

# EDF Climate Corps 2013 On-Boarding Tool - Part I (Practices)\*

## Part I - Practices for Energy Efficiency

Thank you for downloading the EDF Climate Corps 2013 OnBoarding Tool!

EDF developed the OnBoarding Tool to help Climate Corps fellows identify barriers and leading practices related to energy management within their host organizations and share these findings back with their supervisor and other stakeholders. The tool is everevolving— EDF uses each year's learnings to make the tool as relevant and comprehensive as possible. Climate Corps host organizations who complete the tool benefit from the personalized assessment provided by their fellow, benchmarking data comparing their responses to peers and competitors, and personalized recommendations for improvement delivered by EDF experts. They also are able to engage in peer learning and coaching with other Climate Corps organizations through the annual network event, online forums, and other network activities that help to maintain momentum for improvement.

We encourage you to use the tool as a way to engage stakeholders throughout your organization to think deeply about the barriers and leading practices that impact your approach for energy management, consider strengths and weaknesses in that approach, and identify significant opportunities for improvement.

After completing the tool, we encourage you to reach out to us at [info@edfclimatecorps.org](mailto:info@edfclimatecorps.org) to learn how a Climate Corps fellow could help to act on the opportunities identified.

### ONBOARDING TOOL DETAILS

This represents Part I of the tool and focuses on the PRACTICES currently being used by your organization to improve its energy efficiency. Part II of the tool will focus on the BARRIERS preventing even greater improvement from occurring.

Each section of the tool is organized according to the different components of the Virtuous Cycle model. For Part I:

- 1.0 Executive Engagement
- 2.0 Resource Investment
- 3.0 People
- 4.0 Opportunity Identification
- 5.0 Opportunity Implementation
- 6.0 Results Measurement and Verification
- 7.0 Stories and Sharing

Thank you for your interest in the EDF Climate Corps 2013 OnBoarding Tool!

## 1.0 Executive Engagement

Please answer the following questions regarding the organization's practices related to engaging its "Executive Team" to improve energy efficiency.

The "Executive Team" designation generally refers to the very top group of organizational leaders who are responsible for overall strategy setting and decision-making. For example, in private sector companies the "Executive Team" refers to the C-Suite Level Executives. For government, nonprofit, and university organizations, the "Executive Team" refers to the top administrative/management team of the organization.

### Total floor space (square feet):

### Annual total electricity use (kWh):

### Annual total non-electricity energy use (BTUs):

### Add any notes regarding your calculations of floor space or energy use:

### 1. Does our Executive Team contain members with roles or responsibilities for improving organizational energy efficiency?

- No, and we have no plans in place to create such roles or responsibilities within the next three years
- No, but we have plans in place to create such roles or responsibilities within the next three years
- Yes, but these are voluntary or informal roles only
- Yes, formal roles or responsibilities, but they are not incentivized or compensated (e.g., formal recognition, performance evaluation, bonus, etc.) for improvements created
- Yes, formal roles or responsibilities, and they are incentivized or compensated (e.g., formal recognition, performance evaluation, bonus, etc.) for improvements created
- Don't know

### **2. Does our organization benchmark (i.e., compare and contrast) its energy practices and/or performance with those of principal competitors, corporate sustainability leaders, or energy management standards?**

- No, and we have no plans in place to benchmark within the next three years
- No, but we have plans in place to benchmark within the next three years
- Yes, but we have only done so once or a few times
- Yes, and we do this every few years as necessary
- Yes, and we do this most years or every year
- Don't know

### **3. Has our Executive Team established an energy reduction strategy? What best describes the nature of this strategy?**

- No, and we have no plans in place to create a strategy within the next three years
- No, but we have plans in place to create a strategy within the next three years
- Yes, for parts of our organization, but it is not organization-wide
- Yes, for our entire organization, but we do not review this strategy on at least an annual basis
- Yes, for our entire organization, and we review this strategy on at least an annual basis
- Don't know

