

**ENERGY EFFICIENCY AND CONSERVATION BLOCK  
GRANT (EECBG) - BETTER BUILDINGS  
NEIGHBORHOOD PROGRAM**

**BAINBRIDGE ISLAND ENERGY CHALLENGE  
(DE-EE0003805)**

**FINAL REPORT**

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**Project Title:** RePower Bainbridge Island/RePower Bremerton

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**Cost-Sharing Partners:** None

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## 2 Executive Summary

RePower Bainbridge and Bremerton (RePower) is a residential energy-efficiency and conservation program designed to foster a sustainable, clean, and renewable energy economy. The program was a 3.5 year effort in the cities of Bainbridge Island and Bremerton, Washington, to conserve and reduce energy use, establish a trained home performance trade ally network, and create local jobs. RePower was funded through a \$4.8 million grant from the US Department of Energy, Better Buildings Program. The grant's performance period was August 1, 2010 through March 30, 2014.

RePower was implemented by Conservation Services Group (CSG), a national 501(c)(3), in partnership with the Cities of Bainbridge Island and Bremerton, Kitsap County, Puget Sound Energy (PSE), Cascade Natural Gas (CNG), Positive Energy, Kitsap Credit Union (KCU), Puget Sound Cooperative Credit Union (PSCCU), and several local community organizations within the Cities of Bainbridge Island and Bremerton, Washington. Conservation Services Group was the sole grant recipient. The Cities of Bainbridge and Bremerton participated as major stakeholders, with Council and Mayor participation in key program decisions.

Program goals and objectives were as follows:

- Eliminate energy waste in the Cities of Bainbridge Island and Bremerton, through increased energy-efficiency and conservation.
- Avoid the need for a new substation and associated new power lines on Bainbridge Island, by reducing energy demand and minimizing peak load.
- Ensure reliable, secure and affordable energy supplies to meet the Island's needs.
- Work with Puget Sound Energy (PSE) to obtain as much energy as possible from local, clean and renewable sources.
- Enlist up to 700 homes in a demand response management program to reduce peak electrical demand.
- Reduce energy demand and boost the Island economy with the following measurable goals:
  - Perform 5,000 home energy assessments;
  - Perform 2,000 home energy upgrades;
  - Create 65 new jobs directly and 252 jobs indirectly;
  - Save 49,707 million BTUs (British Thermal Units);
  - Reduce carbon emissions by more than 6,904 MT (metric tons);
  - Accomplish a minimum of 15% energy savings in each participating home; and,
  - Deliver energy efficiency services and share grant resources with the City of Bremerton, a lower median-income city in Kitsap County, and train contractors in this community and beyond.

Program model and implementation components included:

- Home energy assessments;
- Direct installs (compact florescent light bulbs);
- Leave behinds (aerators and shower heads);
- Home energy upgrades;
- Home energy efficiency financing program with local lenders;

- Homeowners education on home performance issues;
- Local home performance contractor network;
- Contractor and community college training programs;
- Install a small amount of renewable energy systems;
- Engage commercial core & small businesses in conservation efforts;
- Complete demand management and peak load reduction/response campaign; and,
- Community outreach and engagement campaign.

The true strength of RePower was in its origination, stemming from a grassroots community effort to address an energy challenge on Bainbridge Island: In 2010, Puget Sound Energy informed the Bainbridge Island community of a looming utility system capacity challenge, and proposed a new substation and a new set of power lines across the Island. The City and community responded with a full-scale community education and action campaign to inform residents of the capacity challenge and to encourage homeowners to take action. The community had a strong impetus to work together to find a solution to the impending peak-demand capacity challenge.

Residents pushed for the “Bainbridge Island Energy Challenge” and applied for the DOE grant to lower the demand threshold and prove that the existing infrastructure would be sufficient for the Island, now and into the future. The Island considered job creation implications as well as social equity issues, and used the grant opportunity to also engage the neighboring community of the City of Bremerton, one of the lowest median income cities in the Puget Sound region.

The Bainbridge Energy Challenge was branded into two comprehensive and community specific energy efficiency and conservation programs named **RePower Bainbridge** and **RePower Bremerton** (RePower). RePower accomplished market transformation in several ways:

- Developed a contractor network in a region which previously did not have an organized home performance network and little existing capacity.
- Trained contractors to accomplish their BPI credentials and become skilled Home Performance professionals in both assessments and upgrade scopes.
- Helped develop a local energy efficiency loan program, which is available to all Kitsap residents, post DOE grant funding.
- Engaged homeowners in home performance education and building science basics to raise awareness and encourage action/create demand.
- Informed homeowners of all incentives available in the region, both from utilities and the program, and combined these incentives in a single Incentive booklet.
- Piloted and delivered a new performance air sealing rebate to the market.
- Partnered with PSE to assist in delivery of their custom assessment tool, which resulted in a small funding stream that helped pay for Field Advisor time.
- Assisted many customers with technical issues and project scope issues through the availability of a Technical Help desk.
- Spurred a significant amount of economic spending during challenging economic market conditions.
- Delivered 53 FTE jobs to Kitsap County.
- Piloted multiple marketing approaches and delivered several awards.
- Reduced Island peak demand by 10MW and eliminated the immediate capacity issue for PSE.

RePower identified a few key challenges and program findings that are worth of highlighting:

**1) Clear call to action is critical to success.**

In Bainbridge, the call to action was clear. The impending construction of a new electrical substation to meet electricity demand galvanized the community to reduce power use and avoid substation construction.

In Bremerton, the call to action was less immediate and clear, which challenged RePower's marketing campaign. The neighbor-to-neighbor momentum gained in Bainbridge could not be replicated in Bremerton; this City required a completely different approach in messaging, marketing, and community outreach.

**2) Energy efficiency programs must be community specific.**

RePower Bremerton was launched after RePower Bainbridge, to demonstrate the program's value in the region, to prove scalability, and to provide energy efficiency services to a lower-income demographic. However, Bremerton's demographics were so different from Bainbridge Island that the program messages, approach, and even program offerings had to be drastically revamped. RePower could not be simply replicated at a different scale, in a different community. The call to action that existed on Bainbridge Island was not present in Bremerton and the rest of Kitsap County. RePower learned that community messages must be unique to be successful. Although RePower is an excellent model, it cannot be adopted as is into other communities. Each program must complete upfront research to determine what messages and program offerings will resonate with homeowners, local utilities, and stakeholders. RePower Bremerton was also challenged by having a very high % of rental units located in its downtown core. Messaging and rebate structures were adjusted to appeal to property owners and tenants, as opposed to owner-occupied residents.

**3) Programs must have political support and endorsement.**

The Cities of Bainbridge Island and Bremerton were key delivery partners and provided critical support mechanisms. Throughout grant implementation, formal calls to action, event notices, and direct-mail letters sent by the City accomplished the greatest response rates. Mailing program materials via official city post resulted in program confidence, lend validity, and galvanized action on behalf of the residents.

RePower Bremerton had tremendous support from Bremerton's Mayor and the Bremerton Chamber of Commerce Executive Director. Program information was disseminated through formal City and Council channels to showcase importance for the City's future. The grassroots efforts that were successful in Bainbridge could not be accomplished in Bremerton. Instead, Bremerton community members responded to the call to action set forth by their political leadership. RePower would not have gotten any traction in Bremerton had it not been for the direct participation of the City's Mayor and Council members, who walked the talk and upgraded their own homes, to be featured as Repower case studies.

**4) Sustainability planning must begin on "day one."**

Post-grant sustainability efforts for RePower began in spring 2012. A large summit was held, which attracted over 80 community leaders and elected officials. Although ultimately there was success in securing a post-DOE grant program host and funding, the process could have been more thorough, allowed for more options to be considered,

and identified more potential program hosts and funding streams if this process had been considered from the onset, or immediately upon program launch. However, RePower was creative in identifying immediate income streams by partnering with the utility, and in leveraging funds from other organizations by conducting co-sponsored events and marketing campaigns. Programs must consider how they can add value to existing community organizations, how they can help meet their goals, and how they can monetize the benefit offered. Due to the economic climate in Kitsap County, as well as low utility rates in the Pacific Northwest, RePower will continue to rely on outside grant funding from WA state in the future. No business model was identified that would lead to full self-sustainability within the next few years. However, many mechanisms are in place to get there, and the program is looking for increased industry sponsorship, interest income from finance offerings, as well as participant and contractor fees as part of its future business model.

**5) Up-front and early coordination with contractors is vital.**

The program should have invested more time and effort in working with the contractors “on the front end;” to educate them about the program, obtain their input in shaping the program (and the grant), to identify training needs, to get better connected to the local nuances specific to contractors in Kitsap County, and, perhaps most importantly, to build contractor trust and expectations.

Contractor staff turnover and consequently the need to re-train was an ongoing challenge. Even if the owner or an administrative person within a single contracting company was familiar with the program, they did not necessarily train the rest of their staff on RePower. RePower held monthly contractor brown bags, but the program struggled with incentive confusion, process issues, and customer service challenges through implementation. These program components must be continually revisited during implementation. Having a dedicated Trade Ally Manager who focuses solely on the contractor experience, as well as integrated a significant amount of quality control in the field helped move contractors to the next level of quality and elevated overall program performance and customer satisfaction. Furthermore, frequent program staff visits to contractor offices, to train the entire crew or simply provide program updates also generated good results and increased trust and confidence among participating trade allies.

RePower reached most of its grant targets but came in shy on its energy assessment and energy upgrade goals. Grant goals were extremely aggressive and were based on community participation rates of 50% of all SF homeowners! RePower is proud to have accomplished the following results:

<b>Energy Assessments</b>		
<b>Bainbridge</b>	<b>Bremerton</b>	<b>Total</b>
2,467	675	<b>3,142</b>

- RePower reached 36.2% energy assessment participation rate among single family homeowners in Bainbridge Island.
- RePower reached 3.9% energy assessment community participation rate among single family homeowners in Bremerton.

<b>Home Energy Upgrades Completed</b>		
<b>Bainbridge</b>	<b>Bremerton</b>	<b>Total</b>
848	129	<b>977</b>

- 12.5% of all single family homes in Bainbridge Island were upgraded.
- .75% of all single family homes in Bremerton were upgraded.

<b>Average Energy Savings per Home</b>		
<b>Bainbridge</b>	<b>Bremerton</b>	<b>Weighted Average</b>
31%	24%	<b>30.1%</b>

<b>RePower Rebates Issued</b>		
<b>Bainbridge</b>	<b>Bremerton</b>	<b>Total</b>
\$345,255	\$80,596	<b>\$425,851</b>

<b>Customer Conversion Rate from Energy Assessment to Energy Upgrade</b>		
<b>Bainbridge</b>	<b>Bremerton</b>	<b>Weighted Average</b>
29%	13.6%	<b>25.7%</b>

- RePower helped create 53 new jobs in Kitsap County.
- RePower delivered an estimated **\$5,863,954 in economic activity** for home energy upgrade projects in Bainbridge and Bremerton (*based on average project cost*).
- KCU created 65 RePower Energy Upgrade loans, for a total of \$575,516
- PSCCU created 22 RePower Energy Upgrade loans, for a total of \$238,832

## 3 Institutional Design and Business Model

### 3.1 Institutional Design

RePower Bainbridge (RePower) is a residential energy-efficiency and conservation program designed to foster a sustainable, clean, and renewable energy economy. The program was a 3.5 year effort in the cities of Bainbridge Island and Bremerton, Washington, to conserve and reduce energy use, establish a trained home performance trade ally network, and create local jobs.

RePower was funded through a \$4.8 million grant from the US Department of Energy, Better Buildings Program. The grant's performance period was August 1, 2010 through March 30, 2014. RePower completed all public facing activities on December 31, 2013, and completed all final grant deliverables by February 21<sup>st</sup>, 2014.

RePower was implemented by Conservation Services Group (CSG), a national 501(c)(3), in partnership with the Cities of Bainbridge Island and Bremerton, Kitsap County, Puget Sound Energy, Cascade Natural Gas, Positive Energy, Kitsap Credit Union, Puget Sound Cooperative Credit Union, and several other local community organizations. Conservation Services Group was the sole grant recipient. The City of Bainbridge and Bremerton provided full program implementation responsibility to CSG, and participated as major stakeholders, with Council and Mayor Participation in key program decisions.

RePower was designed to be a community-focused residential energy-efficiency and conservation program model for island and small to medium sized communities nationwide.

Program goals and objectives were as follows:

- Eliminate energy waste in the Cities of Bainbridge Island and Bremerton, through increased energy-efficiency and conservation.
- Avoid the need for a new substation and associated new power lines on Bainbridge Island, by reducing energy demand and minimizing peak load.
- Ensure reliable, secure and affordable energy supplies to meet the Island's needs.
- Work with Puget Sound Energy (PSE) to obtain as much energy as possible from local, clean and renewable sources.
- Enlist up to 700 homes in a demand response management program to reduce peak electrical demand.
- Reduce energy demand and boost the Island economy with the following measurable goals:
  - Perform 5,000 home energy assessments;
  - Perform 2,000 home energy upgrades;
  - Create 65 new jobs directly and 252 jobs indirectly;
  - Save 49,707 million BTUs (British Thermal Units);
  - Reduce carbon emissions by more than 6,904 MT (metric tons);
  - Accomplish a minimum of 15% energy savings in each participating home; and,
  - Deliver energy efficiency services and share grant resources with the City of Bremerton, a lower median-income city in Kitsap County, and train contractors in this community and beyond.

