Appendix A: In-Depth Interview Guide

Name _____

Date _____

Phone_____**Fax** _____

Email _____

1. What is your current title?
2. What are your specific roles and responsibilities for the Clean Energy Works Oregon?
3. How have those roles and responsibilities evolved since CEWO launch?
4. What will be the biggest areas of focus for you going ahead, regarding the CEWO?
5. Approximately what percentage of your time was spent on program duties?
    a. Was this what you anticipated?
    b. How did your duties/responsibilities change during the course of the program?
    c. What were the most time-consuming aspects for this program?
    d. What ways should this be modified going forward?

Now, I'd like to ask you a few questions about your involvement in the design of the Clean Energy Works Oregon.

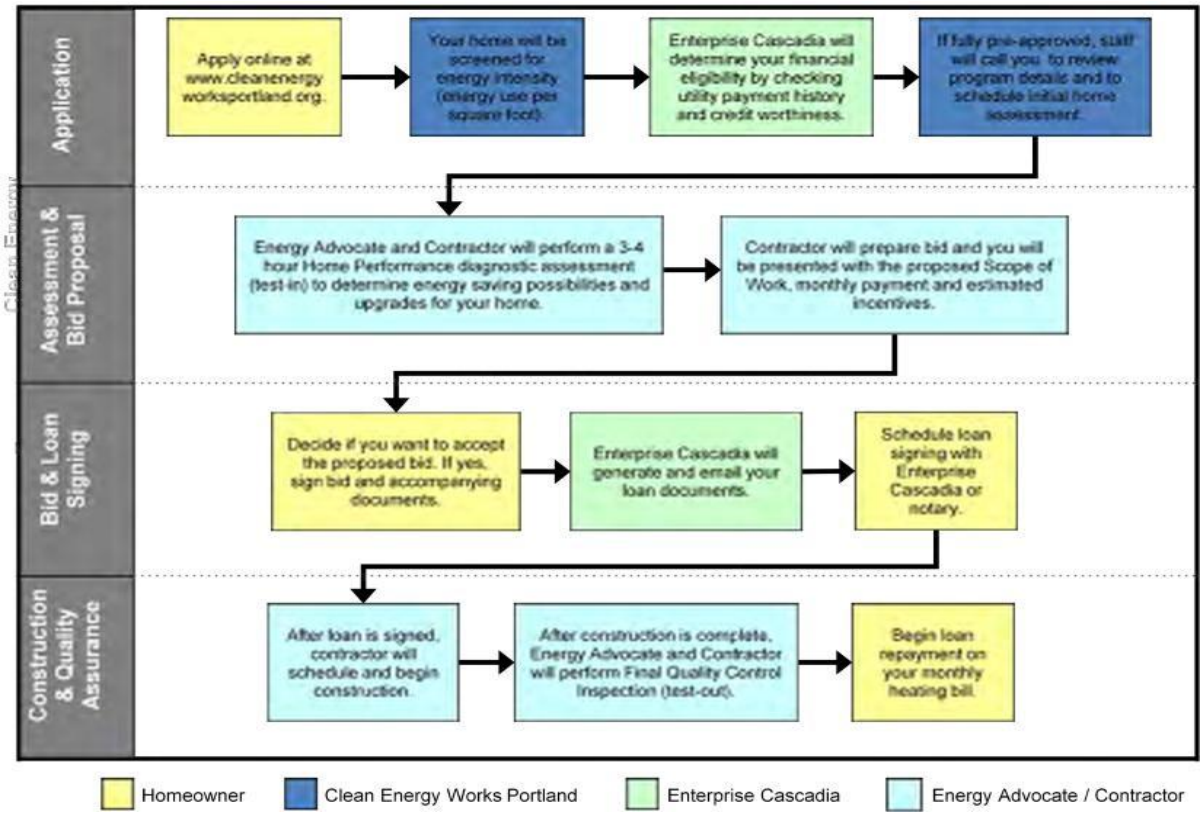
Program History

1. What was your role, if any, in the design of the Clean Energy Works Oregon?
2. What other staff were involved in the program?
3. How have the pilot goals been modified to reflect program implementation statewide?
4. How were the new implementation goals determined?
5. Are they realistic goals? Why/why not?

