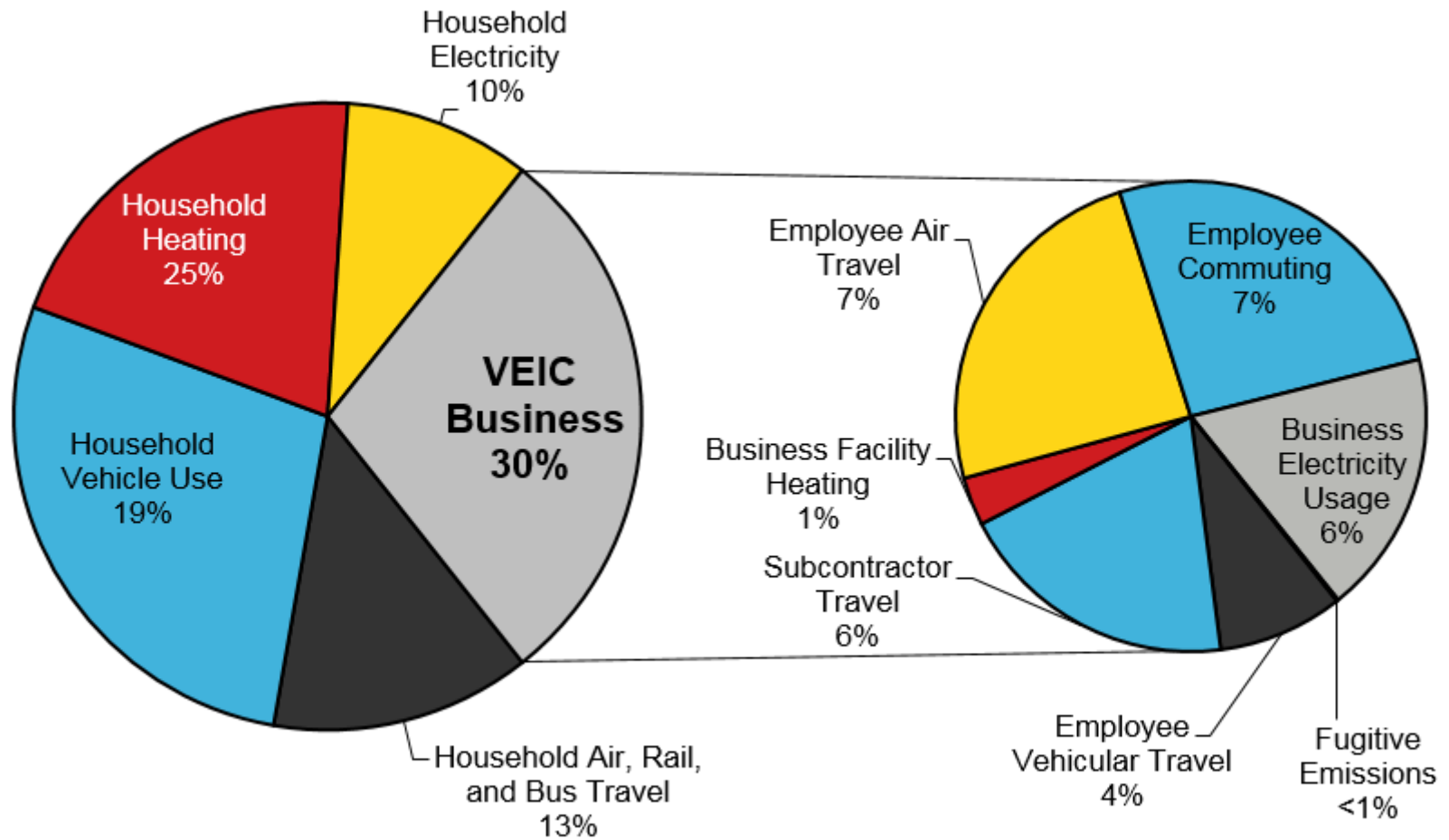
1. Program implementation & consulting work
2. 50% per-employee carbon emissions reduction... Including households