### **3.2 Business Model**

The true strength of RePower was in its origination, stemming from a grassroots community effort to reduce energy use on Bainbridge Island. In 2010, Puget Sound Energy informed the City of Bainbridge Island of a looming utility system capacity challenge, and recommended a new substation and a new set of power lines across the Island. The City and community responded with a full scale community education and action campaign to inform residents of the capacity challenge and encourage homeowners to take action. The community had a built-in desire to work together and find a less impactful way for their electric utility to meet increasing energy demand during peak-use hours. The out-of-the-box alternative solution: write a grant to the DOE to fund a community wide energy efficiency and conservation program, with the goal of reduced overall island energy use, as well as elimination of the peak load issue on the island.

Residents pushed for the “Bainbridge Island Energy Challenge” to lower the demand threshold and keep the existing supply infrastructure for Island residents. Island residents also used the grant opportunity to deliver energy efficiency funds to the lower income neighboring community of the City of Bremerton. The program was entirely funded by the DOE grant.

RePower’s business model included the following components, each described in more detail in this report:

- Three simple steps for homeowners:
  - 1) Complete a home energy assessment;
  - 2) Complete a home energy upgrade; and,
  - 3) Get program rebates based on work performed and accomplished savings.
- Two types of home energy assessments:
  - 1) A fee-for service diagnostic EPS assessment; and,
  - 2) A no-cost visual assessment provided by RePower Energy Advisors. This included a partnership with PSE to utilize their existing free HomePrint assessment, which delivered an income stream of \$90 per assessment delivered in Bremerton.
  - 3) Direct installs (CFL light bulbs) to deliver savings from every participating home.
  - 4) Leave behinds (aerators and shower heads) to deliver savings from every participating home.
- Establish a local home performance contractor network
- Design and deliver contractor training programs and engage the local community college
- Educate homeowners on home performance issues
- Install a small amount of renewable energy systems
- Engage the Bainbridge island commercial core small businesses in conservation efforts
- Complete demand management and peak load reduction/response campaign
- Adopt Building Performance Institute standards for assessments and upgrades.
- Incentives and rebates paid directly to homeowners and contractors.
- Financing programs, offered by two local community credit unions.
- Marketing and community outreach.

The primary program role was to increase homeowner awareness of energy conservation and efficiency and drive qualified leads for home energy upgrades to trade allies. This was accomplished through marketing and outreach efforts, and by providing a free-of-charge 90 minute visual in-home energy assessment to get into as many homes as possible and identify upgrade opportunities.

As a nonprofit organization, CSG did not make a profit from selling and installing energy-efficiency upgrades. Rather, CSG established a program service that established a trusted community relationship and encouraged residents to save energy, by assessing their homes and providing neutral and technically sound advice on energy upgrade measures appropriate for each specific home and home-owner. Homeowners appreciated having a RePower energy advisor -an expert and objective third party- educate them on energy-efficiency measures and their home's performance. In fact, this was the most often noted reason for homeowner participation in the program. Customers likely would not have had this confidence if RePower or CSG had a financial stake in the outcome.

As is noted in Section VII Data and Evaluation/Program Sustainability Plans of this report, the business model was reevaluated and changed for the program's post-grant funding reality. A Leadership Committee was established to help identify post-grant business model, local agency ownership structure, and integration with WA State's Community Energy Efficiency Program.

As of January 2014, RePower was handed over to Kitsap County and Washington State University for future implementation. The exact business model is not yet known at this time and will depend on future funding levels and State support.

See Appendix A and B for Bainbridge and Bremerton Flow Charts.

#### **4 Program Design and Customer Experience**

RePower provided the following program design and customer services:

- Customer service and call center (Section 4.1)
- Technical help desk (Section 4.2)
- Energy assessments (Section 4.3)
- Marketing (Section 5.1)
- Outreach and community events (Section 5.2)
- Incentives and rebates (Section 5.3)
- Trade ally network and training (Section 6.1)
- Quality assurance and quality control (Section 6.2)
- Energy efficiency loans & financing (Section 7)
- Data evaluation (Section 8)

A homeowner would typically learn of the program through a marketing or outreach event and be encouraged to sign up, on the spot, for a free "Home Energy Check-up" to inspect their home. RePower's customer service staff would follow up after the event to schedule an in-home energy assessment.

During the assessment, a RePower advisor would provide a program packet, including a "Next Steps" form, on which the advisor would write the top 3 energy upgrade

recommendations. The back of this document included the full trade ally network and their contact information. The Energy Advisor would recommend 2 or 3 contractors, based on the work needed in the home. Energy advisors would also point out Kitsap Credit Union's loan program information on the "Next Steps" form. Finally, RePower Energy advisors would recommend whether the home might be a good candidate for a diagnostic EPS assessment, for which the homeowner would need to pay a fee. Many homeowners decided to skip this step and moved directly from free audit to completing the upgrade.

After the assessment, homeowners would take the initiative in contacting contractors directly to schedule the work. RePower did not include a direct referral process. In the end, a key lesson learned was that direct referrals would likely have led to high conversions. Homeowners would contact a trade ally to obtain a bid and complete the work.

Once the work was completed, homeowners would complete the rebate paperwork, and RePower paid the rebate directly to the homeowner.

RePower staff was always on hand to answer questions via a Technical Help Desk, staffed by a RePower Energy Advisor on 2 afternoons per week. A call center and local office were established to be able to assist walk-in customers.

#### ***4.1 Customer Service/Call Center***

RePower's call center was generally the customer's first point of contact with the program. Positive, consistent, and effective customer service was always emphasized during the initial experience and in subsequent customer contact. In a small community like Bainbridge, this was even more important because word spread quickly. It was critical that the first few customers had positive experiences and accurate information to pass along to their friends, families, and neighbors.

Call center best practices included:

- Program talking points and responses anticipated customer and contractor inquiries and were as succinct as possible. While it was tempting to deliver a large amount of information to the customer up front, callers could only retain so much. Our CSR's distilled the information down to key points and priority customer questions only, and focused on getting appointments scheduled, in order to provide customers with more in-depth and personal service in their homes, by a knowledgeable energy advisor.
- Talking points were modified to match the customer's personality. Written call center scripts served as a reference guide only. The customer service representatives (CSR) modified the key points based on the customer's level of formality and knowledge.
- Using the customer's first name at all times set the program apart from telemarketing companies.
- CSR's made calls typically called between 9am and 7pm, unless the customer communicated a different preference. For example, if a customer left a message before 9 a.m. to cancel an appointment and requested a call back to confirm the change, it was acceptable to call them before 9 a.m.
- Walk in customers visiting the office took priority over those on the phone.
- A RePower team member covered CSR's when needed, even if it was just to take a message, to avoid customers needing to leave voicemails.

- Customers were never left on hold for long periods of time. Customers were informed of when they could expect a return call and a staff member called them at that time. Regardless if there was a final answer regarding the customer inquiry, the call center would return the call to update customers on the status of the situation and assure them the program was still looking into the matter.
- Customer interactions were always logged into the central database. That way, no matter who the customer spoke to next, the staff member would have the most current information. High quality and personalized customer service was a RePower hallmark.
- The program team kept CSRs up to date on new program developments, and CSR's participated in all staff meetings. In particular, CSRs were briefed on all marketing efforts and outreach events, as well as utility program communications, as these events increased calls and required event-specific follow up regarding rebate or program specials offered.

## ***4.2 Technical Help Desk***

Delivering a community energy-conservation program that promotes new ideas, methods, and technologies results in questions from both participants and trade allies. RePower provided personal attention and offered custom customer service by staffing a knowledgeable, reliable, resource Help Desk. The help desk was accessible by multiple avenues of communication, including face-to-face meetings with an Energy Advisor, phone, website, email, and social media.

Help desk best practices included:

- A knowledgeable Energy Advisor staffed the Help Desk, to be able to assist with technical implementation questions and clearly communicate home upgrade needs and details with residents and trade allies.
- The Help Desk specialist had a deep knowledge of all program elements, including financing mechanisms, utility and program rebates, building science, and weatherization specifications.
- The Help Desk specialist was recognized and respected in the community, which provided additional credibility to the program and the advice provided.
- The Help Desk specialist was promoted as an advocate for Bainbridge homeowners, rather than a sales person. This instilled further confidence in the program and avoided questions from going to participating contractors.
- Solid, unbiased information was provided without exception. Technical and proven energy resources were also readily available to back up the advice.
- The Help Desk had dedicated and advertised hours of operation with the flexibility to respond to questions outside of this timeframe when needed. A back-up staff was always trained and available in case of sickness or vacations.
- The Help Desk specialist or another energy advisor followed up after three months to ensure that the customer was progressing with upgrades, or to ask if additional assistance was desired.

### ***4.3 Energy Assessments***

RePower offered two avenues of energy-efficiency assessments:

#### **4.3.1 Free Home Energy Assessment**

A BPI certified RePower Energy Advisor visited the home to conduct a no-cost, 90-minute, visual energy assessment to identify energy efficiency and comfort issues. The homeowner received direct installs as part of this visit, including efficient light bulbs and showerheads, as well as showerhead and aerator leave behinds, if desired.

The RePower Energy Advisor suggested three custom priority energy upgrade measures during this visit, such as air sealing, insulation, heating system upgrades, and appliance upgrades. The Energy Advisor would also complete a bill analysis and educate the homeowner on other potential benefits to their home, such as moisture mitigation, air quality, or comfort improvements. The Energy advisor would detail no-cost, low-cost, and high cost upgrade options and detailed available cash rebates from both the RePower program and the local utilities. Finally, the Energy Advisor would recommend local, skilled, RePower contractors to complete the recommended upgrades.

RePower marketed it's free visual tools differently in Bainbridge versus Bremerton. In Bainbridge, Repower marketed a custom "Free Home Energy Check-Up." This assessment was offered by CSG staff, and was marketed as a uniquely island designed tool to "give your home a physical" just like you would schedule a physical with your Doctor. High participation was key to eliminating the peak demand issue in Bainbridge Island, so the program designed a custom tool that would encourage most islanders to participate.

In Bremerton, RePower partnered with PSE to deliver an existing utility assessment tool. PSE's FREE Homeprint Visual Energy assessment was deemed to be a perfect solution for the Bremerton community, and allowed the program to tap into an existing funding stream for the program as well. The utility paid RePower \$90 for each Homeprint completed. The reason that this tool was not offered in Bainbridge Island was that the Island had a challenging relationship with the utility due to the demand capacity issue and new infrastructure proposal.

The visual assessment was a great marketing tool. It offered opportunity to collect data and encourage homeowners to take the next step. After learning about their home and how they could improve performance using cash rebates, homeowners were more motivated to make energy-efficient improvements. Some homeowners wanted to know more about actual performance, and scheduled a diagnostic assessment before they moved forward with upgrades, but many moved directly from a non-diagnostic audit to upgrade. After RePower assessments, customers felt more comfortable calling a contractor and more confident in moving forward with recommended upgrades.

The success of RePower's free Home Energy Check-Up assessment can be seen in the program's participation rate on Bainbridge Island. A large percentage of Bainbridge Island homeowners participated in scheduling a free home assessment: 36.2%! This community participation rate is significantly higher when compared to traditional utility conservation programs, and an amazing result for any type of community marketing campaign. This was, in part, due to the inspiring and motivating marketing messages

and collateral developed by the RePower program team. Examples of RePower's marketing campaigns are attached as Appendix D.

#### **4.3.2 Home Energy Assessment with Energy Performance Score**

This diagnostic assessment was performed by a participating, BPI certified trade ally. The Energy Advisor inspects the interior and exterior of the home and performed diagnostic tests to identify areas of energy loss. After the assessment, homeowners received an Energy Performance Score (EPS)—a detailed energy-consumption report—which documented the home's current condition, including energy use and carbon footprint. The EPS also recommended improvements and compared current energy costs to what a homeowner would pay after the recommended energy improvements are installed. The trade ally Energy Advisor emailed the EPS report to the customer within ten days of the assessment.

The EPS was established using Earth Advantage's database. This service was offered at a discounted fee, by partnering with another grant program: an Energy Efficiency and Conservation Block Grant, administered by Kitsap County. RePower coordinated with Kitsap County to extend the service territory for this service through all communities in Kitsap County. A trade ally pricing agreement was established by the County, and a consistent pricing mechanism and rebate was offered to all RePower Bainbridge & Bremerton customers. Typical homeowner cost for this service ranged from \$99 to \$299, depending on the size of the home (Price was based on home square footage).

#### **4.3.3 Energy Assessment Lessons Learned:**

- Wear program-branded gear and have identification.
- Address home inadequacies as opportunities — homeowners are emotionally attached to their homes and don't like hearing their home is damaged or poorly built.
- Control the discussion and the process. Ask what motivated them to have the assessment. Listen to their response and gauge their level of understanding. Some homeowners need high-level information and others want to hear the scientific data.
- Record required data points before leaving residence. Collect required signatures and account meter number at the beginning of assessment.
- Provide the homeowner with clear and timely information about the overall program, recommended measures, benefits, rebates, financing and next steps.
- Leave user-friendly documentation with the homeowners.
- Bring all equipment and direct-install materials to the front door to minimize trips back to the car.
- Wear shoe covers to protect the home; Tidy Trax slip-ons work well.
- Ensure that appropriate time is allotted for the assessment and travel. Engage CSR staff when schedules run array, to provide updated arrival information to customers.
- When working with trade ally energy advisor, provide training on how to provide neutral advice, and conduct periodic QA on assessment results. Contractors can fall toward equipment recommendations or upgrade measures that they know the most about. The most valuable service a program can offer is neutral and trusted advice.