Next, I'd like to discuss your views on how the program was implemented in 2010-2011. In particular, I'd like to focus on the ***changes*** *that are being implemented going forward.*

Effectiveness of Program Operations & Delivery

1. Please describe your role in the customer application process. Let's walk through the program "journey" and process flow diagram.



2. What has changed, if anything, regarding program application processing?

3. How is the addition of different financial options working regarding:

   a. Customer acceptance and satisfaction

   b. CEWO's working with them to integrate these other options into the CEWO.

4. Is the program performing as expected? Why do you say that?

5. What have been the challenges in growing CEWO from the pilot to the roll out in other parts of the state?
   - Working with current and new utilities to get on bill financing up and running
   - Recruiting new financial institution and setting up mutually agreed upon financing offerings
   - Recruiting new trade allies (or getting existing ones to provide services to other areas)
   - Developing other infrastructure (QA QC, Energy advisors training marketing etc.)

Program Tracking Mechanisms

1. Describe the program tracking mechanisms used.

2. How has the tracking system been modified to reflect program changes?

3. What role do contractors have in collecting tracking information?

4. What areas of tracking need to be modified or improved moving forward?

Financing Characteristics

1. Has the loan activity been as anticipated? If not, why not?

2. Please walk me through the "project dashboard" and define key terms.

3. How has the program requirements changed since program implementation?

4. What do they look for in different financial options that you are offering currently (such as securitized, unsecured loans, etc.)?

5. How do you see the loan options being incorporated into the program?

6. Are there any restrictions in reselling loans to the secondary market? Are they planning on doing this?

7. One of the issues has been the different costs, Energy Advisor, loan fee, and the audit. What are the costs of the loan fees? Is this a barrier to customers?

Default Rates

1. How is the loan portfolio doing?
   - Have there been any defaults?
   - What is the rate for early repayments?
   - Are late payments a problem?
   - What are the normal rates for financing programs?
2. Do you think this will be an issue going forward?

Program and Administrative Cost

1. Please describe the various administrative costs associated with the program.

2. Are administrative costs a challenge?

3. Where do you see challenges in lowering fixed costs?

Effectiveness of Marketing and Outreach Activities

1. Which marketing and outreach activities are the most effective?

2. Which ones are least effective?

3. What are ones you are planning on testing?

4. Do you believe the CEWO message is successfully differentiated in the Oregon Home Performance market place?

5. Where and how does CEWO position itself marketing wise) in Oregon's busy and crowded home energy efficiency market place?

6. How has CEWO incorporated the recommendations regarding key messaging from the various focus group and customer surveys into marketing materials for the statewide program launch?

7. What are your plans for improving these materials and outreach activities be improved?

Participant Decision-Making Process

1. Why did program participants opt for the CEWO program? Is this consistent with previous findings or are other issues emerging?

2. What other program offerings did they consider?

3. How are application denials handled? Has this process changed during statewide launch?

4. How are you screening customers?

5. For folks that do not pass your screens or are poor candidates for CEWO, what processes are in place to move them to more appropriate energy efficiency programs?

6. Do you think this process clear to customers?

Barriers to Program Participation

1. What are the barriers to participation?

2. What are challenges associated with recruiting customers?

3. How are you mitigating the upfront costs associated with "program drop outs?"

Areas for Program Improvement

1. How can CEWO improve?

2. What other types of financing offerings or delivery strategies should CEWO consider?

Satisfaction

1. How has satisfaction among contractors with the program implementation and delivery staff changed since statewide launch?

2. Overall, how satisfied are customers with the program delivery?

Inter-relationships with Multiple Funders

1. Please describe your relationship between the CEWO and:
   a. The electric and gas utilities currently in the program
   b. The new utilities starting on-bill financing programs
   c. The ODOE
   d. The City DOE
   e. Other funders
   f. Other stakeholders

2. What are the challenges of working with these stakeholders with differing goals?

3. How do you prioritize requests/tasks/program requirements?

4. What plans do you have for expanding into the commercial sector or other markets such as "cool schools"?

5. What will be the challenges as you expand into the commercial sector?

6. Do you have anything else you'd like to add?

7. What other program staff/implementers should I speak with about the CEWO?

Thank you again for taking the time to discuss this program.