DC
SUSTAINABLE ENERGY
UTILITY



VEIC What walking the talk looks like - 2015



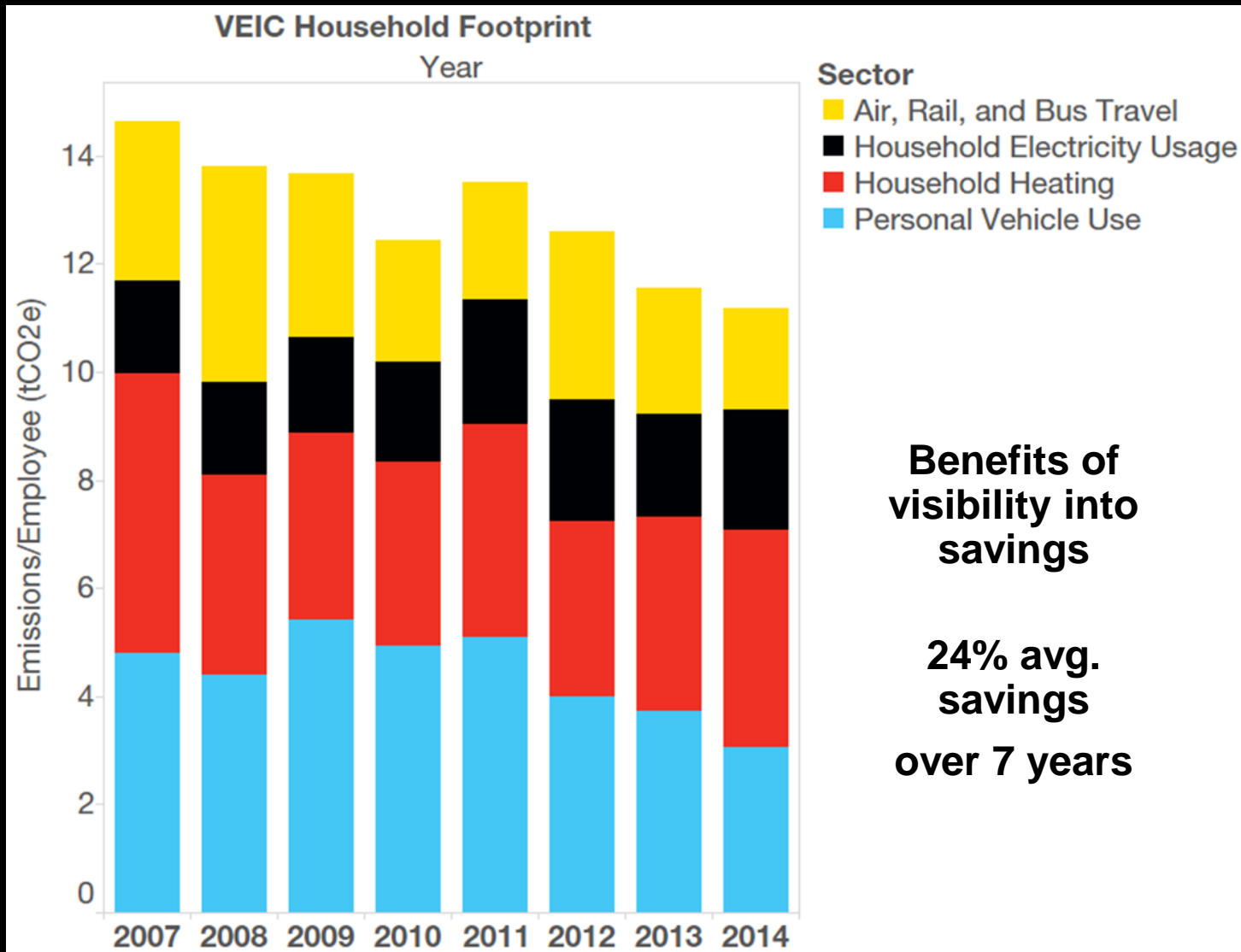
Lessons Learned – Nine Years in...

1. Measure, support, respond
2. Design for impact
3. Customer satisfaction

Look familiar?



VEIC's Employee Sustainability Benefit – Results



VEIC's Employee Sustainability Benefit Summary

- Benefit program helps employee households save money, energy, and reduce carbon emissions:

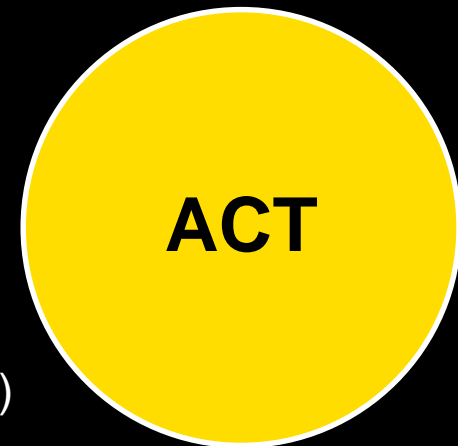
\$\$ Per employee annual cash benefit

- Reimbursement for qualifying expenses (50%, 100%)
- Additional \$ for survey
- Enhanced Home Offering (\$500)
- Integrated loan program



@Engagement

- Personal Household Report (annual)
- Newsletter, 1 on 1s (quarterly)
- Focused Initiatives (seasonal Workshops, Deals, Etc.)



Turning lessons learned into opportunity...

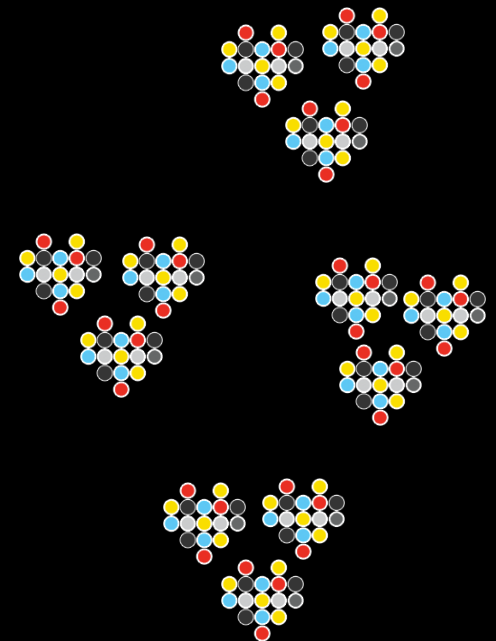
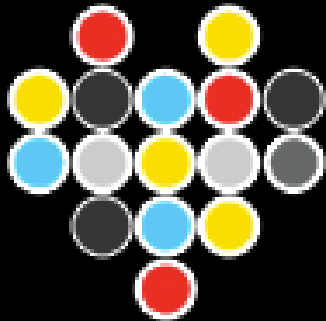
How might others follow this path?