- Stay on top of customer appointment scheduling and timely report submittals. Once this is in the hands of trade allies, the program loses control over customer service. Set up frequent check-ins with contractors to ensure customer response times are met and refer work to contractors who have the capacity to deliver. As long as there is trust between program staff and participating contractors, there will not be an issue with direct referrals. Show referral rates periodically, to ensure continued equal participation.

## 5 Driving Demand

### 5.1 Marketing

Marketing collateral and efforts united all RePower program components into a clear and compelling path for community members and contractors to engage. We developed high-energy and highly visible collateral to set RePower apart from other offers in the market, and to connect residents to trade allies and program offers. Efforts combined advertising, social media, poster campaigns, yard signs, education, outreach and successful partnerships, to motivate, encourage participation, foster behavior change, and boost a local economy through job creation.

RePower’s marketing approach was geared to meet the needs of two very different communities: a unique, fairly affluent, and environmentally conscious Island community, where neighbors look to each other for leadership and action; and a low median income, blue collar waterfront city, where economic growth and job creation messages receive more attention than environmental action. Each community required different actions, tactics, and messaging.

Island marketing tactics included:

- Motivational messaging focused on environmental stewardship, sustainability, as well as Islanders taking action to ensure a clean and sustainable island energy future.
- Energy use dashboards, showing real-time Island energy use and capacity challenge issues. Dashboards were displayed in Island businesses and community gathering spaces, and in ferry terminals. The dashboards were developed in partnership with a local non-profit, Positive Energy, and required an energy use data feed from PSE. Dashboards were tied to a “Power Down” campaign, a social media feature which alerted Islanders of peak demand issues and a potential power outage, and requested islander to reduce power consumption immediately.
- Community mobilization, on-the-ground marketing highlighting Island residents who participated in RePower through Island specific poster campaigns
- Island specific “special” events and celebrations
- Neighborhood and organizational energy challenges
- Engagement of downtown businesses and a business energy conservation effort
- Partnership with Puget Sound energy in outreach, marketing, and messaging.

Bremerton tactics included:

- Motivational messaging focused on job creation, energy bill savings, taking action to improve the Bremerton housing stock, and taking action to reduce the utility bill burden for Bremerton’s high rental population.

- Engagement of political leadership and promoting the program through the Mayor's existing community engagement channels.
- Televised program introduction and progress presentations to City Council.
- Community video highlighting the Mayor interviewing a RePower customer.
- Case study of a Bremerton Council Member's home energy upgrade.
- Community mobilization, on-the-ground marketing highlighting residents who participated in RePower through Bremerton specific poster campaigns
- Bremerton specific "special" events and celebrations
- Sponsorship of, and staffing a booth at, the weekly summer farmer's market
- Partnership with Puget Sound Energy in delivery and promotion of PSE's FREE HomePrint energy assessment
- Partnership with Cascade Natural Gas on rebate offerings, marketing, and outreach events.
- Special incentives for number of homes which had asbestos based insulation or duct tape, to help reduce the cost burden of having to include hazardous material removal as part of the upgrade scope.
- Increased marketing of the loan program through the Bremerton branch of Kitsap Credit Union.

Marketing efforts were expansive and included development of two community specific websites for Bremerton and Bainbridge, Facebook sites, and use of Twitter. The campaigns included a diverse mix of print ads, online ads, Facebook ads, mobile ads, press releases, media tours, case studies highlighting energy champions and community poster campaigns— all of which was woven seamlessly into on-the-ground outreach at community events, fairs, and celebrations. Finally, RePower completed an upfront consumer education campaign, which included informing residents of the island's energy challenge and teaching home owners the basics of home performance in a class called "home Energy IQ," which was offered free of charge, at multiple locations. An overview of RePower's collateral and messaging is attached in Appendix D.

The marketing approach was based on the existing community profiles and findings from community surveys and leaders. The primary conclusion: Capitalize on the strong sense of community and design marketing campaigns as "community campaigns" rather than "utility programs." This called for integrated marketing efforts— multiple methods of delivery and engagement—with all-encompassing community-based marketing involving the school system, non-profit organizations, the faith community, PSE, local businesses, as well as local media. Island customers with the largest energy efficient and peak-load-period gains, which would more easily demonstrate program success, were targeted first. RePower also engaged businesses in the community's residential conservation efforts, creating a retail-discount event exclusively for RePower customers.

At completion of RePower's first year of Island operations, the program launched a campaign and messaging to thank participating community members for their accomplishments to date, citing and promoting the successes of specific individuals and businesses, and urging participation by others.

RePower won multiple local, regional and national awards for its innovative graphics, design, and messaging approach:

- **Marcom Gold Award (November 2013)**
  - MarCom
  - Won in the "Special Event Campaign" category for RePower's "Final Boarding Call" event campaign
- **VEMA Award (July 2013)**
  - Visual Excellence in Multimedia Arts (VEMA)
  - Won in the "Outdoor Environment Design/Community Awareness" category for RePower's "Energy-Saving Superhero" ferry terminal ad
- **VEMA Award (July 2013)**
  - Visual Excellence in Multimedia Arts (VEMA)
  - Won in the "Special Events/Community Awareness" category for RePower's "Final Boarding Call" event guide/map
- **APEX Award (August 2013)**
  - Award for Publication Excellence (APEX)
  - Won in the "Green Websites" category for [www.RePowerBainbridge.org](http://www.RePowerBainbridge.org).
- **APEX Award (August 2013)**
  - Award for Publication Excellence (APEX)
  - Won in the "Green Campaigns, Programs, Plans" category for RePower's "Energy Champion" campaign
- **Hermes Creative Award (May 2013)**
  - Hermes Creative Awards
  - Won in the "Campaigns" category for RePower's "Energy Champion" campaign.
- **Communicator Award (May 2013)**
  - Communicators Awards
  - Won in the "Marketing Promotions Campaigns" category for RePower's "Energy Champion" campaign.
- **Communicator Award (May 2013)**
  - Communicator Award
  - Won in the "Print: Newspaper ads" category for RePower's "Energy Champion" print ad.
- **Summit Creative Award (August 2013)**
  - Summit Creative Awards
  - Won in the "Green Marketing Campaigns" category for RePower's Energy Champion Campaign
- **VEMA Award (July 2013)**
  - Visual Excellence in Multimedia Arts (VEMA)
  - Won in the "Community Awareness" category for RePower's Energy Champion print ad
- **Summit Market Effectiveness Award (August 2012)**
  - Summit International Awards
  - Won for RePower's Energy Champion campaign

### 5.1.1 Marketing Lessons Learned

- **Do the research.** The marketing team clarified the target audience, what resonates with them, and community demographics prior to forming a marketing plan. Accurate and adequate research will demonstrate credibility and potential for success to stakeholders and funders.
- **Go to your audience, don't make them come to you.** Bainbridge is a transit and ferry community, where many residents leave the Island to go to work. RePower focused advertising in ferry terminals and on the ferries themselves. Find out where you have a captive audience!
- **Keep verbal and visual messaging clear, compelling and simple.** Energy, let alone energy efficiency, is complicated and, by nature, invisible. Thus, RePower promoted high-level program benefits, easy next steps, and one call to action. Customers were funneled to the same web page or phone number where the program details were provided. Marketing's focus was on getting the audience to respond, inquire, and take action, with clear and simple messages that were to the point and lead to results.
- **Provide progress updates.** As a community-based program, it's crucial to inform residents of how they are making an impact. Throughout program life, various marketing collateral communicated the number of participating homeowners, the number of upgrades and assessments, and total kiloWatt hours saved. Progress statements also urged action for those who had not yet participated, in order to reach community goals.
- **"One stop shop" events.** RePower's best marketing event was a deadline driven "one-stop shop" all-day community event, featuring trade allies, lenders, utilities, community organizations and RePower program staff in one location to help homeowners sign up, get questions answered, meet contractors, get bids, pre-qualify for rebates, obtain special event discounts, and schedule home energy upgrades. Key event ingredients the event included: (1) a targeted marketing campaign promoting the event; (2) a letter sent to homeowners through the City of Bainbridge Island; (3) a deadline driven special event rebate offer for event attendees only; (4) a press tour prior to the event to ensure media coverage; (5) the ability of homeowners to connect with the program, lenders, utilities, and contractors all in a "one stop shop"; (6) Strong "last chance" messaging and a humorous approach to this event being a "procrastinator special." Event attendance exceeded projected goal by 200%. 68% of event attendees took the special event offer and 35% of those made two or more energy upgrades. Event vendors were ecstatic with the high number of high quality leads. One of the contractors noted, "This was by far the most productive event by a wide margin. The customer base was narrowly targeted making every set of eyeballs a legitimate potential customer." A similar marketing and outreach event was scheduled in Bremerton later that year.

## **5.2 Outreach**

Community outreach allowed the program to reach local residents on a more personal and engaging level. Tabling at events improved the effectiveness of targeted marketing by raising overall awareness about the program and being able to talk with customers about energy efficiency in general, and before any commitments are made. General outreach may not immediately bring people into the program, but it can make homeowners more receptive to subsequent targeted marketing and outreach.

One example of targeted outreach RePower utilized to drive demand is a “Neighborhood Challenge.” Essentially it focused staff power, marketing and outreach on a single neighborhood for a period of time. RePower identified a customer who had already participated in the program to open up their home and invite neighbors to see the upgrades. RePower staff introduced the program to neighbors at this event, and introduced a street challenge to sign on to. If there was enough interest, RePower formalize the challenge and helped engage further neighbors to take action. Neighborhood energy challenges includes a pilot “energy use street painting project” where neighbors would monitor their collective energy use by painting progress on the street.

The RePower “Organizational Challenge” was an effective way to reach larger targeted audiences. The premise of the challenge was to offer financial awards to community businesses, groups and organizations which encouraged its members to complete home energy-efficiency upgrades. Participating organizations were awarded funds toward an energy-efficiency project of their choice. For example, they could use the fund to make upgrades to their own community building, or donate energy-efficiency upgrades to another family or organization in need. RePower successfully completed an organizational challenge with a local congregations, which donated funds raised to upgrade a home for a low-income family.

The “Neighborhood Blitz” was a specifically targeted pilot in Bremerton, modeled for homeowners’ association (HOA) or a neighborhood associations. This type of approach worked best if there was already an established leadership and method of communication in place between leadership and members. RePower offered a special benefit for committing to the blitz, such as a free blower door test for all participants. This additional “carrot” helped raise neighbors’ curiosity about the program and their home performance.

Other targeted outreach ranged from connecting with specific local organizations, tabling at community fairs and farmers markets, providing presentations to community organizations and leadership, and distributing marketing collateral to target audiences at various community venues.

RePower’s outreach success was based on its innovative, consistent and pervasive marketing and outreach campaigns – it absolutely drove program participation.

### **5.2.1 Outreach Lessons Learned**

- **Hire within the community.** Local team members had insight on best practices for reaching out to the community and ready-made connections to individuals and organizations.

- **Build the foundation.** Making connections with local community groups, businesses and their associated networks to introduce the program, raise awareness, and build trust was a critical component to RePower’s success. We targeted organizations with a large number of employees, volunteers and members to further leverage support. We sought and gained support from local government, civic and private community leaders and asked for their assistance in motivating their members to take action. Local leaders who were champions of the cause influenced how the community took action and drove demand. Official letters from the cities directly increased participation levels.
- **Engage the community.** RePower reached out to the community on various levels at various times. We were willing to be creative and flexible, using multiple approaches to inform and encourage participation. Approaches that worked well in one community or one sector of the community did not necessarily work well across the board. Multiple approaches, both general and targeted, were needed to generate widespread awareness. We created various marketing collateral and campaign efforts specific to the residents, and learned that customers needed to hear the same message, through various media, a number of times before they decided to participate.

### ***5.3 Incentives and Rebates***

Incentives drove demand and participation in the program, and were key drivers for motivating both customers and contractors to participate. They are the homeowner’s “carrot” to take action, and remove or reduce financial barriers to complete energy upgrades. Coupled with the long-term energy bill savings, a clear rebate structure and plan allows residents to weigh current out-of-pocket expense with the reduction in upfront cost that may not be available in the future.

Rebates played a large part in driving customer participation in the program. Program participation dropped significantly when rebates were not available, and marketing campaigns were more challenged in delivering creative “act now” messaging when there were no rebates or special event offers to highlight. Deadline driven and progressive (do more/get more) rebates were key to RePower’s success.