### **4. Has our Executive Team established a greenhouse gas reduction strategy? What best describes the nature of this strategy?**

- No, and we have no plans in place to create a strategy within the next three years
- No, but we have plans in place to create a strategy within the next three years
- Yes, for parts of our organization, but it is not organization-wide
- Yes, for our entire organization, but we do not review this strategy on at least an annual basis
- Yes, for our entire organization, and we review this strategy on at least an annual basis
- Don't know

### **5. Has our Executive Team established energy reduction goals? What best describes the nature of these goals?**

- No, and we have no plans in place to create goals within the next three years
- No, but we have plans in place to create goals within the next three years
- Yes, but they are not organization-wide
- Yes, we have established intensity-based (e.g., per dollar revenue, per employee, etc.) reduction goals for our entire organization
- Yes, we have established absolute reduction goals for our entire organization
- Don't know

### **6. Has our Executive Team established greenhouse gas reduction goals? What best describes the nature of these goals?**

- No, and we have no plans in place to create goals within the next three years
- No, but we have plans in place to create goals within the next three years
- Yes, but they are not organization-wide
- Yes, we have established intensity-based (e.g., per dollar revenue, per employee, etc.) reduction goals for our entire organization
- Yes, we have established absolute reduction goals for our entire organization
- Don't know

## Executive Engagement Continued

### **7. Has our Executive Team established metrics for measuring energy efficiency improvement? What best describes the nature of these metrics?**

- No, and we have no plans in place to create such metrics within the next three years
- No, but we have plans in place to create such metrics within the next three years
- Yes, for parts of our organization, but they are not organization-wide
- Yes, for our entire organization, but they are not being consistently used
- Yes, for our entire organization, and they are being consistently used
- Don't know

### **8. Has our Executive Team established metrics for measuring greenhouse gas reductions? What best describes the nature of these metrics?**

- No, and we have no plans in place to create such metrics within the next three years
- No, but we have plans in place to create such metrics within the next three years
- Yes, for parts of our organization, but they are not organization-wide
- Yes, for our entire organization, but they are not being consistently used
- Yes, for our entire organization, and they are being consistently used
- Don't know

### **9. How often does our organization present specific energy efficiency investment ideas and/or plans to our Executive Team?**

- Never
- Annually or less frequently
- Quarterly
- Monthly
- Weekly or more frequently
- Don't know

## 10. Does our Executive Team consider co-benefits to improved energy efficiency beyond cost-savings (e.g., better brand value, improved environmental performance, improved employee morale, increased productivity, etc.) in decision-making?

- No, co-benefits are not well-understood or considered
- No, co-benefits are understood, but not considered
- Yes, but only informally and do not significantly influence decision-making
- Yes, formally considered and can sometimes influence decision-making
- Yes, formally considered and frequently influence decision-making
- Don't know

## 11. Does our Executive Team consider risks associated with escalating energy price growth in decision-making?

- No, these risks are not well-understood or considered
- No, these risks are understood, but not considered
- Yes, but only informally and do not significantly influence decision-making
- Yes, formally considered and can sometimes influence decision-making
- Yes, formally considered and frequently influence decision-making
- Don't know

## 12. Who was interviewed in order to answer these questions?

Name 1	<input type="text"/>
Position/Title 1	<input type="text"/>
Name 2	<input type="text"/>
Position/Title 2	<input type="text"/>
Name 3	<input type="text"/>
Position/Title 3	<input type="text"/>

## 2.0 Resource Investment

Please answer the following questions regarding the organization's practices related to "Resource Investment" to improve energy efficiency.