- Market readiness
- Key Principles
- Strategic Planning



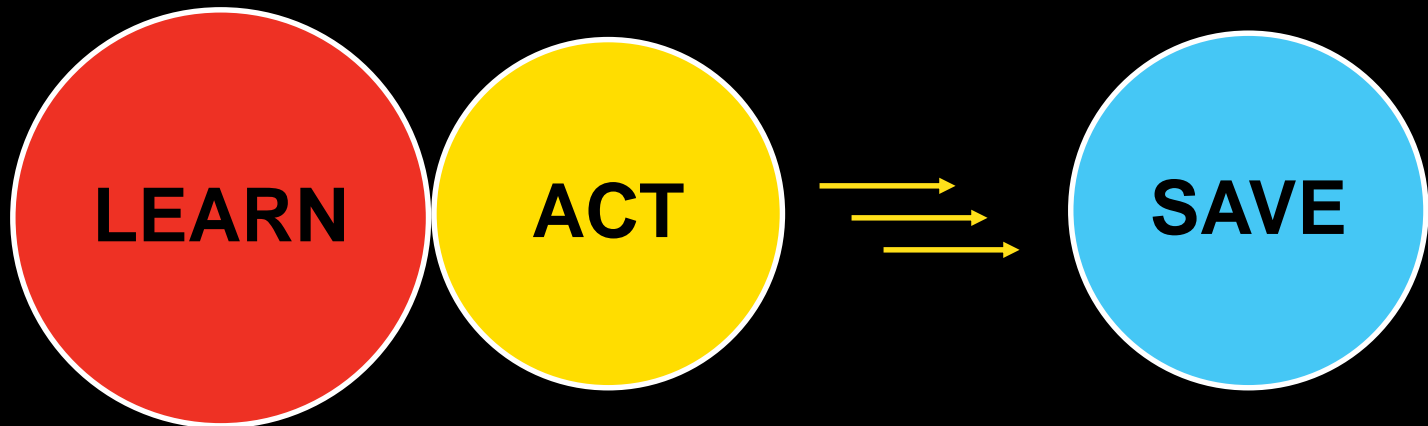
Market Assessment - Why Employee Engagement?

- Better serve all people
- Solutions for variety of energy uses
- Speed and scale of savings



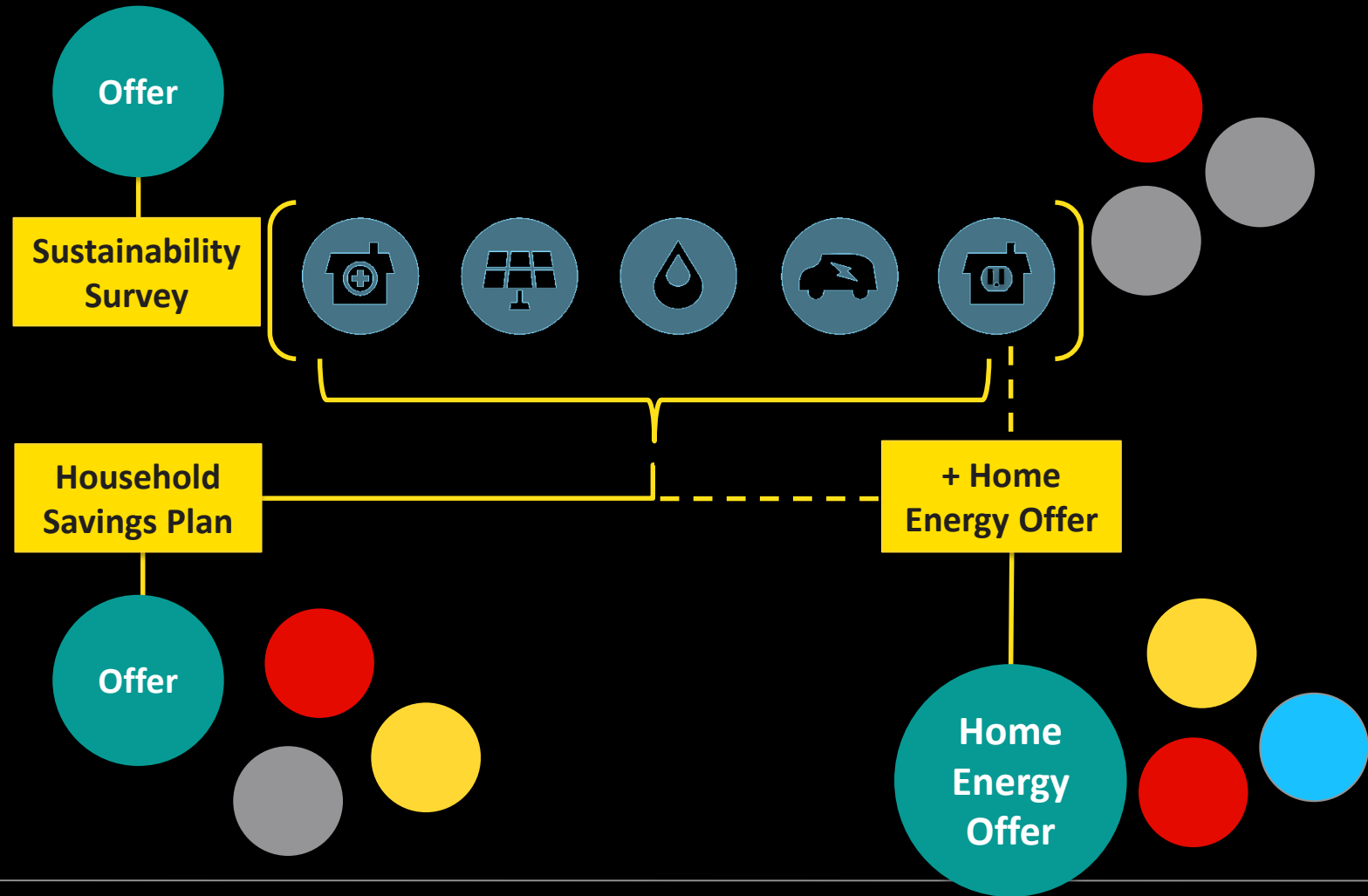
Initial Pilot Offering -- (Q4 2015)

- Diagnostic Engagement
- Data & Actionable Information
- Turn-Key Implementation



Initial Pilot Offering (Q4 2015)

Diagnostic Recruiting Tool – “How can we help?”