RePower offered rebates for the following improvements:

- Oil, propane, wood customer utility match – Repower provided rebates to homeowners who did not heat their home with gas or electric and therefore were not eligible for utility incentives. The rebate structure developed for non-utility customers matched the offering of utility rebates for the comparable gas or electric measure. This brought oil, propane, and wood heated homes to a level playing field and motivated them to take action.
- Performance tested air sealing rebate.
- Floor, attic and wall insulation.
- Duct sealing and insulation (prescriptive and PTCS).
- Heat pumps and other energy efficient heating system upgrades

- RePower Reward – a program specific \$400 rebate, paid to homeowners who made two or more qualifying upgrades with a Repower trade ally. The Reward was available in addition to utility rebates.
- Heating system upgrade combined with oil tank decommissioning bonus, to encourage the move toward cleaner heating fuels.
- Home Energy Assessment with EPS: rebate to encourage homeowners down the path of performance tested whole-home improvements.
- Whole Home Energy Upgrade rebate for all heating sources – a special rebate for homeowners who bundled three or more qualifying measures into one energy-efficiency upgrade project. This rebate included a special agreement with PSCCU and KCU to allow homeowners to apply the rebate check directly toward the loan principal.

### **5.3.1 Rebates Lessons Learned**

- 6) Provide a rebate offering for non-utility heated homes (oil, propane, wood, other) to encourage them to participate. These customers do not typically have access to utility rebates, and energy efficiency programs are a great way to reach and motivate them to action. Savings potential in these homes are usually significant as they have not been serviced by the utilities, and they offer the opportunity to move toward cleaner fuel sources, which usually brings air and indoor environmental quality benefits as well.
- 7) Homeowners are deadline-driven and respond well to special rebates. Continue to mix up your offering and hold special events or “Final Chance” offerings to encourage immediate action. Yet, there is a fine balance between constantly changing rebates, as this can be confusing for staff, contractors and homeowners.
- 8) Align with existing utility rebates to either add to existing rebates or supplement missing rebates that could be beneficial to your community.
- 9) Use rebates to pilot new initiatives with utilities, and propel the industry and contractors to a higher level of quality. RePower worked with the utility to pilot a new air sealing rebate. This allowed the utility to test a new performance tested rebate in a controlled and quality assured environment, with skilled contractors. PSE used the pilot results to determine feasibility of launching the rebate service territory wide. Based on the success of rebate adoption in RePower, the air sealing rebate was finalized and launched throughout PSE’s entire service area within 6 months of launching the pilot. This brought a new rebate to customers outside of RePower and was a win-win for many. Community energy efficiency programs are perfect test beds for utility innovation!
- 10) Create progressive rebate pathways which encourage multiple measures (do more/get more).
- 11) For multiple-measure projects which involve program, manufacturer, and utility rebates, take the rebate review and submittals out of homeowner and contractor hands. Have contractors provide the scope of the project and use program staff to calculate the rebate total and present options to the homeowner.
- 12) Keep rebates simple. Rebate lists or guides can be confusing for homeowners, staff, and contractors.

- 13) Legal review of rebate terms and conditions is absolutely necessary to reduce customer confusion and clarify program vs. contractor responsibility.
- 14) Use terminology and language that the typical homeowner can understand. For example, RePower homeowners responded better to “rebates” than “incentives.”

## **6 Workforce Development**

### ***6.1 Trade Ally Network and Training Program***

Establishing a qualified and trained trade ally network was critical to the success of RePower. A contractor’s ability to effectively develop scopes of work, adhere to program installation specifications, and deliver customer service expectations, helps build customer confidence, trust, and ensures program validity and a positive experience from start to finish.

At program startup, clear requirements and strong incentives were established to encourage contractors to join RePower’s trade ally network. First, RePower took care of the basics: Occupational Safety and Health Administration (OSHA) as well as lead-safety training were established as prerequisites. Proper contractor licensing and insurance were required, documented and kept current. BPI certification requirement ensured that the contractor had expertise in a wide range of services and safety issues, including Home Performance, combustion safety and indoor air quality. As part of network set up, upfront research into contractor prior service record is helpful to identify potential, training needs, and customer service needs. History with the state business licensing board and current ratings on consumer service sites, such as Angie’s List, allowed further screening of potential trade ally contractors.

Second, a detailed weatherization specification was developed, and both a training and quality assurance plan was set up to inform contractors of all technical program requirements and performance standards. Our contractor training plan was robust and included continued opportunities to further develop energy assessment and diagnostic skills, salesmanship, customer service, business acumen, and adopt new technologies. Initially, trainings helped familiarize contractors with the work specifications manual used by the program, as this was the standard to which all quality assurance (QA) inspections were held.

Third, contractors were then trained to go beyond the specification minimum and working toward whole house certification programs, such as Home Performance with ENERGY STAR®. Once RePower gained experience working with the contractor network, additional trainings were developed based on discovered areas for improvement, contractor and consumer feedback, state or regional updates to codes, or changes to work specifications. Much of the ongoing contractor communication occurred during informal (but mandatory) monthly brown-bags, combined with more formal quarterly program update meetings. We also worked with a local educational institution (Kitsap Community College) to deliver continued training opportunities and to certify RePower contractors as future BPI faculty. This ensured that training resources would remain in place beyond the program grant performance period.

A strong and reputable trade ally network helped market the program, increased consumer trust and confidence in the program, and ultimately led to higher energy measure sales per home. On Bainbridge Island, the average number of improvements per home was 1.96. However, getting to high contractor performance was challenging and required constant attention. RePower started in a region where home performance business was nearly non-existent, and program implementation decisions were made to allow for a contractor learning curve and to not “introduce to many new requirements too quickly.”

Strong communication between programs and the trade ally network increased dialogue and helped create a more productive relationship for both. Weekly email updates highlighted contractor successes, provided program updates such as rebate or specification changes, and communicated training opportunities. Monthly brown bag meetings provided a healthy environment for contractor feedback and open communication and networking within the group. Helping to form a contractor-led group can streamline communication even further by developing a common voice that represents contractor opinions and needs. This allows programs to elicit feedback from one source rather than each contractor individually.

It is crucial to have an experienced Trade Ally Manager in place to assist contractors in the field, oversees and grows the network, and enforces specifications. The rebate structure should be easy to understand and contractors should be intimately familiar with it to avoid customer confusion and dissatisfaction. Never assume that contractors have the skills or equipment required to perform high-quality work. Rather, take the time to get to know each contractor’s skill set and equipment needs. Consider program strategies for spreading leads out and avoiding seasonal highs and lows. Contractors prefer to stay fairly busy year-round; community energy efficiency programs can be effective in generating leads during the typically slow summer months.

Regardless of whether a program has a formal trade ally contractor network or is working with individual contractors, it is important to develop guidelines and processes that will clearly identify the roles, responsibilities and expectations of each party. Typical processes include:

- Clear enrollment process with prerequisites, rules, requirements, and expectations.
- Clear expectations, supported by approved legal language, specifying what will happen if contractor do not follow guidelines, don’t meet expectations, or are engaged in a customer dispute.
- Clearly defined benefits for contractors: consistent and increased pre-qualified leads, marketing, free or subsidized training, improved quality, reduced call-backs, increased customer service, etc.
- Contractor business, sales, and marketing.
- Monthly reporting requirements to collect field data and contractor feedback.
- Open forum for contractors to share suggestions and feedback.
- Assist contractors to form relationships with trade allies who offer different services, to increase the network’s ability bit more comprehensive scopes and reduce burden on homeowners.

RePower’s training program was diverse and utilized several local resources. We worked with Olympic College, coordinated with Kitsap Community Resources (KCR), and placed several students within trade ally companies using KCR’s subsidized payroll

program. We subsidized or provided free trainings to network members, including BPI certification prep and proctor licensing trainings, the “Business of Home Performance” and Sales trainings, dense-pack wall trainings, blower door trainings, EPS trainings, and CAZ testing refreshers, to name just a few. We coordinated these trainings with the local utility to identify cost-sharing opportunities and to ensure that classes were filled. We also provided an equipment discount program, to lower barrier to entry for contractors who were new to home performance and had to purchase diagnostic equipment for their crews. Repower reimbursed up to 50% of cost for any required equipment.

The RePower Trade Ally Network ended up reaching 17 contractors at its peak, and 14 on average. Two trade ally contractors did not achieve their BPI certifications or accreditation requirements, and were not interested in obtaining it as they only completed heating/cooling work. Consideration should be paid to the training requirements and differences between weatherization contractors and heating/cooling contractors. Special considerations should also be provided for contractors who only specialize in renewable energy systems.

## **6.2 Quality Assurance and Quality Control**

A strong internal quality control (QC) process was initiated to ensure contractor performance on technical quality and customer service. This included tracking of field issues, customer comments, as well as tracking contractor responsiveness to implementing repairs and solving issues.

Repower started with a 10% QA requirement, but soon learned that this wasn’t sufficient. When contractors got busy, work quality slipped. Repower changed focus toward in-field quality control, and assigned a dedicated staff toward this role. Providing hands-on and in-field assistance to work crews helped elevate all participating contractors and was well received: it avoided issues, trained staff on the job, developed trust, and ultimately led to happier contractors and customers, since call-back and quality issues were much reduced. RePower’s final QA/QC% was 19.3% of all upgrades.

Because RePower was charged with introducing a performance tested whole-house approach to energy efficiency, in a new market where most contractors were either not yet or only recently BPI certified, Quality Assurance (QA) inspections were frequent. Diagnostic testing was completed on all visits. This included blower door testing, infrared imaging, Combustion Appliance Zone (CAZ) testing, and duct blaster testing if applicable. This was essential in a new Home Performance market because it helped further train our trade ally contractors.

Process and approximate order of Quality Assurance site visits:

- Brief scope review and discussion with homeowner.
- Tour the home with the homeowner to identify work areas, CAZ zones, other work items, and get customer feedback about their experience. Provide homeowner with a survey to obtain customer feedback.
- Complete blower door test or performance tests (ducts, CAZ)
- Complete visual insulation inspections.
- Provide homeowner with summary of results, a list of rebates that may have been missed, and check that all necessary paperwork is completed.

- If a return visit is needed, provide general details to homeowner in a way that does not alarm them or affect the contractor's reputation.
- Record all QA findings in an inspection form and include photographs.
- Following a failed inspection, an "Issue Notification Form" summarizing findings and project issues to be corrected, is sent to the contractor.
- All QA and QC visits were recorded and tracked.

### **6.2.1 QA/QC Lessons Learned**

- To limit the number of site visits, attend the contractor's final test-out visit and complete a QA at the same time. This allows repairs to be addressed immediately and provides a good training opportunity on specifications and program requirements. Incorrect techniques and methods can be recognized early and be dealt with quickly.
- QA inspectors are often viewed as the "bad guys." To gain the confidence of the contractor network, position the energy advisor or inspector as an ally rather than someone who is coming out to scrutinize their work.
- Maintain consistency in the inspections and support the contractor in a positive manner. While this can be difficult to do when a job has several violations, it is important to protect the contractor's reputation, especially in front of homeowners.
- Work quality, specifications, and expectations should be set at the beginning of the program and remain unchanged as much as possible. Contractors may work within multiple weatherization programs, all with their own specifications and process requirements. Consistency is best to keep things manageable for contractors, and programs should work with utilities and stakeholders to best align rebates and specs required by multiple parties.
- Paperwork and rebate applications can be a burden for contractors working in weatherization programs. The QA inspector must have all necessary forms and documents prior to the QA appointment. Having a complete file is the only way to do a thorough QA and assist contractors and homeowners on the spot.
- Never lose focus on health, safety and CAZ testing. Although prerequisites, contractors may slip in thoroughness if they are new to BPI or the program, or when they experience staff transitions. Common problems include small gas leaks, spillage on water heaters, the lack of carbon monoxide detectors and depressurization. It can also be a challenge to record test results completely and correctly. The only solution for this is multiple training sessions to ensure high quality CAZ tests and continued checking for this during QA/QC visits.
- It is acceptable to provide a certain number of "conditional passes" to contractors on their first few jobs. For RePower, these items were given in the form of tips and FYIs, in addition to return-visits on subsequent jobs. This allows the quality to steadily improve until the quality is ideal and consistent with all other contractors. Conditional passes should be chosen carefully and limited in use.

## 7 Energy Efficiency Loans & Financing

RePower partnered with two local credit unions: Kitsap Credit Union (KCU) and Puget Sound Cooperative Credit Union (PSCCU). Residential energy-conservation programs benefit from working with local lending partners which finance retrofit projects. Financial assistance increases the number of homeowners who can participate by eliminating the upfront financial barrier, allowing them to act now and make use of limited term rebates, and opens up opportunity for completing more holistic work scopes.

First, the program partnered with the another DOE grant, received by Kitsap County, which established the initial loan program with KCU and set up a \$350K revolving loan fund. When Repower got started, separate conditions were then written into this loan program to align KCU's offering with the Bainbridge and Bremerton program requirements. A training was then held with KCU staff and branch managers at KCU's Bainbridge Island branch, to review deviations and special conditions available only to Bremerton and Bainbridge RePower customers. Primarily, the loan's income cap was adjusted lower, the diagnostic test-in requirement was eliminated, and the two-year residency requirement was also removed from the loan conditions.

RePower found that when partnering with local lenders, it is important to create a loan structure that is both enticing to a consumer and profitable for the lender. Negotiating effective interest rates, terms and pre-qualification requirements was crucial. A highly attractive and easily marketable product allowed the homeowner to recover a substantial or entire portion of the initial loan amount through energy savings over the life of the loan. Because the terms and conditions of the Kitsap credit program were fairly rigid, RePower ended up partnering with another lender mid-way through the program. This lender, PSCCU, was already established in the greater Puget Sound regions and is known for its successes in working with customers on specific home needs and scope. Including this loan option provided choice and greater flexibility to customers. Primarily, PSCCU accommodated home remodels to be included as part of the scope, as long as the energy efficiency scope was at least 25% of the total loan amount.