### **13. Does our organization utilize 'green' leases that align our incentives with those of the landlord to ensure efficiency investments can occur in our buildings?**

- No, we do not use leases because we own most or all of our buildings
- No, we lease most or all of our buildings, but do not utilize 'green' leases
- No, but we have plans in place to utilize them within the next three years
- Yes, but only in fewer than a quarter of our buildings
- Yes, but only in fewer than half of our buildings
- Yes, in the majority or all of our buildings
- Don't know

### **14. Are departments that use energy responsible for paying for that energy from their own budgets?**

- No, and it would not be possible to structure budgets in this way
- No, but it would be possible to structure budgets in this way
- Yes, but only for less than a quarter of our total energy spend
- Yes, but only for less than half our total energy spend
- Yes, for the majority or all of our total energy spend
- Don't know

### **15. Does our equipment procurement department consider total cost of ownership (TCO), including energy costs, when making purchasing decisions?**

- No, total cost of ownership is not well-understood or considered
- No, total cost of ownership is understood, but not considered
- Yes, but only informally and does not significantly influence purchasing decisions
- Yes, formally considered and can sometimes influence purchasing decisions
- Yes, formally considered and frequently influences purchasing decisions
- Don't know

### **16. Are departments that pay for energy efficiency investments able to recoup the cost-savings that those investments generate?**

- No, and it would not be possible to structure budgets in this way
- No, but it would be possible to structure budgets in this way
- Yes, but they are only able to recoup less than a quarter of the cost-savings
- Yes, but they are only able to recoup less than half of the cost-savings
- Yes, and they are able to recoup the majority or all of the cost-savings
- Don't know

### **17. Has our organization hired one or more individuals with explicit responsibilities to coordinate and fund energy efficiency investments across the organization?**

- No, and we have no plans in place to hire such an individual within the next three years
- No, but we have plans in place to hire such an individual within the next three years
- Yes, but less than a quarter of this individual's responsibilities or time relate directly to coordinating and funding energy efficiency investments
- Yes, but less than half of this individual's responsibilities or time relate directly to coordinating and funding energy efficiency investments
- Yes, and a majority or all of this individual's responsibilities or time relate directly to coordinating and funding energy efficiency investments
- Don't know

## Resource Investment Continued

### 18. Which of the following financial measurements do decision-makers generally use to make investment decisions, including those related to energy efficiency?

- Return on Investment (ROI) (%)
- Internal Rate of Return (IRR) (%)
- Hurdle Rate (%)
- None of these
- Don't know

### 19. For each financial measurement used in investment decision-making, please provide the typical threshold value that investments must achieve in order to receive funding.

Return on Investment (ROI) (%)

Internal Rate of Return (IRR) (%)

Hurdle Rate (%)

### 20. Do decision-makers impose a payback requirement on energy efficiency projects? If so, what is the longest payback acceptable under this requirement?

- Yes, and paybacks must be shorter than 2 years to receive funding
- Yes, and paybacks must be shorter than 3 years to receive funding
- Yes, and paybacks must be shorter than 4 years to receive funding
- Yes, but our payback requirement is longer than 4 years
- No, we do not impose a specific payback requirement to receive funding
- Don't know

### 21. Do decision-makers consider the net present value (NPV) of a project when making investment decisions, including those related to energy efficiency?

- No, net present value is not well-understood or considered
- No, net present value is understood, but not considered
- Yes, but only informally and does not significantly influence decision-making
- Yes, formally considered and can sometimes influence decision-making
- Yes, formally considered and frequently influences decision-making
- Don't know

### **22. Do decision-makers consider energy price growth expectations when making investment decisions, including those related to energy efficiency?**

- No, energy price growth expectations are not well-understood or considered
- No, energy price growth expectations are understood, but not considered
- Yes, but are not incorporated in financial calculations and do not significantly influence investment decisions
- Yes, formally incorporated in financial calculations and can sometimes influence investment decisions
- Yes, formally incorporated in financial calculations and frequently influence investment decisions
- Don't know

## Resource Investment Continued

### **23. Does our organization consider environmental key performance indicators (KPIs) when making investment decisions, including those related to energy efficiency?**

- No, environmental KPIs are not established or considered
- No, environmental KPIs are established, but not considered
- Yes, but only informally and do not significantly influence decision-making
- Yes, formally considered and can sometimes influence decision-making
- Yes, formally considered and frequently influence decision-making
- Don't know