Household Reports

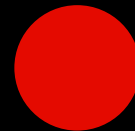
Basics
100% complete

Food & Waste
100% complete

Home Energy
100% complete

Transportation
100% complete

Extras
100% complete



Vermont Energy Investment Corporation

[Your Surveys](#) [Nick](#) [Logout](#)

Your Household Report is Ready!

★ Find out what it means for you... ★

You and more than a **record 86% of VEIC** participated in the 2015 Household Carbon Survey!
Now you can explore the results!

[◀ GO TO YOUR REPORT ▶](#)

[Continue where you left off ▶](#)

Have Questions? Maybe the [FAQ](#) can help, or e-mail us at carbonsurvey@veic.org for technical assistance

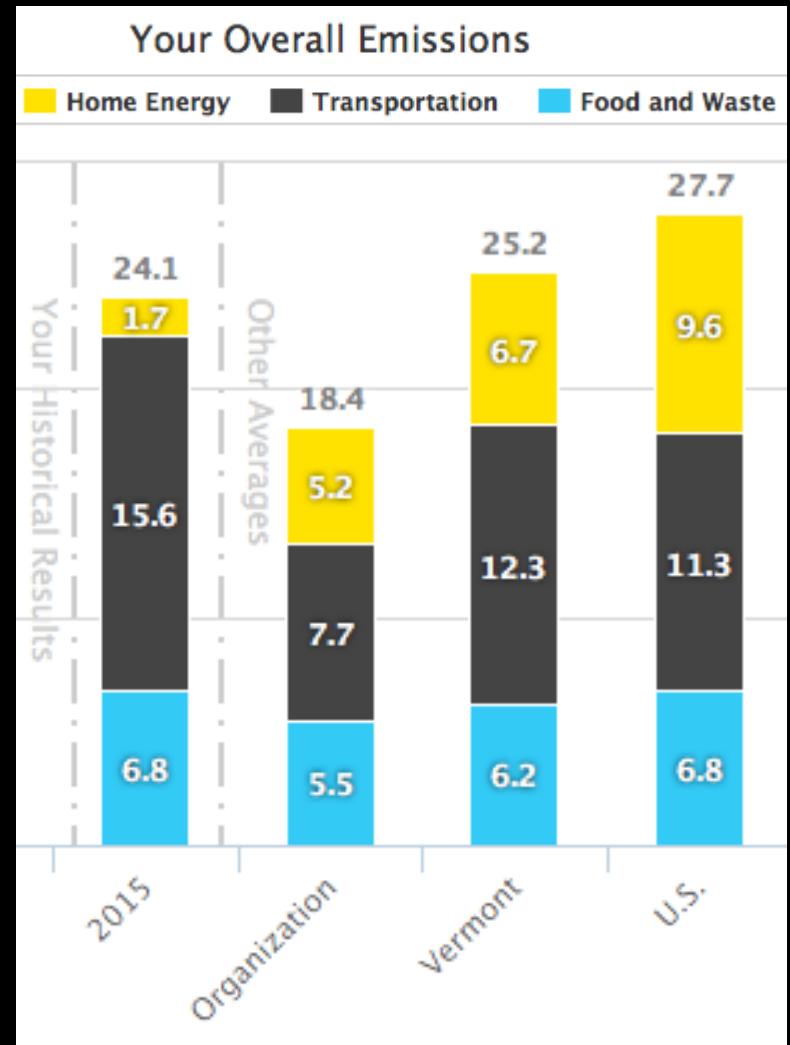
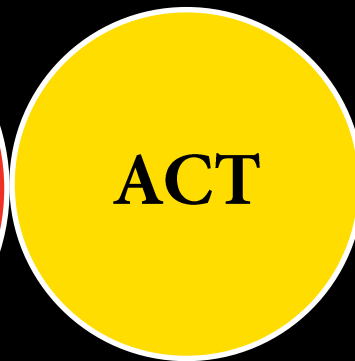
Household Reports

Your Report

Explore the results of your 2015 Household Carbon Survey!
Then finish up by letting us know what you're interested in doing next!

OVERALL **FOOD AND WASTE** **HOME ENERGY** **TRANSPORTATION**

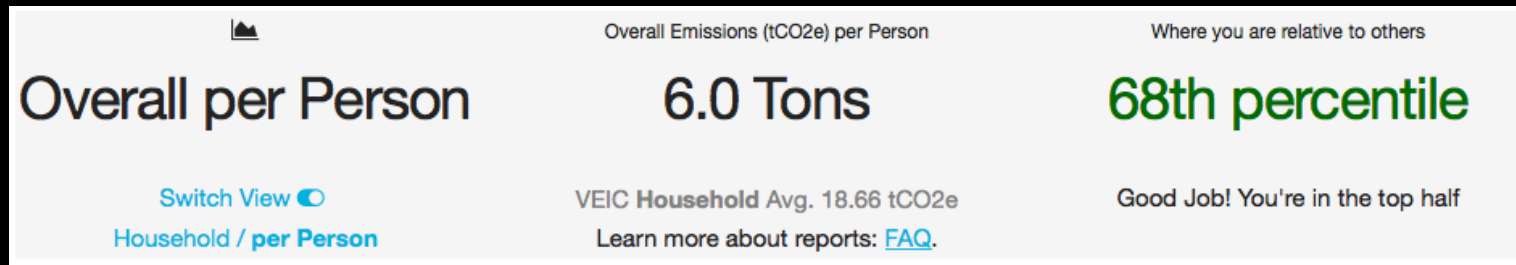
Pick a Category to View!