RePower also negotiated a process which would allow homeowners who pursued a large scope with a large rebate payback to apply the entire rebate payment toward the loan. This decreased the size of the loan considerably after just one month – which doesn't benefit the lender, but greatly benefitted the customer in quickly reducing loan size and monthly payments. By encouraging contractors to calculate deemed monthly energy savings per project, homeowners using the loan could compare monthly bill savings to their monthly loan payments, and make informed decisions.

Loans drove demand and participation in the program, but overall interest and uptake was less than anticipated. It took quite a while to refine the communication and administrative process for the loans. RePower also experienced customer concern and hesitation in taking on debt during a challenging economic climate.

### 7.1.1 Financing Lessons Learned:

- **Educate the lending staff.** Once a lender partnership was established it was crucial to educate the lender's internal staff about the program, requirements, goals and priorities. RePower trained the finance institution's staff on diagnostic energy assessments at a credit union staff

member's home, and we held "in house" trainings for the appropriate lending staff at KCU's branches. Without this internal training, we found that awareness about KCU's energy efficiency loan program was nearly non-existent. In the early days, several RePower customers contacted the credit union to inquire about the loan, and were told "we don't offer this type of loan."

- **Identify lead lending staff.** To improve the customer experience, RePower encouraged the lender to assign specific staff to guide the energy-efficiency loan process, connect with RePower staff, review applications and eligible measures, and evaluate various work scopes that may be included in a loan.
- **Be flexible and offer more than one option.** Lenders usually have rigid operating and ethics procedures, and this can pose some challenges when program adjustments are made or unique home upgrade needs need to be accommodated. Having multiple local lenders on board provides consumer choice and flexibility.
- **Be Creative.** Lenders can be creative when it comes to working with programs. Look for flexibility and innovations, but be aware that lender contract adjustments take time.

## 8 Program Performance Data and Evaluation

RePower used custom and community specific deemed savings, based on typical home size in Bainbridge and Bremerton, modeled through Earth Advantage Institute's Energy Performance Score (EPS). The deemed savings were reviewed and approved by NREL at program start.

RePower's biggest barrier in terms of program impact evaluation was not being able to obtain customer specific information from utilities and lenders. This made tracking of customer experience incomplete, and limited follow up with customers in terms of their actual energy savings post-upgrade to consumer surveys. Unfortunately, RePower was not able to get beyond this hurdle, due to privacy concerns. Collection of data and data alignment was therefore challenging, and incomplete. Calculating final program impact was difficult as well, since it was impossible to evaluate the complete picture.

RePower's program impact reports are completed without being able to tie loans to specific projects, or identify which customers ended up utilizing utility rebates in addition to, or instead of, RePower rebates. However, this research could still be completed in the future through a partnership with Washington State University, which is able to get access to utility data for research purposes, and completed this task for other community energy efficiency programs in the state.

RePower was also challenged in obtaining upgrade data because the program did not use an on-line management tool and database. We opted not to utilize an on-line management system as several local contractors were not highly computer literate and our priorities were on getting them trained and working together as a group. In fact, some contractors initially did not use computers at all, and submitted hand-written progress reports to report monthly upgrade accomplishments and new job created/staff hired.

RePower's contractors also were keen on avoiding WA state prevailing wage and/or Davis Bacon wage requirements, which further limited Repower' ability to pay rebates directly to contractos and require reporting in return. RePower paid incentives directly to homeowners, and then collected homeowner data via surveys, an inexact science. RePower was unable to use reporting and QA resolution as a condition of payment. This meant program staff had to collect data from contractors, which required persistence, pleading, frequently travel to their offices, and offering progress reporting assistance.

Despite these challenges RePower was able to track and report a significant amount of program impact. A program impact summary is provided as Appendix C. There is a general sense of comfort among program staff that most results are under-reported due to lack of information, and that actual program benefits to the community were even greater than expected.

## ***8.1 Accomplishments***

**SOPO Task 1.1:** Reduce aggregate energy consumption by 45,000 million BTUs and carbon emissions by 6.2 MMT through energy audits and retrofits of residences and businesses on Bainbridge.

**Target:** 6.2 MM CO2 reduction.

**Actual:** 26% - Combined aggregate CO2 savings (counting cumulative direct installs, residential upgrades in Bainbridge and Bremerton, and commercial upgrades in Bainbridge) amounts to a deemed savings of 16,335,549 lbs of Co2. We were unable to accomplish the total of 6,2MMT based on current home upgrade volume. On Bainbridge Island, we reached 36% of all single family island homes with energy assessments, and 13% of all homes have been upgraded. We were not able to get detailed energy use information from our utility due to privacy concerns, and are not able to provide per-account utility usage data to the DOE.

**SOPO Task 1.1.2:** Perform 4,000 Home Energy Check Ups on Bainbridge Island.

**Target:** 4,000 Tier I assessments.

**Actual:** 56% (2,250) - Completed 2,250 Home Energy Check Ups since program launch.

**SOPO Task 1.1.3:** Perform 1,000 Home Energy Assessments with EPS by BPI certified contractors and provide report with information on rebates, tax credits, financing, estimated savings to investment ratio, and payback periods.

**Target:** 1,000 Tier II assessments.

**Actual:** 22% (217) - 217 Tier II EPS assessments were completed on Bainbridge Island since program launch. Market prices were too high to generate long term consumer interest and sustainability. We did not anticipate accomplishing our Tier II goal since we stopped incentivizing this service. Many homeowners moved directly from our free Tier I assessment to upgrade, skipping Tier II services. Diagnostics were instead included as part of the contractor's home performance scope of work.

**SOPO Task 1.1.4:** Upgrade a total of 2,000 homes in the cities of Bainbridge Island and Bremerton.

**Target:** 2,000 upgrades.

**Actual:** 49% (977) - We completed a total of 977 upgrades. We are pleased with our community participation rate in Bainbridge. 12.5% (848) of all SF Bainbridge homes were upgraded.

**SOPO Task 1.1.6:** Coordinate with PSE to ensure completion of 150 walk-through assessments for small businesses, and custom audits in large commercial spaces in Bainbridge & Bremerton.

**Target:** 150 assessments.

**Actual:** 159% - RePower completed a total of 238 assessments. Note: The number of assessments and upgrades is always the same, since PSE only completes energy assessments if a commitment to upgrade has been made by the building owner. This was not known at time of grant writing.

**SOPO Task 1.1.7:** Upgrade a total of 25 businesses in the cities of Bainbridge Island and Bremerton.

**Target:** 25 businesses

**Actual:** 952% (238) - A cumulative total of 238 commercial upgrades were completed, with a total energy savings of 2,414,304 kWh. We exceeded our upgrade goal for this task. We are not able to get baseline information of business energy use for each of the businesses, therefore we cannot confirm that energy savings of 15%+ were accomplished. Most of these upgrades were lighting upgrades.

**SOPO Task 1.1.9:** Create demand in targeted areas with high-energy savings opportunities (pre-1980 homes), by using GIS, census and property tax data.

**Target:** GIS review in early program start-up.

**Actual:** 100% - We completed a GIS review at program startup.

**SOPO Task 1.1.10:** Ensure energy savings from retrofits by performing quality control on a random 10% sample of completed energy efficiency retrofit improvements.

**Target:** 10% (200 appointments).

**Actual:** 95% (189 visits) - The cumulative total is 189 site visits in Bainbridge and Bremerton. Although shy of goal, this amounted to 19.3% of all upgrades reviewed. We greatly exceeded the 10% total requirement of QA and QC's.

**SOPO Task 1.2:** Increase demand for energy retrofits using social marketing and community outreach.

**Target:** Increase demand.

**Actual:** 100% - We continued to update our Facebook site, grow our "likes" and fans, and receive positive feedback on content. We continued to utilize Twitter notices. Our campaigns all included a diverse mix of print ads, online ads, Facebook ads, mobile ads and on-the-ground community outreach.

**SOPO Task 1.2.2:** Send OPower home energy reports to 100% of Bainbridge residences, showing energy and cost savings and comparing residence's home energy use with mean consumption data of neighbors.

**Target:** Distribute OPower reports.

**Actual:** 100% - Puget Sound Energy completed distribution of the Opower reports. Savings amounted to between 1 to 2% among participating households. Details of this task are reported in a separate grant report by the City of Bainbridge Island.

**SOPO Task 1.2.3:** Provide interactive website, providing easy access to information, contractors and financing info.

**Target:** Create and update website.

**Actual:** 100% - The websites are complete and updated consistently.

**SOPO Task 1.2.4:** Conduct Home Energy IQ Education.

**Target:** Home energy IQ education.

**Actual:** 100% - This task was completed in year one of program implementation as part of our consumer education training series and outreach campaign. .

**SOPO Task 1.2.5:** Expand Community Smart Power, if deemed appropriate.

**Target:** Expand community smart power.

**Actual:** 100% - This task was considered no longer relevant as of early 2012, and considered complete.

**SOPO Task 1.2.6:** Install Community Energy Dashboards in the community (displays aggregate energy use in real time).

**Target:** Install dashboards.

**Actual:** 100% - 8 community dashboards were installed at the start of the program and maintained throughout. This task is complete and dashboards were removed by December 31, 2013.

**SOPO Task 1.2.7:** Motivate and engage residents/businesses by deploying a community-wide Neighborhood Energy Challenge.

**Target:** Organize Neighborhood Challenges.

**Actual:** 100% - We completed 2 neighborhood energy challenges in 2011. We successfully completed the first organizational energy challenge in fall 2012. The two additional organizational challenges running on Bainbridge Island did not deliver any results and ended up dissolving. We completing one final "Neighborhood Blitz" in Bremerton in spring 2013 but had trouble moving forward due to the type of homes in the neighborhood and only few of them being eligible for incentives.

**SOPO Task 1.2.8:** Utilize community groups who have local knowledge of residents/businesses to enroll homeowners/businesses in audits, and participate in Neighborhood Energy Challenge.

**Target:** Utilize community groups.

**Actual:** 100% - All outreach for continued participation in the program concluded at end of Q3 2013. We continued to reach out to County organizations, associations, and leadership to engage stakeholders in the post grant planning discussions through end of Q4.

**SOPO Task 1.3.1:** Provide revolving loan program for residential retrofits to create a "pay as you save" program with \$350,000 revolving loan program.

**Target:** Develop loan program.

**Actual:** 100% - Loan program development was completed in 2010. Details of the loan program are reported in a separate grant report by the City of Bainbridge Island. At program completion, KCU issued 65 loans at \$575,516 total value. PSCCU issued 22 loans at \$238,832 total value.

**SOPO Task 1.4:** Expand the energy retrofit workforce by recruiting unemployed trades and moving existing contractors to a full service Home Performance contractor.

**Target:** Expand energy retrofit workforce.

**Actual:** 100% - We helped several of our contractors from relationships with other trade allies who offer different services, and this has allowed a higher percentage of them to provide bids with more comprehensive scopes. Throughout program implementation, this was reiterated at brown bags and in trade ally communication.

**SOPO Task 1.4.1:** Structure workforce development programs to provide increased training, focusing on building science, audit skills, energy efficiency retrofit work, and renewable energy.

**Target:** Workforce development programs.

**Actual:** 100% - Completed a comprehensive contractor training plan which included: Gas leak detection training, business of home performance training, website development, BPI certifications/proctoring, dense pack wall training, spec reviews, self-promotion/marketing tools, and a new initiative for BPI training at Olympic College. Included a "train the trainer" effort to allow our current contractors to teach classes beyond RePower, and continue to build talent.

**SOPO Task 1.4.2:** Partner with Olympic Workforce Development Council, WorkSource, and Olympic College to expand training and certification programs.

**Target:** Expand training and certification programs.

**Actual:** 100% - Completed a Dense-Pack training at Olympic College (3 attendees), an additional BPI Building Analyst Professional training, training for 5 new tradesman, and BPI Proctor licensing for two of our current Trade Ally weatherization contractors who are also leading the charge in developing the Home Performance chapter in the West Sound region and can continue to offer BPI trainings post RePower.

**SOPO Task 1.4.3:** Recruit existing BPI certified contractors and train and accredit a minimum of 20 certified contractors, using BPI standards.

**Target:** Create trade ally network.

**Actual:** 100% - Our Trade Ally Network ended at 17 contractors with a total of 40 individual contractors trained and accredited throughout the grant timeline.

**SOPO Task 1.5:** Use energy efficiency and demand response smart grid to reduce power demand by 2MW to avoid the need for building a new transmission substation on Bainbridge Island.

**Target:** Reduce power demand by 2MW.

**Actual:** 100% - This task was completed in a fall 2011 program pilot. PSE data indicates savings of 0.8MW from the demand response work, nearly 2% instant energy savings from OPower, and overall island energy savings from creating awareness via dashboards, direct installs, and home energy upgrades. Combined with other demand reduction efforts, the island accomplished a peak load reduction of 10MW. PSE and CSG are meeting in January 2014 to determine next steps in terms of capacity and peak demand for Bainbridge Island.