### **24. Do decision-makers consider the greenhouse gas emissions reductions associated with a project when making investment decisions, including those related to energy efficiency?**

- No, greenhouse gas emissions are not well-understood or considered
- No, greenhouse gas emissions are understood, but not considered
- Yes, but only informally and do not significantly influence decision-making
- Yes, formally considered and can sometimes influence decision-making
- Yes, formally considered and frequently influence decision-making
- Don't know

### **25. Does our organization invest in diversified portfolios of energy efficiency investments rather than on a case-by-case basis?**

- No, portfolio approaches to energy efficiency investments are not well-understood or utilized
- No, portfolio approaches to energy efficiency investments are understood, but not utilized
- Yes, but less than a quarter of energy efficiency investments are made through a portfolio approach
- Yes, but less than half of energy efficiency investments are made through a portfolio approach
- Yes, a majority or all energy efficiency investments are made through a portfolio approach
- Don't know

### **26. Does our organization maintain a dedicated pool of funding for energy efficiency investments?**

- No, and we have no plans in place to establish a dedicated fund within the next three years
- No, but we have plans in place to establish a dedicated fund within the next three years
- Yes, but the fund is inconsistent and is sometimes cut depending on the year
- Yes, and the funding is consistently replenished by an external budget each year
- Yes, and the fund is self-replenishing, with cost-savings from one year being used to pay for future years' investments
- Don't know

### **27. Does our organization allow the use of utility and/or government rebates and incentives to fund capital improvement projects, including those related to energy efficiency?**

- No, and we have no plans in place to allow their use within the next three years
- No, but we have plans in place to allow their use within the next three years
- Yes, but have chosen not to do so because of disadvantages or difficulties associated with their use
- Yes, and have used them in the past, but will not likely use them again in the future
- Yes, we have used them in the past, and intend to use them again in the future
- Don't know

## Resource Investment Continued

### **28. Does our organization allow the use of external financing (e.g., loans from banks, service providers, etc.) to fund capital improvement projects, including those related to energy efficiency?**

- No, and we have no plans in place to allow it within the next three years
- No, but we have plans in place to allow it within the next three years
- Yes, but have chosen not to do so because of disadvantages or difficulties associated with its use
- Yes, and we have used it in the past, but will not likely use it again in the future
- Yes, we have used it in the past, and intend to use it again in the future
- Don't know

### **28a. Does our organization currently have access to affordable capital for energy upgrades?**

- No, our organization does not currently have access to affordable capital for energy upgrades
- No, but we expect to have access to affordable capital for energy upgrades within the next three years
- Yes, but this access is inconsistent and only sometimes available
- Yes, our organization always has access to affordable capital for energy upgrades, but we choose not to utilize it
- Yes, our organization always has access to affordable capital for energy upgrades and we utilize it
- Don't know

### **28b. Is access to affordable capital an important consideration in deciding whether to pursue energy upgrade projects?**

- No, access to capital is not a consideration
- No, access to capital is only a minor consideration
- Yes, access to capital is a moderately important consideration
- Yes, access to capital is an important consideration
- Yes, access to capital is a very important consideration
- Don't know

**28c. Would our organization be more likely to pursue energy upgrades if external financing were available in the form of a service agreement rather than on-balance sheet debt?**

- No, our organization would be even less likely to pursue energy upgrades
- No, our organization would be just as likely to pursue energy upgrades
- Yes, our organization would be slightly more likely to pursue energy upgrades
- Yes, our organization would be more likely to pursue energy upgrades
- Yes, our organization would be much more likely to pursue energy upgrades
- Don't know

**28d. What does our organization see as key barriers to accessing affordable capital for energy upgrades?**

**29. Does our organization track the total dollars invested in energy efficiency projects each year?**

- No, and we have no plans in place to begin tracking dollars invested within the next three years
- No, but we have plans in place to begin tracking dollars invested within the next three years
- Yes, but dollars invested in less than a quarter of energy efficiency investments are effectively tracked
- Yes, but dollars invested in less than half of energy efficiency investments are effectively tracked
- Yes, and dollars invested in a majority or all energy efficiency investments are effectively tracked
- Don't know