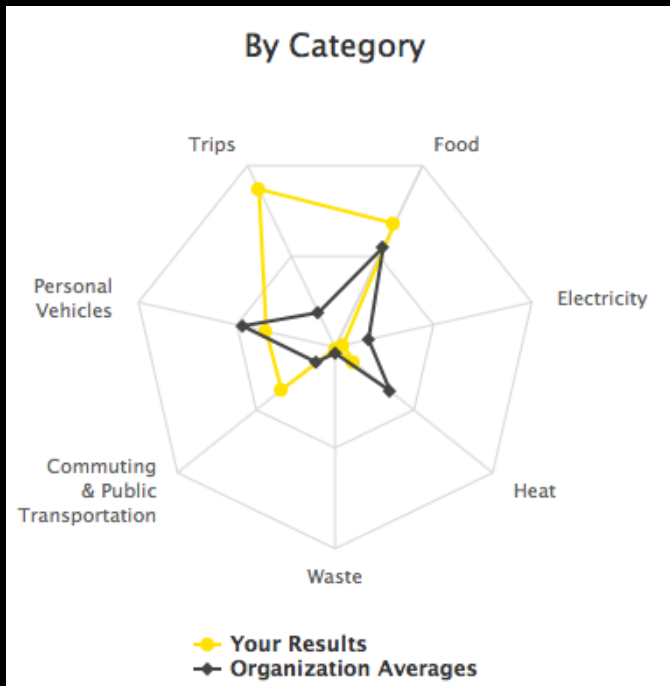
Household Reports



Context matters...



Drive Learning to Action through Data



Your Household Opportunity Area Rankings

[More Info](#)

Trips	5th percentile with 8.7 tCO2e
2.2 tCO2e, 23rd percentile (per capita)	
Food	40th percentile with 6.8 tCO2e
1.7 tCO2e, 77th percentile (per capita)	
Personal Vehicles	57th percentile with 3.5 tCO2e
0.9 tCO2e, 84th percentile (per capita)	
Heat	89th percentile with 1.2 tCO2e
0.3 tCO2e, 99th percentile (per capita)	
Waste	99th percentile with 0.1 tCO2e
0.0 tCO2e, 99th percentile (per capita)	



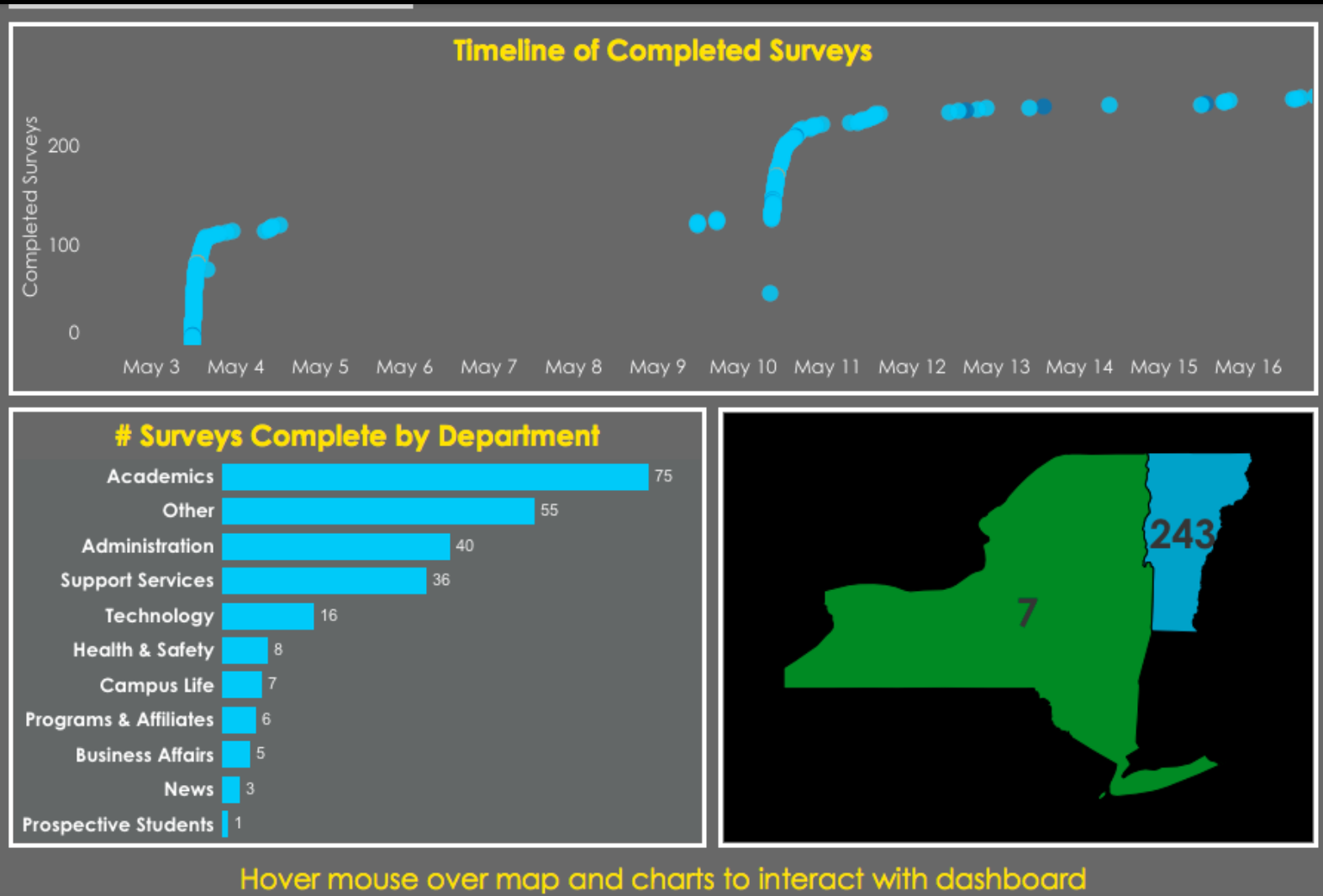
What Are The Next Steps For You?