**SOPO Task 1.5.2:** 4,000 Home Energy Reviews and 1,000 deep audits will result in 4,700 MWh reduction by instant savings measures.

**Target:** 4,000/1,000 assessments.

**Actual:** 25% - Installed a total of 32,036 light bulbs and 960 showerheads since program start, which amounts to 1,045,660 kWh saved in Bainbridge, 142,088 kWh saved in Bremerton, and a grant cumulative total of 1,187,748 kWh saved from assessment direct installs to date. NOTE: There are no CFL or showerheads installs as part of Tier II

assessments. Therefore, there were no direct install savings from Tier II audits. This was not known at time of grant writing and led to the program not achieving its goal.

**SOPO Task 1.5.3:** Install 700 homes with demand response system reducing energy consumption in peak times.

**Target:** 700 demand response systems installed.

**Actual:** 100% - This task was implemented in the program and is complete. Data from PSE indicated savings of 0.8MW. In combination with other demand management measures, the island accomplished peak energy load reduction of 10MW.

**SOPO Task 1.5.4:** Deliver Heat Pump Pilot

**Target:** Deliver Heat Pump Pilot.

**Actual:** N/A - This task was not pursued. The City of Bainbridge island decided not to complete another pilot that would require equipment installed inside homes. The funds were re-allocated to training at Olympic as well as increased rebates, and paying for the extension period.

**SOPO Task 2.1.1:** Mobilize highly skilled BPI certified contractors and construction trades workers.

**Target:** Grow network to 20 contractors.

**Actual:** 100% – We grew our trade ally network to 17 participating contractors and trained them to completed whole house upgrade scopes, as well as to collaborate with each other to share expertise and scopes. The focus in Q4 was mobilizing contractors and engaging them in the development of a post grant business model as well as assisting them in their own marketing/lead generation efforts once RePower shifted to the County. Although short of goal, RePower staff realized that this market could not support 20 contractors, and that 15 was about the ideal size.

**SOPO Task 2.1.2:** Ensure a consistent set of standards to increase consumer confidence in retrofit workers.

**Target:** Consistent set of standards.

**Actual:** 100% - We fully implemented specifications. With multiple regional specifications and requirements in place, differing program specification were challenging for our contractors. We considered switching over to the regional RTF specs and Kitsap County may begin working on this post-grant. We collected feedback on this subject at monthly contractor brownbags to gauge interest. The majority of participating contractors would prefer a spec that is identical to the existing local utility (Puget Sound Energy and Cascade Natural Gas) requirements.

**SOPO Task 2.1.3:** Recruit BPI certified contractors to Trade Ally Network; increase technical, sales, and business skills training for contractors to ensure energy retrofit companies are commercially viable.

**Target:** Recruit BPI certified contractors

**Actual:** 82% - We have 14 accredited BPI contractors, out of our network of 17. Two trade allies teamed with other BPI certified contractors to meet this requirement. Two trade ally contractors did not have their accreditation and were not interested in obtaining it as they only do heating/cooling work.

**SOPO Task 2.1.4:** Ensure work opportunities reach economically distressed communities.

**Target:** Work opportunities in economically distressed areas.

**Actual:** 100% - Launched RePower Bremerton. Bremerton is the region's lowest median income community. Worked with property owners to provide upgrades to renters and lower income tenants. Although this task is complete, uptake in this community was low and we weren't able to get beyond the income barrier, despite several different approaches and marketing tactics. High rental unit % made participation challenging too.

**SOPO Task 2.1.5:** CSG and Workforce Development Council/Worksource will build meaningful on-ramps to retrofit work by connecting disconnected youth and adults in distressed communities to green jobs through recruitment, training, and certification to pre-/apprenticeship, and other jobs.

**Target:** Disconnected workers in distressed communities.

**Actual:** 100% - Completed trainings at community college, worked with Kitsap Community Resources (KCR), and placed several students within trade ally companies using KCR's subsidized payroll program.

**SOPO Task 2.1.6:** Coordinate Repower Bainbridge efforts with Repower Kitsap and develop joint Trade Ally Network and Workforce Training Program.

**Target:** Coordinate with RePower Kitsap.

**Actual:** 100% - Coordinated with Washington State University Energy Program and Washington Department of Commerce to determine best options for harmonious program delivery to Kitsap County residents. The trade ally network was designed to be able to serve multiple grants.

**SOPO Task 2.2:** Create steady demand for energy audits and retrofits long after funding is gone.

**Target:** Program sustainability.

**Actual:** 100% - Successfully identified and negotiated a post-grant local program host (Kitsap County) and facilitated a post-grant funding stream through Washington State University Energy Program's Community Energy Efficiency Program. See "Program Sustainability Plans" section in this report. We revised the operational plan and budget, and facilitated discussions with County/WSU/contractors to integrate RePower with WA state's CEEP program. A final solution was devised and CSG began program transitions and closeouts, with the goal of completing all transitions by January 10, 2014.

**SOPO Task 2.2.1:** Use Home Performance Score Label to set the standard for home energy efficiency.

**Target:** Home Performance Score (HPS) label.

**Actual:** N/A - This task has changed in scope. HPS is no longer being pursued. The RePower programs are utilizing the Energy Performance Score (EPS) for all audit standards, and the EPS modeling software served as our primary resource to establish deemed savings values. The deemed savings values from the EPS model were approved by NREL and Department of Energy and were programmed into our software. Worked with the utility to incorporate Home Performance with Energy Star into our program and have delivered several certifications to the utility already. We leave upgrade stickers behind in each home serviced and have made an effort to create market recognition around the energy efficiency of a RePower Home.

**SOPO Task 2.3:** Leverage private capital to establish a revolving loan for energy efficiency retrofits that will last beyond end of funding cycle.

**Target:** Sustainability for loan program.

**Actual:** 100% - Both the Kitsap Credit Union and the Puget Sound Cooperative Credit Union loan programs are in place and will continue beyond the end of the grant funding cycle.

**SOPO Task 2.3.1:** Provide a revolving loan using Bainbridge and Kitsap County seed money.

**Target:** Revolving loan fund.

**Actual:** 100% -The Bainbridge specific loan program was set up in late 2010 and available to all island residents. Bremerton residents utilized KCU's Kitsap loan program.

**SOPO Task 2.4.1:** Implement a scaled down version of Challenge in Bremerton to show it is replicable and scalable.

**Target:** RePower Bremerton program.

**Actual:** 100% - We launched RePower Bremerton on September 1st 2011. All program details and collateral are now complete. The Bremerton community required different approaches and tactics when compared to Bainbridge. To be most effective, the RePower programs each had their own identity and were therefore not entirely the same, replicable, or scalable.

**SOPO Task 2.4.2:** Conduct 1,000 Home Energy Check Ups (Homeprint) and 100 Comprehensive Home Energy Assessments in low-moderate income neighborhoods in Bremerton.

**Target:** 1,000 / 100.

**Actual:** 68% - Completed 428 cumulative Homeprint Assessments and 247 EPS assessments, for a total of 675 assessments, or 68% of the 1,000 goal. However, we also signed up more Bremerton customers at community fairs and sent them to other energy advisors to complete HomePrint assessments for PSE and overall community impact was great than reported.

**SOPO Task 2.4.3:** Hire local staff to deliver services to participants and increase incentives for this population to ensure implementation. (goal is 65 direct jobs)

**Target:** 65.

**Actual:** 82% - Trade Allies reported a total of 40 contractor hires since the beginning of the program. Program staff amounted to 13 FTE's for a total of 53 jobs created.

**SOPO Task 2.4.5:** Create a Community Energy Efficiency Handbook, providing other communities with step-by-step approach to implementing replicable energy efficiency and renewable program.

**Target:** Create Handbook.

**Actual:** 100% - We completed final reviews of the draft Handbook in late 2013 and submitted the final version in late January 2014.

## 9 Program Sustainability Planning

Conservation Services Group staff established the RePower Leadership Committee to provide input on the long-term sustainability of RePower in Kitsap County. The committee was composed of numerous stakeholders including local utilities, business interests, non-profit organizations, contractors from the trade ally network, and citizen-at-large representatives. CSG explained the concept and intent of the Committee to the public, and took sign-ups for the Committee during a regional summit in spring 2012, to inform the community of RePower's post-grant vision.

The Committee met for four multi-hour meetings over the course of a year, with "homework assignments" in between each meeting. The meetings were facilitated and documented by an independent third-party vendor. The group was asked to provide input on: (1) potential local organizations that could host the program post-grant; (2) the value-added of the program to Kitsap County long-term; (3) possible geographic program expansion opportunities; (4) possible sources of funding long-term; and (5) the design of the post-grant program based on lessons learned. CSG staff utilized the input from the Committee to conduct nine months of exploratory meetings and discussions to secure the post-grant future.

CSG was ultimately successful in securing a local program host, a new funding stream and potential program expansion opportunities for a sustainable RePower program. Kitsap County was successful in securing formal approval for hosting RePower into the future. As of January 1, 2014 Kitsap County assumed program ownership and began setting up the new program implementation infrastructure with the Washington State University (WSU) Energy Program. RePower program planning is currently underway to relaunch RePower with funding support from the Washington State funded Community Energy Efficiency Program (CEEP). The WSU Energy Program will provide interim operational services starting January 1, 2014 in order to transition Kitsap County & RePower into Washington State's network of CEEP programs.

WSU Energy Program and Kitsap County are working together to redesign and re-launch the program. All three RePower community programs are now combined into a single program named RePower Kitsap. Services offered into the future will be similar, although energy advisor roles are now moving to the participating contractors. The service area includes all of Kitsap County, with the intent to expand into neighboring counties of Clallam and Jefferson in the future. The primary focus will continue to be residential single family, with intent of moving into multi-family and commercial in the future.

As program design and plans for a re-launch firm up, Kitsap County will begin reconnecting with all appropriate local stakeholders, agencies and the public. Kitsap County will distribute a press release to disseminate information to the public.

Future program goals are to upgrade 500 Kitsap County homes per year. This would translate to:

- ✓ 4,508 contractor job hours
- ✓ 3 to 4 FTE program jobs
- ✓ \$2,660,500 in homeowner spending for home energy upgrades
- ✓ 2,840,432 kWe savings per year, enough to power 190 Kitsap homes

## Verification of Data

The program summary data provided in this report and by the Department of Energy has been reviewed and is correct.

## 10 Products and Media Summary

- Two websites were developed: RePower Bainbridge and RePower Bremerton. These website were coordinated with RePower Kitsap as well. Post-grant, all three websites were merged under the RePower Kitsap umbrella for ongoing program use in all of Kitsap County: [www.repowerkitsap.org](http://www.repowerkitsap.org).
- Two Facebook pages were developed: RePower Bainbridge; RePower Bremerton; RePower Bainbridge and RePower Bremerton Facebook pages are now disabled and moved into the RePower Kitsap efforts, to be continued by the County.
- The RePower logo was trademarked and is available for use by RePower Kitsap and other programs nationwide.
- RePower marketing and outreach collateral was developed and has been shared in electronic form with Kitsap County for use by the program post-grant.
- The Kitsap Credit Union and PSCCU loan programs are now stand-alone offerings which are available post-grant funding.
- RePower established an Olympic College to continue to deliver weatherization classes, and trained 2 local trade allies for future training deliveries at the college.