**30. Does our organization track the cost-savings generated by energy efficiency projects after they have been implemented?**

- No, and we have no plans in place to begin tracking savings within the next three years
- No, but we have plans in place to begin tracking savings within the next three years
- Yes, but savings generated by less than a quarter of energy efficiency investments are effectively tracked
- Yes, but savings generated by less than half of energy efficiency investments are effectively tracked
- Yes, and savings for a majority or all energy efficiency investments are effectively tracked
- Don't know

**31. Who was interviewed in order to answer these questions?**

Name 1	<input type="text"/>
Position/Title 1	<input type="text"/>
Name 2	<input type="text"/>
Position/Title 2	<input type="text"/>
Name 3	<input type="text"/>
Position/Title 3	<input type="text"/>

## 3.0 People

Please answer the following questions regarding the organization's practices related to increasing the capability and motivation of "People" working to improve energy efficiency.

### **32. Has our organization engaged its employees to explain, discuss, and begin implementing its energy reduction strategy?**

- No, an energy reduction strategy has not been established and/or considered
- No, we have a strategy, but have not yet engaged employees in these ways
- Yes, but we have engaged less than a quarter of employees in these ways
- Yes, but we have engaged less than half of employees in these ways
- Yes, and we have engaged a majority or all employees in these ways
- Don't know

### **33. Has our organization engaged its employees to explain, discuss, and begin implementing its greenhouse gas reduction strategy?**

- No, a greenhouse gas reduction strategy has not been established and/or considered
- No, we have a strategy, but have not yet engaged employees in these ways
- Yes, but we have engaged less than a quarter of employees in these ways
- Yes, but we have engaged less than half of employees in these ways
- Yes, and we have engaged a majority or all employees in these ways
- Don't know

### **34. Has our organization engaged its employees to explain, discuss, and begin implementing its energy reduction goals?**

- No, energy reduction goals have not yet been established and/or considered
- No, we have goals, but have not yet engaged employees in these ways
- Yes, but we have engaged less than a quarter of employees in these ways
- Yes, but we have engaged less than half of employees in these ways
- Yes, and we have engaged a majority or all employees in these ways
- Don't know

### **35. Has our organization engaged its employees to explain, discuss, and begin implementing its greenhouse gas reduction goals?**

- No, greenhouse gas reduction goals have not yet been established and/or considered
- No, we have goals, but have not yet engaged employees in these ways
- Yes, but we have engaged less than a quarter of employees in these ways
- Yes, but we have engaged less than half of employees in these ways
- Yes, and we have engaged a majority or all employees in these ways
- Don't know

### **36. Has our organization established recruiting strategies and/or recruiting goals for increasing the quantity and quality of energy professionals brought in as new employees?**

- No, and we have no plans in place to establish recruiting strategies or goals within the next three years
- No, but we have plans in place to establish recruiting strategies or goals within the next three years
- Yes, but these strategies and/or goals are only for certain parts of the organization
- Yes, we have established a recruiting strategy for our entire organization, but have not established associated goals
- Yes, we have established a recruiting strategy for our entire organization, with associated goals
- Don't know

## People Continued

### **37. Has our organization hired one or more individuals with explicit responsibilities to identify and ensure implementation of energy efficiency projects across the organization?**

- No, and we have no plans in place to hire such an individual within the next three years
- No, but we have plans in place to hire such an individual within the next three years
- Yes, but less than a quarter of this individual's responsibilities or time relates directly to identifying and implementing energy efficiency investments
- Yes, but less than half of this individual's responsibilities or time relates directly to identifying and implementing energy efficiency investments
- Yes, and a majority or all of this individual's responsibilities or time relates directly to identifying and implementing energy efficiency investments
- Don't know