After exploring your report, let us know which areas and actions interest you!

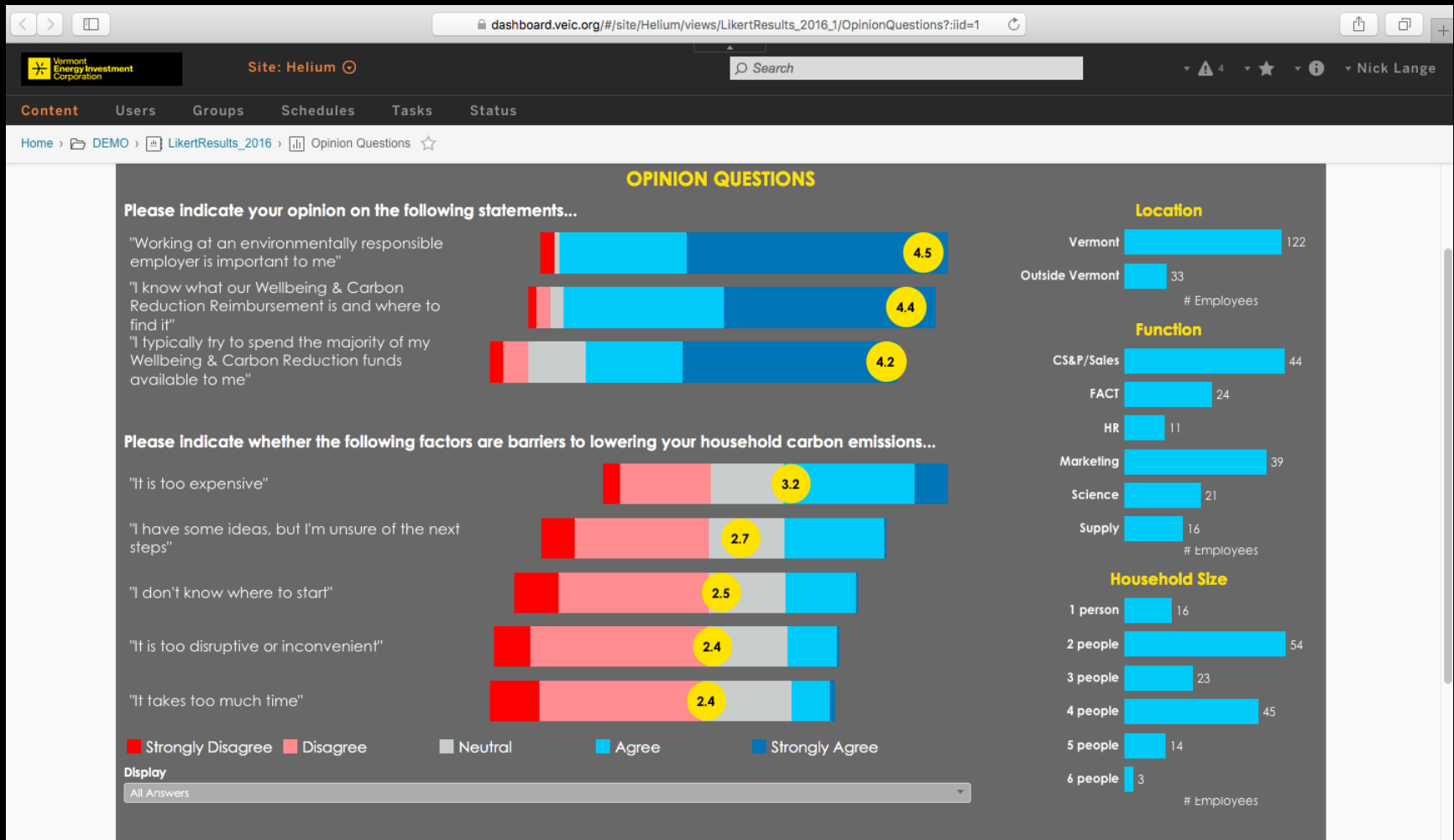
★ NEXT STEPS? --> ★



Pilot Dashboard – Survey Campaign

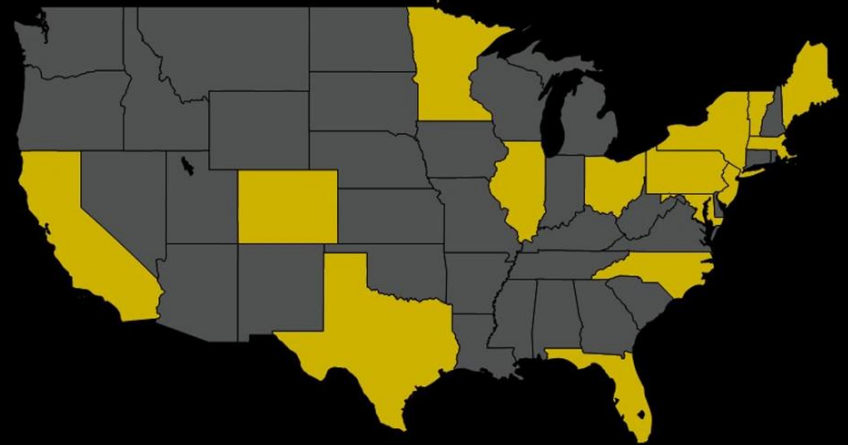


Pilot Dashboard - Results



Who Are We Working With?