RePower Bremerton articles:

*RePower Program Offers Customers Another Chance at Rebate Savings*  
(Inside Bainbridge, October 2, 2013)

*RePower program extended for Kitsap County Residents*  
(Kitsap Peninsula Business Journal, September 25, 2013)

*RePower energy retrofit program receives six-month extension*  
(Kitsap Sun, September 24, 2013)

*A Little Help Goes a Long Way*  
(Port Orchard Independent, April 11, 2013)

*Clock Ticking on Repower Kitsap*  
(Central Kitsap Reporter, April 8, 2013)

*Clock Ticking on Repower Kitsap*  
(Bremerton Patriot, April 5, 2013)

*Rebates for home, business energy program run out in July*  
(Kitsap Sun, March 31, 2013)

*RePower partner earns national honor*  
(Kitsap Sun, September 24, 2012)

*Program Gives Incentives for Energy Efficiency*  
(WestSound Home & Garden Magazine, Fall 2012)

*Bainbridge Energy Efficiency Program Credited for Jobs*  
(Seattle PI Blog, March 2, 2012)

Repowering our Workforce  
(Climatesolutions.org)

RePower Bremerton Kicks Off  
(Kitsap Peninsula Business Journal, January 6, 2012)

Winter energy saving tips  
(Q13Fox.com, November 15, 2011)

Bremerton Energy Program Kicks Off with Demo House  
(Bremerton Patriot, November 14, 2011)

Mayor's summit focused on energy efficiency  
(Kitsap Peninsula Business Journal, November 4, 2011)

Energy Audits--Is it time for yours?  
(Kitsap Peninsula Business Journal, November 4, 2011)

Repowering Bremerton one unit at a time  
(Bremerton Patriot, October 14, 2011)

Energy efficiency program launched in Bremerton  
(Kitsap Sun, October 11, 2011)

Program to conserve energy jumps from Bainbridge to Bremerton  
(Kitsap Sun, August 17, 2011)

- **General RePower articles:**

RePower Program Offers Customers Another Chance at Rebate Savings  
(Inside Bainbridge, October 2, 2013)

RePower program extended for Kitsap County Residents A little help goes a long way  
(Kitsap Peninsula Business Journal, September 25, 2013)

RePower energy retrofit program receives six-month extension  
(Kitsap Sun, September 24, 2013)

Keeping the Energy Retrofit Dream Alive  
(New Energy Cities, April 30, 2013)

A little help goes a long way  
(Port Orchard Independent, April 11, 2013)

Clock Ticking on RePower Kitsap  
(Bremerton Patriot, April 5, 2013)

Clock Ticking on RePower Kitsap  
(Central Kitsap Reporter, April 8, 2013)

Rebates for home, business energy program run out in July  
(Kitsap Sun, March 31, 2013)

RePower partner earns national honor  
(Kitsap Sun, September 24, 2012)

Program Gives Incentives for Energy Efficiency  
(WestSound Home & Garden Magazine, Fall 2012)

Kitsap County proves that simple energy upgrades result in real savings  
(EcomavenNW, April 17, 2012)

RePowering our Workforce  
(Climate Solutions, March 15, 2012)

Bainbridge Energy Efficiency Program Credited for Jobs  
(Seattle PI, March 2, 2012)

Will Kitsap industries funded by 'Green Jobs' grant stay green financially?  
(Kitsap Sun, February 4, 2012)

RePower Kitsap offers Kitsap County residents energy-efficiency solutions  
(Kitsap Peninsula Business Journal, January 30, 2012)

County's energy audit program proves popular  
(Port Orchard Independent, January 23, 2012)

Energy Audits: Is it time for yours?  
(Kitsap Peninsula Business Journal, November 4, 2011)

RePower can help you save energy  
(North Kitsap Herald, August 26, 2011)

Program to conserve energy jumps from Bainbridge to Bremerton  
(Kitsap Sun, August 17, 2011)

- **RePower Bainbridge articles:**

RePower Program Offers Customers Another Chance at Rebate Savings  
(Inside Bainbridge, October 2, 2013)

RePower program extended for Kitsap County Residents  
(Kitsap Peninsula Business Journal, September 25, 2013)

RePower energy retrofit program receives six-month extension  
(Kitsap Sun, September 24, 2013)

A Little Help Goes a Long Way  
(Port Orchard Independent, April 11, 2013)

RePower Ship to Sail Away: Chance Saturday to Get Extra \$800 Bonus  
(Inside Bainbridge, April 9, 2013)

Clock Ticking on Repower Kitsap  
(Central Kitsap Reporter, April 8, 2013)

RePower Makes its Final Push  
(Bainbridge Island Review, April 7, 2013)

Clock Ticking on Repower Kitsap  
(Bremerton Patriot, April 5, 2013)

Rebates for home, business energy program run out in July  
(Kitsap Sun, March 31, 2013)

The Gift of an Energy-Efficiency Makeover  
(OPB.org, December 17, 2012)

*Community Rallies to Give Home Energy Upgrade to a Bainbridge Family in Need*  
(Inside Bainbridge, December 4, 2012)

*Church helps weatherize historic Bainbridge home*  
(Kitsap Sun, December 3, 2012)

*RePower campaign honored with international award*  
(Bainbridge Island Review, November 16, 2012)

*RePower partner earns national honor*  
(Kitsap Sun, September 24, 2012)

*Program Gives Incentives for Energy Efficiency*  
(WestSound Home & Garden Magazine, Fall 2012)

*New Incentives for Homeowners as RePower Powers Down*  
(Inside Bainbridge, August 30, 2012)

*RePower Bainbridge enters its final year with more incentives*  
(Bainbridge Island Review, August 27, 2012)

*Bainbridge Island in national spotlight with RePower campaign*  
(KPLU NPR, July 26, 2012)

*ecoFAB: Energy Retrofits in Kitsap County*  
(Washington Clean Technology Alliance, June 19, 2012)

*RePower Bainbridge: You Can't Keep a Good Island Down*  
(Griponclimate Blog, April 16, 2012)

*RePower Bainbridge Celebrates Year Milestone*  
(Bainbridge Island Review, March 15, 2012)

*Come to Saturday's "Small Island, Big Green" Celebration of RePower's First Year*  
(Inside Bainbridge, March 14, 2012)

*Bainbridge Energy Efficiency Program Credited for Jobs*  
(Seattle PI Blog, March 2, 2012)

*Utility Customers Under the Knife*  
(Platts Energy Economist, February, 2012)

*How Bainbridge Island Cut Peak Power Consumption 10 MW*  
(Climate Progress, January 23, 2012)

*City news dominates 2011 headlines*  
(Bainbridge Island Review, January 3, 2012)

*A magical meter and friendly competition help one community dial back energy use*  
(Grist.org, December 8, 2011)

*Energy Audits--Is it time for yours?*  
(Kitsap Peninsula Business Journal, November 4, 2011)

*Poll Results: Have You Done The RePower Bainbridge Audit?*  
(Inside Bainbridge, August 29, 2011)

*Program to conserve energy jumps from Bainbridge to Bremerton*  
(Kitsap Sun, August 17, 2011)

*RePower Bainbridge lights up the Electric Avenue*  
(Bainbridge Island Review, June 9, 2011)

*RePower Bainbridge educates residents about energy efficiency*  
(MyNorthwest.com, June 5, 2011)

*Island Tries Peer Pressure to Save Energy*  
(NPR, June 3, 2011)

*RePower Bainbridge*  
(InsideBainbridge.com, June 3, 2011)

*RePower Bainbridge: The Home Energy Audit*  
(Inside Bainbridge, May 24 2011)

*RePower makes progress toward goal*  
(Bainbridge Island Review, April 29, 2011)

*Bainbridge teens generate buzz for RePower Bainbridge*  
(Bainbridge Island Review, March 18, 2011)

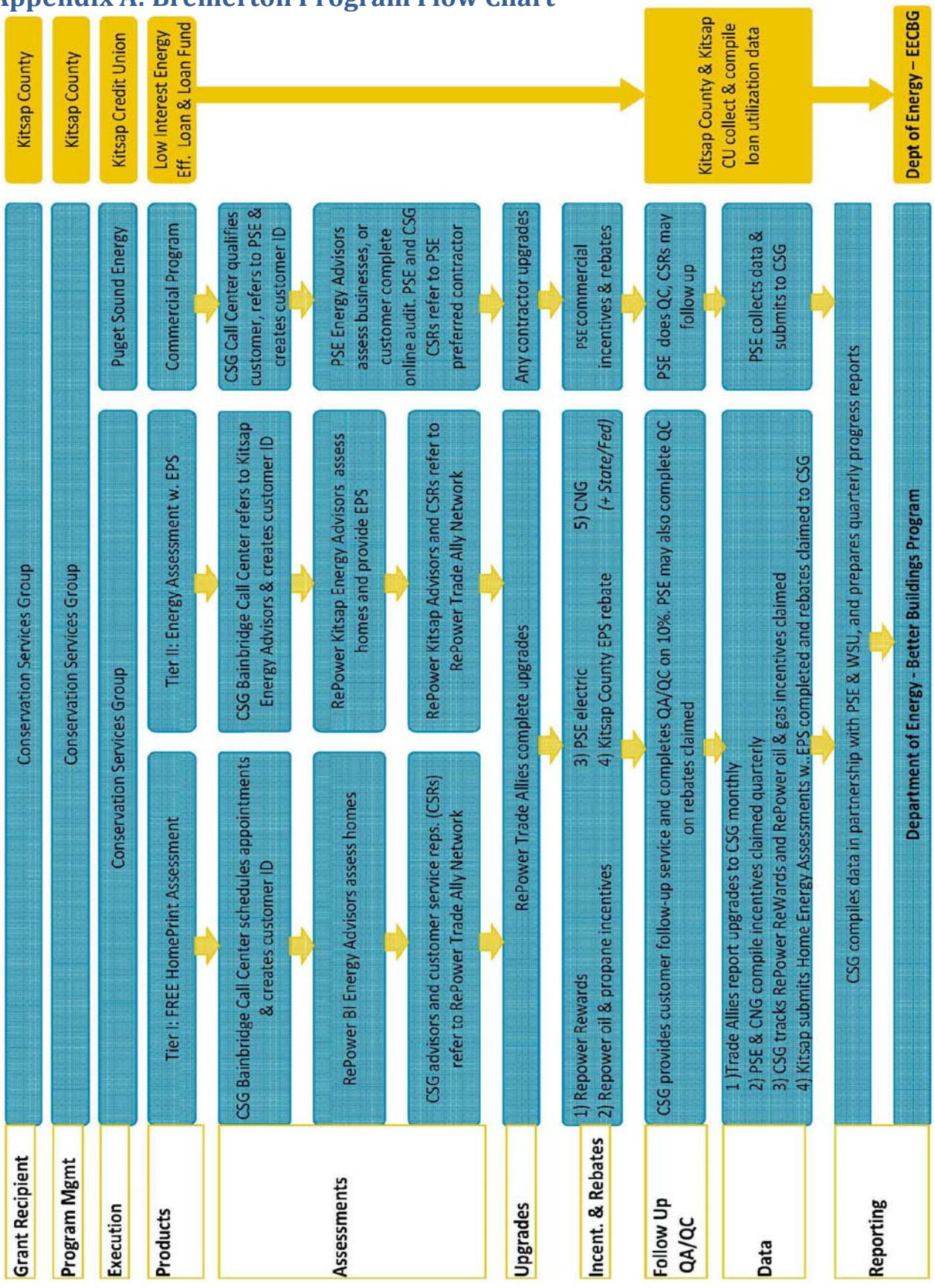
*RePower Bainbridge sets ambitious goal*  
(Bainbridge Island Review, March 10, 2011)



# Program Flow Chart

## Weatherization Program

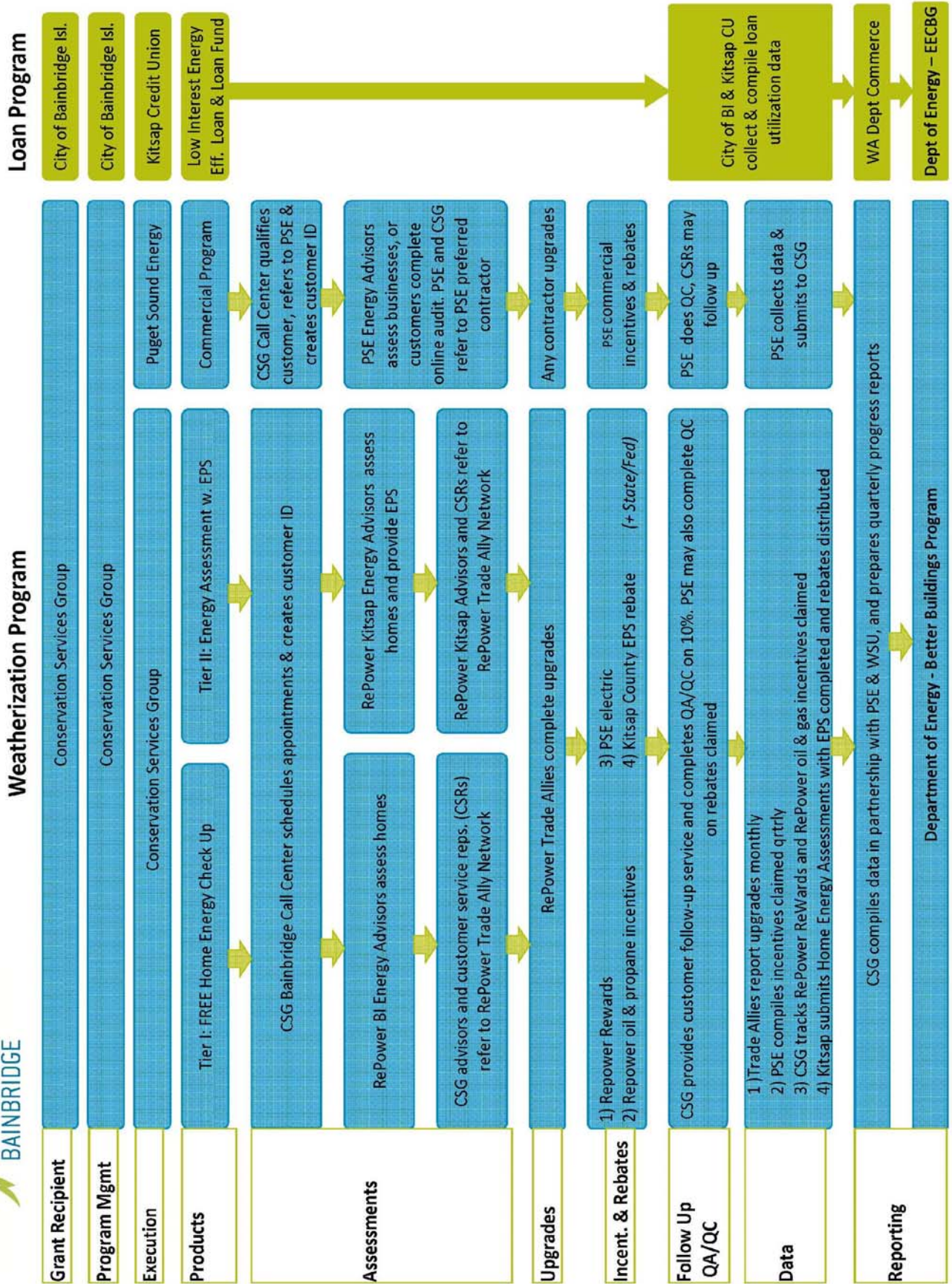
## Loan Program





# Program Flow Chart

## Appendix B: Bainbridge Island Program Flow Chart



## Appendix C: Repower Program Results

### RePower Program Results and Impact Data Summary

**Note:** RePower Bainbridge launched March, 2011  
RePower Bremerton launched September 1, 2011

Repower accomplished the following results:

#### 1. Energy Assessment and Direct Installs

Home Energy Assessments Completed		
Bainbridge	Bremerton	Total
2,467	675	3,142

Light Bulb Installs		
Bainbridge	Bremerton	Total
28,196	3,840	32,036

Showerheads Provided to Homeowners		
Bainbridge	Bremerton	Total
847	113	960

- RePower reached 36.2% energy assessment participation rate among single family homeowners in Bainbridge Island.
- RePower reached 3.9% energy assessment community participation rate among single family homeowners in Bremerton.