### **38. Does our organization incorporate energy efficiency tasks and deliverables into employee work plans?**

- No, and we have no plans to incorporate such tasks and deliverables into employee work plans within the next three years
- No, but we have plans to incorporate such tasks and deliverables into employee work plans within the next three years
- Yes, but we have incorporated such tasks and deliverables into less than a quarter of employee work plans
- Yes, but we have incorporated such tasks and deliverables into less than half of employee work plans
- Yes, and we have incorporated such tasks and deliverables into a majority or all employee work plans
- Don't know

### **39. Does our organization form teams to advance and implement on-going energy efficiency initiatives and projects?**

- No, and we have no plans to form such teams within the next three years
- No, but we have plans to form such teams within the next three years
- Yes, but these teams do not include stakeholders from across the organization and do not have significant organizational leadership represented
- Yes, these teams include stakeholders from across the organization, but do not have significant organizational leadership represented
- Yes, these teams include stakeholders from across the organization, and have significant organizational leadership represented
- Don't know

## 40. Does our organization provide access to training and other educational resources for employees to become more capable and motivated to improve energy efficiency?

- No, and we have no plans to provide access to these resources within the next three years
- No, but we have plans in place to provide access to these resources within the next three years
- Yes, but employees are not incentivized to utilize these resources
- Yes, employees are incentivized to utilize these resources, but do not generally do so
- Yes, employees are incentivized to utilize these resources, and generally do so
- Don't know

## 41. Does our organization incentivize employees to reduce their personal energy use and otherwise improve the energy efficiency of the organization?

- No, and we have no plans to offer incentives within the next three years
- No, but we have plans to offer incentives within the next three years
- Yes, we informally encourage employees with their efforts, but do not offer formal recognition or additional compensation (e.g., performance evaluation, salary raise, bonus, etc.)
- Yes, we formally recognize employees for their efforts, but do not offer additional compensation (e.g., performance evaluation, salary raise, bonus, etc.)
- Yes, we formally recognize employees for their efforts and/or offer additional compensation (e.g., performance evaluation, salary raise, bonus, etc.)
- Don't know

## 42. Who was interviewed in order to answer these questions?

Name 1	<input type="text"/>
Position/Title 1	<input type="text"/>
Name 2	<input type="text"/>
Position/Title 2	<input type="text"/>
Name 3	<input type="text"/>
Position/Title 3	<input type="text"/>

## 4.0 Opportunity Identification

Please answer the following questions regarding the organization's practices related to "Identifying" energy efficiency improvement opportunities.

### **43. Does our organization keep centralized records of its equipment inventory and how much energy that equipment should be using under normal operating procedures?**

- No, and we have no plans in place to record such information within the next three years
- No, but we have plans in place to record such information within the next three years
- Yes, but such information is recorded for less than a quarter of our equipment
- Yes, but such information is recorded for less than half of our equipment
- Yes, and such information is recorded for a majority or all of our equipment
- Don't know

### **44. Does our organization utilize building management systems (BMS) or energy management systems (EMS) to control energy use in buildings?**

- No, and we have no plans in place to install BMS/EMS within the next three years
- No, but we have plans in place to install BMS/EMS within the next three years
- Yes, but less than a quarter of our buildings utilize BMS/EMS
- Yes, but less than half of our buildings utilize BMS/EMS
- Yes, and a majority or all of our buildings utilize BMS/EMS
- Don't know

### **45. With what frequency does our organization use its BMS/EMS to identify energy efficiency improvement opportunities in buildings?**

- Never
- Monthly or less frequently
- Weekly
- Daily
- Hourly or more frequently
- Don't know

### **46. Does our organization utilize electrical meters to measure energy use in buildings?**

- No, and we have no plans in place to install electrical meters within the next three years
- No, but we have plans in place to install electrical meters within the next three years
- Yes, but less than a quarter of our buildings utilize electrical meters
- Yes, but less than half of our buildings utilize electrical meters
- Yes, and a majority or all of our buildings utilize electrical meters
- Don't know