- Q1 Launch with a cohort of five Vermont-based sustainability leaders in diverse businesses:
 1. Food & Manufacturing
 2. Higher Education
 3. Information Services
- Currently in the design stages of piloting municipal model
 1. Regional facilitation of a scale offering



Results to date

- 100% company success* rate
- One-size configured for all?
- Asking the right questions!



Current Target Market...

Leading businesses & communities that:

- Already “get it” → existing actions, corporate culture, brand identity
- Are driven to lead on “what’s next” after organizational CSR, impact, and differentiation

Yes, and...

- Fast-followers of the above!



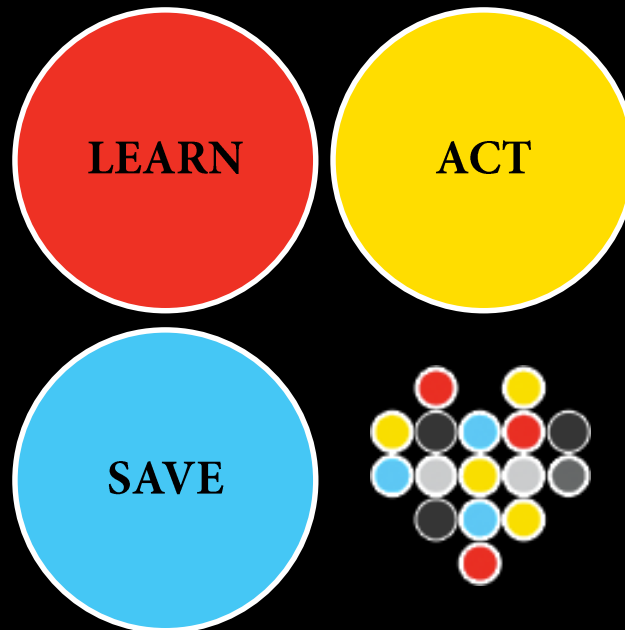
Walking the Talk... Our Next Steps

1. Continue development of our offering(s)
2. Expand strategic partnerships & promotions
3. Stay focused on what's working



Closing Recommendations

- Humility → collaborate & flex
- Courage → ambitious & act
- Empathy → seek & test to understand



Thank you!

Nick Lange
Emerging Savings Opportunities
VEIC Consulting

Program Experience: Nevada Governor's Office of Energy

Direct Energy Assistance Loan (DEAL) Program for State of Nevada Employees



Governor's Office of Energy

Suzanne Linfante
Energy Program Manager
slinfante@energy.nv.gov



Governor's Office of Energy

Ensure the wise development of Nevada's energy resources in harmony with local economic needs and to position Nevada to lead the nation in renewable energy production, energy efficiency & conservation, and the exportation of energy.

What's The DEAL?

Funded by NRS 701A.450, the Direct Energy Assistance Loan (DEAL) program is a benefit provided by the State of Nevada to its employees of an interest-free loan for energy efficiency upgrades. The loan is paid off via a monthly payroll deduction. The program is administered by the Department of Business and Industry, Nevada Housing Division (NHD).



Legislation

2015 - Assembly Bill 466 amended the statutes of the Governor's Office of Energy (GOE) to allow the GOE to deduct the payment for a loan or other monetary advance from the paycheck of a state employee. Also amended the statutes of the Department of Administration to do same.

A.B. 466

ASSEMBLY BILL NO. 466—COMMITTEE ON WAYS AND MEANS
(ON BEHALF OF THE DEPARTMENT OF ADMINISTRATION)
MARCH 23, 2015

Referred to Committee on Ways and Means

SUMMARY—Revises provisions relating to the repayment of loans or other distributions of money made from the Renewable Energy Account to an officer or employee of the State. (BDR 23-1154)

FISCAL NOTE: Effect on Local Government: No.
Effect on the State: Yes.

~

EXPLANATION - Matter in *bolded italics* is new; matter between brackets ~~omitted material~~ is material to be omitted.

AN ACT relating to the Renewable Energy Account; authorizing the Director of the Office of Energy to adopt regulations

- 4 -

1 4. Not less than 75 percent of the money in the Account must
2 be used to offset the cost of electricity to or the use of electricity by
3 retail customers of a public utility that is subject to the portfolio
4 standard established by the Public Utilities Commission of Nevada
5 pursuant to NRS 704.7821.

6 5. Any money remaining in the Account at the end of a fiscal
7 year does not revert to the State General Fund, and the balance in
8 the Account must be carried forward to the next fiscal year.

9 6. The Director of the Office of Energy may *by regulation*
10 establish ~~either~~ :

11 (a) *Other* uses of the money in the Account ~~by regulation~~ ;
12 *and*
13 (b) *A procedure by which any officer or employee of the State*
14 *to whom the Director has made a loan or other distribution of*
15 *money from the Account may enter into an agreement with the*
16 *Director pursuant to which repayment of the loan or other*
17 *distribution of money may be made through payroll deductions.*

18 **Sec. 4.** This act becomes effective upon passage and approval.

⊗

Eligibility

- Active full-time employee, employed at least 12 months by the State of Nevada.
- On the NEATS (timekeeping and payroll) system.
- Does not owe debt to the State of Nevada.
- Able to provide proof of home ownership.
- NV Energy customer (NRS 701A.450).

What's Neat About NEATS?

- Payment mechanism of \$50 or \$100 very easy to set up.
- Minimal staff time required by Department of Administration.
- Capable of serving thousands of state employees.
- Central Payroll system.