Participating CEWO Contractor Interview Guide

Final

Name_____

Company _____

Date_____

Phone_____Fax_____

Email_____

Good morning/afternoon. My name is_____ and I am calling on behalf of the Energy Trust of Oregon. May I please speak with (HP contractor contact name from list); if not the right contact, then ask "May I please speak with the person most familiar with the Energy Trust of Oregon's Clean Energy Works Oregon Program?

When you reach the right contact: Reintroduce yourself and say: We are conducting an evaluation of Clean Energy Works Oregon. I'd like to set up a time to talk with you for 15 minutes about your impressions of the program, and get some feedback to make it better. When would be a convenient time to talk?

At the beginning of the interview: Remind Contractor: All comments will remain confidential.

Respondent Status:

According to our records you ARE currently participating CEWO Program. Is this correct?

A.

B. Yes- CONTINUE

C. No/Don't Know- GO TO C1

C1 Just to be clear, your firm is not participating in CEWO? Is this correct?

- **a.** Yes- Thank and Terminate
- **b.** No- Continue

I would like to ask you questions focusing on your experience with Clean Energy Works Oregon.

Reasons for Participation

QP1. About how long have you been participating contractor in the program?

1. # of months_____ OR
2. # of years_____
9. Don't Know

QP2. Why did you decide to participate in the program? (Open Ended)

Next, I'd like to ask you some questions about your interactions with customers.

QP3. About how many ***customer assessments*** have you completed for CEWO?

Q3a. _____ estimated number of completed assessments

Q3b. Was this number what you expected? Why/why not?

QP4 About how many ***customer projects*** have you completed for CEWO?

Q4a. _____ estimated number of completed projects

Q44b. Was this number what you expected? Why/why not?

QP4. What types of services did your firm provide as part of CEWO? (Read from list; mark all that apply)

Q4a. Conduct HP Assessments
Q4b. Install Air Sealing
Q4c. Install Ceiling Insulation
Q4d. Install Wall Insulation
Q4e. Install Floor Insulation
Q4f. Install Duct Sealing
Q4g Install Duct Insulation
Q4h Install Windows
Q4i. Install Water Heaters
Q4j. Install Heating Systems
Q4kj. Install Solar PV/water heating systems
Q4l. Other (Specify)

QP5. What types of services account for most of your work with CEWO? (Mark all that apply)

Q5a. Conduct HP Assessments
Q5b. Install Air Sealing
Q5c. Install Ceiling Insulation
Q5d. Install Wall Insulation
Q5e. Install Floor Insulation
Q5f. Install Duct Sealing
Q5g. Install Duct Insulation
Q5h. Install Windows
Q5i. Install Water Heaters
Q5j. Install Heating Systems
Q5l. Other (Specify)

QP6. What kind of work do you offer through subcontractors as part of CEWO (Mark all that apply)

Q6a. Conduct HP Energy Audits
Q6b. Install Air Sealing
Q6c. Install Ceiling Insulation
Q6d. Install Wall Insulation
Q6e. Install Floor Insulation
Q6f. Install Duct Sealing
Q6g. Install Duct Insulation
Q6h. Install Windows
Q6i. Install Water Heaters
Q6j. Install Heating Systems
Q6l. Other (Specify)

Financing

Next, I'd like to ask you a few questions about the role of CEWO financing.

QF1. What is the average loan amount for projects you install?

$_____

QF2. About what percentage of the average project costs are covered by CEWO financing?

_____%

QF2a. Has this amount increased or decreased in the past six months? Why is that?

QF3. In general, do you think these customers would have gotten a HP Assessment on their own, without CEWO?
1, Yes- CONTINUE
2. No- SKIP TO QP12

QF4a. If so, what percentage of customers do you think would have had an HP audit on their own without the program?
_____%

QF4b. (*For those contractors that also installed energy efficiency measures),* what percentage of customers do you think would have installed the eligible energy efficient measures on their own, without CEWO?
_____%

Customer Decision-Making

QG1. Please describe how you enroll customers in the CEWO program?