### **47. Does our organization utilize electrical meters to sub-meter (i.e., measure) energy use of particular pieces of equipment?**

- No, and we have no plans in place to sub-meter equipment within the next three years
- No, but we have plans in place to sub-meter equipment within the next three years
- Yes, but less than a quarter of our equipment is sub-metered
- Yes, but less than half of our equipment is sub-metered
- Yes, and a majority or all of our equipment is sub-metered
- Don't know

### **48. With what frequency does our organization collect energy data points for buildings and/or equipment using electrical meters?**

- Never
- Monthly or less frequently
- Weekly
- Daily
- Hourly or more frequently
- Don't know

## Opportunity Identification Continued

### **49. Do building managers utilize software solutions for aggregating the energy data they collect?**

- No, and we have no plans in place to establish data aggregation systems within the next three years
- No, but we have plans in place to establish data aggregation systems within the next three years
- Yes, but less than a quarter of our buildings utilize data aggregation systems
- Yes, but less than half of our buildings utilize data aggregation systems
- Yes, and a majority or all of our buildings utilize data aggregation systems
- Don't know

### **50. Does our organization request building managers to report energy use data?**

- No, and we have no plans in place to request energy use data reporting within the next three years
- No, but we have plans in place to request energy use data reporting within the next three years
- Yes, but less than a quarter of building managers actually report energy use data
- Yes, but less than half of our building managers actually report energy use data
- Yes, and a majority or all of our building managers actually report energy use data
- Don't know

### **51. Does our organization utilize energy dashboards to make collected energy use data easy to view and manage by building managers and organizational decision-makers?**

- No, and we have no plans in place to install energy dashboards within the next three years
- No, but we have plans in place to install energy dashboards within the next three years
- Yes, but less than a quarter of building energy use is viewable through dashboards
- Yes, but less than half of building energy use is viewable through dashboards
- Yes, and a majority or all building energy use is viewable through dashboards
- Don't know

## 52. Does our organization utilize energy scorecards to regularly compare the energy use and efficiency of buildings?

- No, and we have no plans in place to utilize energy scorecards within the next three years
- No, but we have plans in place to utilize energy scorecards within the next three years
- Yes, but less than a quarter of buildings can be compared through energy scorecards
- Yes, but less than half of buildings can be compared through energy scorecards
- Yes, and a majority or all buildings can be compared through energy scorecards
- Don't know

## 53. Does our organization utilize a website, online database, or other mechanism to collect energy efficiency improvement ideas from employees?

- No, and we have no plans in place to install such a system within the next three years
- No, but we have plans in place to install such a system within the next three years
- Yes, but less than a quarter of employees have easy access to this system
- Yes, but less than half of employees have easy access to this system
- Yes, and a majority or all employees have easy access to this system
- Don't know

## 54. Who was interviewed in order to answer these questions?

Name 1	<input type="text"/>
Position/Title 1	<input type="text"/>
Name 2	<input type="text"/>
Position/Title 2	<input type="text"/>
Name 3	<input type="text"/>
Position/Title 3	<input type="text"/>

## 5.0 Opportunity Implementation

Please answer the following questions regarding the organization's practices related to "Implementing" energy efficiency improvement opportunities.

### **55. How long does it typically take for identified energy efficiency projects to receive approval from decision-makers to be implemented?**

- A year or longer
- Between a quarter and a year
- Between a month and a quarter
- Between a week and a month
- Less than a week
- Don't know

### **56. Does our organization have processes in place to align energy efficiency project implementation with scheduled maintenance to minimize operational disruptions?**

- No, and we have no plans in place to establish such processes within the next three years
- No, but we have plans in place to establish such processes within the next three years
- Yes, but these processes are neither consistently followed nor significantly reduce operational disruptions
- Yes, these processes are consistently followed, but do not significantly reduce operational disruptions
- Yes, these processes are consistently followed, and significantly reduce operational disruptions
- Don't know