Terms

- \$1-\$3,000 = \$50 monthly payment
- \$3,001-\$6,000* =\$100 payment
- Maximum term = 60 months*

* State of Nevada employees that are also Veterans are eligible for up to \$8,000 with longer term.



GOE and NHD Collaboration

By using the Nevada Housing Division (NHD) and its established delivery system the GOE will not incur all startup costs and staff time required when developing a new program. The delivery of such a program would require:

- Developing an RFP or other mechanism to procure the services of interested Contractors or Non-Profits to deliver the program.
- Purchasing and maintaining Test Equipment including Blower Door and Combustion Analyzers.
- Vehicles.
- Provide Training and Technical Assistance and program guidance.
- Measurement and Verification Component.

Current Status

- Applicants 115
- Completed Projects 79
- Average Upgrade Cost \$4,543.95
- Oldest Home 1900
- Newest Home 2011
- Smallest Home 800
- Biggest Home 3,330
- kWh Saved 141,404

What's Next?

- The GOE amended the Interlocal Agreement with NHD to extend the program into the next fiscal year (B: July 1, 2016).
- Had budget authority because GOE did not spend out.
- Released Request For Information to local governments for grants to establish a DEAL program for their employees.



Discussion Highlights: Program Benefits

- **Tested Method:** Employer assisted programs aren't breaking new ground; the 401k moved from 0% to a 50% market share as an employer benefit in a 15 year timeframe.
- **Competitive Edge:** As employee markets become increasingly competitive, energy upgrade assistance is a unique benefit that touches the entire household.
- **Equity Opportunity:** Employees with credit concerns can access loans based on longevity of employment and employers can provide loan loss reserves.
- **Low Pressure Environment:** Employees attend information sessions on company time; sharing results of audits in the workplace (versus at the kitchen table) provides a low pressure environment and ties benefit back to the employer.
- **Corporate Sustainability:** Offering a residential energy efficiency program provides a strong story for corporate sustainability reporting

Discussion Highlights: Best Practices

- When energy upgrade assistance is provided at work, employees have a better idea of what to expect:
 - Employer assisted programs **braid education, financing, and community together.**
- Look for innovative ways to **remove financial barriers:**
 - Employers may choose to subsidize audits, give employees paid time off to conduct the audit, partner with credit unions, or create their own financing mechanisms.
- Take the time to **understand non-monetary barriers:**
 - Elicit feedback from employees during program design to ensure that offerings match needs.
 - Tailoring the message demonstrates that the employer understands the employee specific context and builds trust.

Discussion Highlights: Lessons Learned

- **The Halo Effect:** Providing employees with energy upgrade assistance benefits the employee in a deeply personal space, the home.
 - Initial evaluation of these programs shows that employees with this benefit value their employers more and tend to stay longer at their jobs.
- **Know your audience:** There are regional and demographic differences in what messaging is most pertinent to employees(e.g. sustainability, savings, etc.).
- **Be ready with the details:** Employees are skeptical about the financial savings of upgrades. Be prepared to discuss estimated savings and expectations.
- **The water cooler is the original social-networking:** Providing energy upgrades to employees in the workplace harnesses powerful community-based social marketing principles to influence behavior.

Discussion Highlights: Lessons Learned

- Employer assisted programs are gaining traction, however there are great opportunities for advancing them further by **proving the business the business case**.
 - The financial impact of energy upgrades on employees can be **provided at a much lower cost** than providing that same financial benefit to employees through salary raises.
 - Employee retention saves employers money in the long run.
- Companies that only use retrofit programs on their own buildings miss the opportunity to **capture a much larger carbon market**.
- There is **no correlation** between the size of the company and program success.
 - Uptake hinges on the **level of engagement from the employer** and employee champions.
- As demonstrated by today's speakers, there are **multiple different entry points** for implementing employer assisted programs.

Related Resources in the Residential Program Solution Center

Explore resources related to employer assisted programs:

- [Tip](#): Develop partnerships based on an alignment of goals, strong collaboration, and consistent communication.
- [It's Academic: BetterBuildings for Michigan Partners With University to Reach Employees](#) - this interview discusses employer-assisted partnership between BetterBuildings for Michigan and Grand Valley State University.
- [Program Design & Customer Experience – Identify Partners](#) handbook discusses establishing relationships to enhance your knowledge, resources, and capabilities.



- While you're there, see the latest [Proven Practices](#) post on [Evaluating Residential Program Success](#).
- The Solution Center is continually updated-[member ideas are wanted!](#)

Closing Poll

- After today's call, what will you do?
 - Consider implementing one or more of the ideas discussed – **48%**
 - Seek out additional information on one or more of the ideas – **48%**
 - Make no changes to your current approach – **4%**
 - Other (please explain) – **0%**

Peer Exchange Call Series

We hold one Peer Exchange call the first four Thursdays of each month from 1:00-2:30 pm ET

Calls cover a range of topics, including financing & revenue, data & evaluation, business partners, multifamily housing, and marketing & outreach for all stages of program development and implementation

Upcoming calls:

- May 26: Spring Forward: Top Strategies for Growing and Scaling Your Program (301)
- June 2: Five and Dime: Revisiting Strategies for Lowering the Costs of Delivering Energy Efficiency (101)
- June 9: Swipe Left, Power Down: Using Interactive Media to Instill Behavior Change (301)
- June 16: Roadmap for Integrating Health and Home Performance (201)
- June 23: Home Improvement Catalyst: Strategies for Ongoing Customer Engagement (201)

Send call topic ideas to peerexchange@rossstrategic.com

See the Better Buildings Residential Network Program [website](#) to register

Thank you!

Please send any follow-up questions or future call topic ideas to:
peerexchange@rossstrategic.com