QG2. How is this process compare to your experiences with other programs?

QG3. Overall, what do the customers seem to like best about this program? (Open Ended)

QG4. What are the major motivations for customers deciding to proceed with a project?

QG5. What did the customers seem to have problems with or dislike about the program?

QG6. How influential do you think the following was in the customers' decision to participate in the program. Please use a 5-point scale where 5 is "Extremely Influential" and "1" is "Not at all Influential."

a. Energy Trust Incentive for the HP Assessment	1	2	3	4	5	9
b. CEWO Energy Advisor	1	2	3	4	5	9
c. The information you provide the customer as part of the HP Assessment	1	2	3	4	5	9
d. The availability of project financing	1	2	3	4	5	9

Program Marketing and Outreach

Now, I'd like to ask you a few questions about the ways in which CEWO communicates with contractors like yourself.

QM1. How do you currently receive information about CEWO (Mark all that apply)
1. CEWO website
2. Communication from CEWO staff/CSG Account Managers
3. Emails newsletters
4. Presentation at contractor events
5. Contractor training classes
6. Other (Specify)

QM2. How would you *prefer* to receive information about CEWO? (Open Ended)

QM3. What types of marketing and outreach activities to promote CEWO appear *to be the most effective* in reaching customers?

1. CEWO website
2. Utility Bill inserts
3. Contractor Referrals
4. Emails on program activities
5. Newsletters
6. Presentations at community events
7. Other (Specify)

QM4. What types of marketing and outreach activities appear to *be less effective* in reaching customers?

1. CEWO website
2. Utility Bill inserts
3. Contractor Referrals
4. Emails on program activities
5. Newsletters
6. Presentations at community events
7. Other (Specify)

QM5. Do you conduct any additional marketing or outreach activities on your own to promote CEWO?

1. Yes- GO TO QM5a
2. No- SKIP TO QM6
9. Don't Know- SKIP TO QM6

QM5a. If yes, what types of marketing and outreach do you conduct on your own to promote this program? (Open Ended)

ALL CONTINUE

Participation in Other ETO Programs

I have just a few questions about other energy efficiency programs currently offered to residential customers.

QO1. Are you participating in any other energy efficiency programs sponsored by the Energy Trust of Oregon?

1. Yes- GO TO QO1a
2. No
9. Don't Know

QO1a. If yes, which ones (Mark all that apply)

1. Standard (prescriptive) Incentives for Single Family homes
2. Existing Manufactured homes
3. Savings within Reach
4. Services to North West Natural Customers in Washington
5.. Other (Specify)
9. Don't Know

QO2. Are you participating in the Home Performance Program?

1. Yes GO TO QO3
2. No SKIP TO QO4
9. Don't Know SKIP TO QO4

QO3. How would you compare your experiences in the Clean Energy Works Program with your experiences in the HP Program?

a. Which program is easier for customers to participate in?
b. Which program is easier for contractors to participate in?

QO4. Would you say that having the Clean Energy Works Program helps or hinders your HP business? :

a. Helps
b. Hinders

QO4a. Why do you say that?

Role of the Energy Advisors

Now, I'd like to ask a few questions about your experiences with the Energy Advisors

QR1. How often do you interact with the Energy Advisors from CSG? Would you say?

1. Never- SKIP TO QR3
2. Rarely (less than 3 times/year)- SKIP TO QR4
3. Frequently (3-12 times a year) – CONTINUE
4. All the Time (More than 12 times a year) – CONTINUE
9. Don't Know- SKIP TO QR4

QR2. Please describe ways in which the Energy Advisor interacts with your firm during a CEWO project? (OPEN ENDED)

QR2a. At which stages in the process do the Energy Advisors provide the most value or assistance? Why do you say that?

QR2b. Are there stages in which the role of the Energy Advisors is cumbersome or causes delays? If so, when?

QR3. On a scale of 1-5, where "5" means "Extremely Important" and "1" means "Not at all Important", how important would you say the Energy Advisor is in helping you move projects along for CEWO ?