### **57. Does our organization hire energy service companies (ESCOs), external consultants, or other service providers to help implement energy efficiency projects?**

- No, and we have no plans in place to hire external help within the next three years
- No, but we have plans in place to hire external help within the next three years
- Yes, but we have only done so once or a few times
- Yes, and we do this every few years as necessary
- Yes, and we do this most or every year
- Don't know

**58. Who was interviewed in order to answer these questions?**

Name 1

Position/Title 1

Name 2

Position/Title 2

Name 3

Position/Title 3

## 6.0 Results Measurement and Verification

Please answer the following questions regarding the organization's practices related to "Measuring and Verifying the Results" of energy efficiency improvement opportunities.

### **59. Does our organization utilize a website, online database, or other mechanism to collect implemented energy efficiency projects from employees?**

- No, and we have no plans in place to install such a system within the next three years
- No, but we have plans in place to install such a system within the next three years
- Yes, but less than a quarter of employees have easy access to this system
- Yes, but less than half of employees have easy access to this system
- Yes, and a majority or all employees have easy access to this system
- Don't know

### **60. Does our organization internally review and verify energy savings generated by implemented energy efficiency projects?**

- No, and we have no plans in place to internally review and verify energy savings within the next three years
- No, but we have plans in place to internally review and verify energy savings within the next three years
- Yes, but we have only done so once or a few times
- Yes, and we do this every few years as necessary
- Yes, and we do this most or every year
- Don't know

### **61. Does our organization commission third-party verification of the energy savings generated by implemented energy efficiency projects?**

- No, and we have no plans in place to commission third-party verification within the next three years
- No, but we have plans in place to commission third-party verification within the next three years
- Yes, but we have only done so once or a few times
- Yes, and we do this every few years as necessary
- Yes, and we do this most or every year
- Don't know

**62. For how long after a typical energy efficiency project is implemented are energy savings tracked (internally or through a third-party) in order to verify project success?**

- Energy savings are not tracked
- Less than a quarter
- Between a quarter and a year
- One year
- Multiple years
- Don't know

**63. Who was interviewed in order to answer these questions?**

Name 1	<input type="text"/>
Position/Title 1	<input type="text"/>
Name 2	<input type="text"/>
Position/Title 2	<input type="text"/>
Name 3	<input type="text"/>
Position/Title 3	<input type="text"/>

## 7.0 Stories and Sharing

Please answer the following questions regarding the organization's practices related to "Sharing" energy efficiency success stories.

### **64. How often does our organization share energy efficiency success stories with our Executive Team?**

- Never
- Annually or less frequently
- Quarterly
- Monthly
- Weekly or more frequently
- Don't know

### **65. Do energy efficiency success stories shared with our Executive Team frame results in terms of profits generated, costs saved, risks reduced, and/or competitive advantages created?**

- No, this framing is not well-understood or articulated
- No, this framing is understood, but not well-articulated
- Yes, but does not usually capture Executive Team attention
- Yes, and sometimes captures Executive Team attention
- Yes, and usually or always captures Executive Team attention
- Don't know

### **66. Does our organization's public relations or media team produce content that showcases energy efficiency success stories through various media channels (e.g., website, press releases, annual sustainability reports, etc.)?**

- No, and we have no plans in place to showcase energy efficiency success stories within the next three years
- No, but we have plans in place to showcase energy efficiency success stories within the next three years
- Yes, but we have only done so once or a few times
- Yes, and we do this every few years
- Yes, and we do this most or every year
- Don't know

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### 67. Does our organization participate in sustainability or energy-related conferences to share energy efficiency success stories and learn from other organizations?

- No, and we have no plans in place to participate in such conferences within the next three years
- No, but we have plans in place to participate in such conferences within the next three years
- Yes, but we have only done so once or a few times
- Yes, and we do this every few years
- Yes, and we do this most or every year
- Don't know

### 68. Who was interviewed in order to answer these questions?

Name 1

Position/Title 1

Name 2

Position/Title 2

Name 3

Position/Title 3