#### 2. Home Energy Upgrades

Home Energy Upgrades Completed		
Bainbridge	Bremerton	Total
848	129	977

- 12.5% of all single family homes in Bainbridge Island were upgraded.
- .75% of all single family homes in Bremerton were upgraded.

Average Energy Upgrade Measures per Home		
Bainbridge	Bremerton	Weighted Average
1.96	2.09	1.98

Average Energy Saving per Home		
Bainbridge	Bremerton	Weighted Average
31%	24%	30.1%

RePower Rebates Issued		
Bainbridge	Bremerton	Total
\$345,255	\$80,596	\$425,851

<b>Customer Conversion Rate from Energy Assessment to Upgrade</b>		
<b>Bainbridge</b>	<b>Bremerton</b>	<b>Weighted Average</b>
29%	13.6%	<b>25.7%</b>

<b>Top 3 Energy Upgrade Measures</b>	
<b>Bainbridge</b>	<b>Bremerton</b>
heat pump floor insulation attic insulation	attic insulation floor insulation air sealing

### 3. Economic Development and Job Creation

<b>Average Scope and Cost of a RePower Home Energy Upgrade</b>		
<b>Bainbridge</b>	<b>Bremerton</b>	<b>Weighted Average</b>
\$6,308	\$3,987	<b>\$6,002</b>

<b>Average Annual Homeowner Heating/Cooling Savings Post-Energy Upgrade</b>		
<b>Bainbridge</b>	<b>Bremerton</b>	<b>Weighted Average</b>
\$1,065.22	\$530.72	<b>\$994.665</b>

- RePower helped create 53 new jobs in Kitsap County.
- 13 of these jobs were Repower program staff, including local energy advisors, marketing/outreach staff, program administration, and program management staff. All program jobs were in Bainbridge Island.
- 40 jobs were direct contractor positions/field work. These jobs were located throughout Kitsap County.
- RePower delivered an estimated **\$5,863,954 in economic activity** for home energy upgrade projects (*based on average project cost*).

### 4. Energy Efficiency Loan Program Results

- KCU created 65 RePower Energy Upgrade loans, for a total of \$575,516
- KCU's average loan amount was \$8,857
- PSCCU created 22 RePower Energy Upgrade loans, for a total of \$238,832
- PSCCU's average loan amount was \$10,856

### 5. Environmental Impact and Carbon Savings Results

<b>kWhE Savings</b>		
<b>Bainbridge</b>	<b>Bremerton</b>	<b>Total</b>
16,200,000	560,000	<b>16,760,000</b>

- kWhE savings from direct installs: 2,299,588
- kWhE savings from home energy upgrades: 11,527,754
- kWhE savings from commercial energy upgrades: 16,241,646 (*Reported by PSE*)
- kWhE savings accomplished is enough to power 882 Bainbridge Island homes for one year, or 2,464 cars off the road for one year.

<b>Carbon Dioxide Emissions Savings (lbs)</b>		
<b>Bainbridge</b>	<b>Bremerton</b>	<b>Total</b>
15,790,788	544,761	<b>16,335,549</b>



# Conservation Services Group REPOWER Q2 ADVERTISING CAMPAIGN



## print advertising and posters

**HOW TO BECOME A RePOWER SUPERHERO:**

**STEP 1** Call RePower to schedule a home energy assessment.

**STEP 2** Plan your home energy upgrade with a trade ally.

**STEP 3** Upgrade your home with energy-saving improvements.

**STEP 4** Enjoy Superhero comfort, savings and cash rebates!

TRANSFORMATION MUST HAPPEN BY JULY 15, 2013. CALL REPOWER NOW. 877.741.4340 • RePowerBainbridge.org

LAST CHANCE FOR JULY 15, 2013 CASH REBATES

**HOW TO BECOME AN ENERGY-SAVING SUPERHERO:**

**STEP 1** Call RePower to schedule a home energy assessment.

**STEP 2** Plan your home energy upgrade with a trade ally.

**STEP 3** Upgrade your home with energy-saving improvements.

**STEP 4** Enjoy Superhero comfort, savings and cash rebates!

TRANSFORMATION MUST HAPPEN BY JULY 15, 2013. CALL REPOWER NOW. 877.741.4340 • RePowerKitsap.org

LAST CHANCE FOR JULY 15, 2013 CASH REBATES

**OLD HOME. NEW TRICKS.**

TEACH YOUR HOME TO SAVE YOU MONEY ON ENERGY COSTS! Contact RePower today to start saving. 877.741.4340 • RePowerKitsap.org

LAST CHANCE FOR JULY 15, 2013 CASH REBATES

**READY TO LOWER ENERGY COSTS?**

YES  NO

CALL REPOWER TO MAKE ENERGY-SAVING UPGRADES AND GET CASH REBATES. 877.741.4340 • RePowerKitsap.org

LAST CHANCE FOR JULY 15, 2013 CASH REBATES

**600 BAINBRIDGE HOMES HAVE MADE ENERGY-EFFICIENCY UPGRADES.**

**400 MORE TO GO!**

ADD YOUR HOME TO THE MAP BY JULY 15, 2013. Contact RePower today to start saving. 877.741.4340 • RePowerBainbridge.org

LAST CHANCE FOR JULY 15, 2013 CASH REBATES

## mobile advertising

READY TO LOWER ENERGY COSTS?  YES  NO

OLD HOME. NEW TRICKS. SAVE MONEY ON ENERGY COSTS!

400 MORE UPGRADES TO GO!

## online advertising

**OLD HOME. NEW TRICKS.**

TEACH YOUR HOME TO SAVE YOU MONEY ON ENERGY COSTS! Click to start saving.

LAST CHANCE FOR JULY 15, 2013 CASH REBATES

**HOW TO BECOME A RePOWER SUPERHERO:**

TRANSFORMATION MUST HAPPEN BY JULY 15, 2013. Click to start saving.

LAST CHANCE FOR JULY 15, 2013 CASH REBATES

**READY TO LOWER ENERGY COSTS?**

YES  NO

MAKE ENERGY-SAVING UPGRADES AND GET CASH REBATES! Click to start saving.

LAST CHANCE FOR JULY 15, 2013 CASH REBATES

**OLD HOME. NEW TRICKS.**

TEACH YOUR HOME TO SAVE YOU MONEY ON ENERGY COSTS! Click to start saving.

LAST CHANCE FOR JULY 15, 2013 CASH REBATES

**BECOME A RePOWER SUPERHERO!**

MAKE YOUR TRANSFORMATION BY JULY 15, 2013! Click to start saving.

LAST CHANCE FOR JULY 15, 2013 CASH REBATES

**READY TO LOWER ENERGY COSTS?**

YES  NO

MAKE ENERGY-SAVING UPGRADES AND GET CASH REBATES! Click to start saving.

LAST CHANCE FOR JULY 15, 2013 CASH REBATES

## ferry terminal advertising



## facebook advertising

## facebook wallpaper

Conservation Services Group  
REPOWER 'FINAL BOARDING CALL' CAMPAIGN



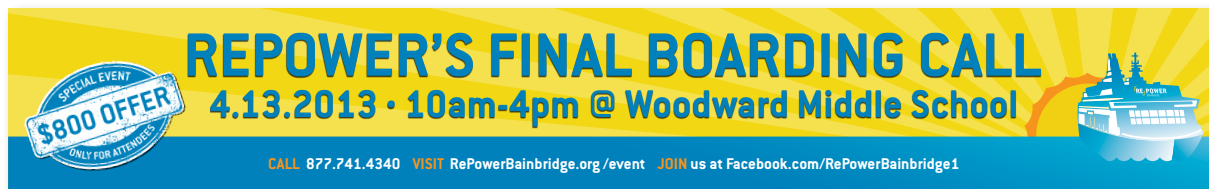
print advertising

teaser poster

event poster



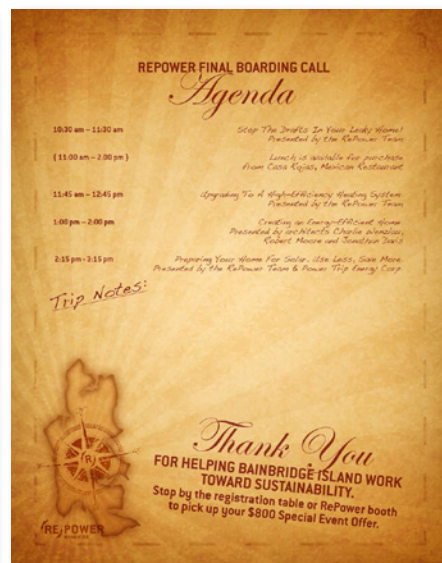
banners



web graphics



print collateral



ferry terminal ads



# Conservation Services Group REPOWER EXTENSION ADVERTISING CAMPAIGN



## PRINT

### print ads

**REPOWER**

**ENCORE PERFORMANCE:  
\$400 REPOWER REWARD FOR  
ENERGY-SAVING UPGRADES**

SHOWING UNTIL DEC. 31, 2013

RePower is a local program which helps you save money and energy. Last chance—receive \$400 cash back when you use a RePower trade ally to make two home energy-saving upgrades by December 31, 2013. RePower Rewards are limited in quantity and honored on a first-come, first-served basis.

**CALL REPOWER NOW**  
877.741.4340 • [RePowerKitsap.org](http://RePowerKitsap.org)

**REPOWER**

**ENCORE PERFORMANCE:  
\$400 REPOWER REWARD FOR ENERGY-SAVING UPGRADES**

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**CALL REPOWER NOW**  
877.741.4340 • [RePowerKitsap.org](http://RePowerKitsap.org)

### postcard

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**CALL REPOWER NOW**  
877.741.4340 • [RePowerKitsap.org](http://RePowerKitsap.org)

400 Westlow Way East, Suite 210  
Bainbridge Island, WA 98110

**REPOWER**

**ENCORE PERFORMANCE:  
\$400 REPOWER REWARD FOR  
ENERGY-SAVING UPGRADES**

SHOWING UNTIL DEC. 31, 2013

## WEB

### web ads

**REPOWER**

**ENCORE PERFORMANCE:  
\$400 REPOWER REWARD FOR  
ENERGY-SAVING UPGRADES**

SHOWING UNTIL DEC. 31, 2013

RECEIVE \$400 CASH BACK WHEN YOU MAKE TWO HOME ENERGY-SAVING UPGRADES BY DECEMBER 31, 2013

**REPOWER**

**ENCORE PERFORMANCE:  
\$400 REPOWER REWARD**

RECEIVE \$400 CASH BACK WHEN YOU MAKE TWO HOME ENERGY-SAVING UPGRADES BY DECEMBER 31, 2013.

**REPOWER**

### mobile ads

**ENCORE PERFORMANCE:  
\$400 REPOWER REWARD**

SHOWING UNTIL DECEMBER 31, 2013

### website icon

REPOWER EXTENDED

LAST CHANCE FOR  
**DEC 31, 2013**  
REPOWER REWARD

UPGRADE TODAY

### email

Having trouble viewing this email? [Click here](#)

**REPOWER**

**ENCORE PERFORMANCE:  
\$400 REPOWER REWARD FOR  
ENERGY-SAVING UPGRADES**

SHOWING UNTIL DEC. 31, 2013

RePower is a local program which helps you save money and energy. Last chance—receive \$400 cash back when you use a RePower trade ally to make two home energy-saving upgrades by December 31, 2013. RePower Rewards are limited in quantity and honored on a first-come, first-served basis.

**CALL REPOWER NOW**  
877.741.4340 • [RePowerKitsap.org](http://RePowerKitsap.org)

## SOCIAL

### Facebook cover

**ENCORE PERFORMANCE:  
\$400 REPOWER REWARD**

**RE POWER**  
BAINBRIDGE

**RePower Bainbridge**  
181 likes • 3 talking about this

Community Organization  
Community Organization  
RePower Bainbridge aims to make the Bainbridge Island more energy efficient and sustainable.

Photos Likes Events Notes 54

### Facebook ad

Sponsored Create Ad

**Encore Performance**  
[RepowerBremerton.org](http://RepowerBremerton.org)

\$400 RePower Reward for energy-saving upgrades. Showing until Dec. 31, 2013