1 2 3 4 5 9

QR4. Going forward, should the role of the Energy Advisor for CEWO?

1. Increase
2. Decrease
3. Stay the Same
9. Don't know

Program Satisfaction

QS1 . On a scale of "scale of "1" to "5" where "1" means "Not at all satisfied" and "5" means "Very satisfied" how satisfied are you with the:

a.	Contractor participation requirements	1	2	3	4	5	9
b.	Customer participation requirements	1	2	3	4	5	9
c.	The ways CEWO promotes the program to residential customers?	1	2	3	4	5	9
d.	The ways the CEWO promotes program to its contractors support from CEWO (paper work) marketing?	1	2	3	4	5	9
e.	Responsiveness of CSG/ CEWO Staff	1	2	3	4	5	9
f.	Processing time for incentive applications	1	2	3	4	5	9

QS2. Using the same scale, overall how satisfied are you with *CEWO?*

"Not at all satisfied"					"Very satisfied"
1	2	3	4	5	don't know

QS2a. Why do you say that? (Open Ended)

QS3. What have you liked best about this program? (Open Ended)

QS4. What needs to be changed/improved?

Contactor Demographics

Finally, I'd like to ask you a few questions about your business.

QD1. How long has your company been in business? _____

QD2. How many employees do you have? _____

QD3. Overall, would you say your sales during the past year have?
- **1.** Increased
- **2.** Decreased
- **3.** Stayed the Same
- 9. Refused

QD4. Why do you say that?

QD5. About what percentage of your sales are from
- **a.** energy efficient measures/projects? _____%
- **b.** measures/projects incentivized in this program? _____%

QD6. Do you have anything else you'd like to add?

Thank you again for taking the time to discuss this program.

In-Depth Interview Guide

Name_____

Date_____

Phone_____**Fax**_____

Email_____

Roles and Responsibilities

1. What is your current title?

2. What are your specific roles and responsibilities for the Clean Energy Works Oregon?

3. How have those roles and responsibilities evolved since CEWO launch?

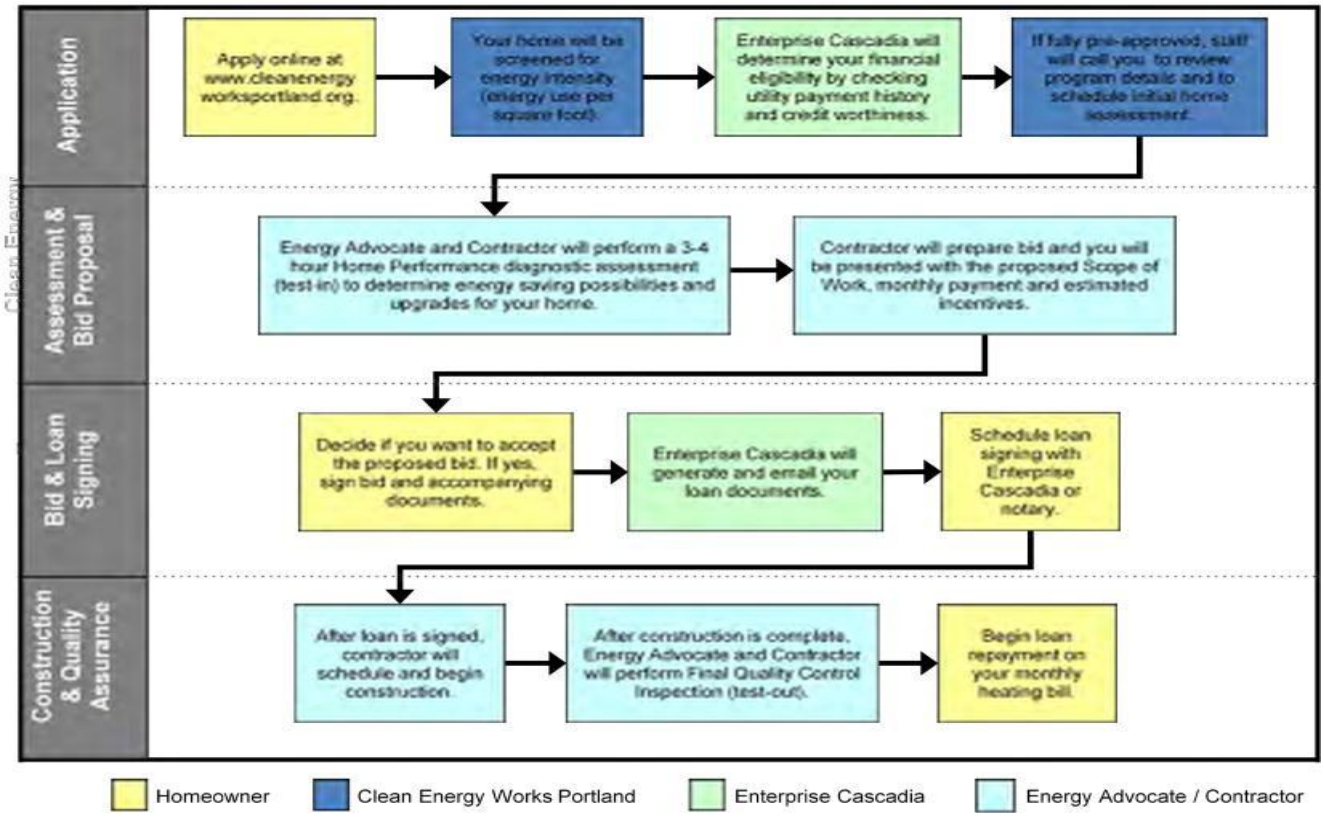
4. What will be the biggest areas of focus for you going ahead, regarding the CEWO?

5. Approximately what percentage of your time was spent on program duties?

    a. What this what you anticipated?
    b. How did your duties/responsibilities change during the course of the program?
    c. What were the most time-consuming aspects for your job?
    d. What ways should this be modified going forward?

Effectiveness of Program Operations & Delivery

6. Let's walk through the program "journey" and process flow diagram and I'd like to focus specifically on your specific role in the energy efficiency application process.



7. Please describe your role in each step
   a. Initial application
   b. Assessment and Bid Proposal
   c. Bid and Loan Signing
   d. Quality Control

7a. How has the change in the timing of loan approval affected the program compared to the previous application process.

8. How long do you have to complete each step in the application process?
   a. What is the average number of days for a bid to cycle through the application process?
   b. Has this number increased/decreased since program launch?
   c. What are the major reasons for delays in application processing?
   d. How can the application process be accelerated?

9. How has the change in the timing for loan approval affected the program? How does this timing compare to the previous set up for CEWP?

10. How has your role program application processing evolved?
    a. What has those changes affected customer application completion rates?
    b. Have these changes affected customer satisfaction?

11. When thinking about your project tasks, which provide the most benefit to the customer?

12. Which tasks are best handled in person?

13. Which tasks can be handled via the telephone or email?

14. What is your relationship with the contractors who implement the measures?
    a. What do contractors seem to like best about your contributions? What do they like least?
    b. How do you interact with these contractors?

15. What types of feedback have you received from customers?
    a. Do they view you as an advisor or just a quality control assurance specialist?
    b. How should this role be structured going forward?

Effectiveness of Marketing and Outreach Activities

16. Are you involved in the marketing and outreach activities for CEWO (if not, skip to next section. If so, proceed).
    a. Which marketing and outreach activities are the most effective?
    b. Which ones are least effective?

17. Do you believe the CEWO message is successfully differentiated in the Oregon Home Performance market place?

Participant Decision-Making Process

18. Are you involved in notifying customers if the applications are denied?

19. For customers that do not choose to pursue a loan, what processes are in place to move them to more appropriate energy efficiency programs?

20. Do you think this process clear to customers?

Barriers to Program Participation

21. What are the barriers to participation?

22. What are challenges associated with recruiting customers?

Areas for Program Improvement

23. How can CEWO improve?

24. What other types of financing offerings or delivery strategies should CEWO consider?

25. Do you have anything else you'd like to add?

Thank you again for taking the time to discuss this program.