



The Parker Ranch installation in Hawaii

**Driving Demand: Door-to-Door  
Outreach & Tracking Impacts**

**October 19, 2010**

DOE's Technical Assistance Program (TAP) supports the Energy Efficiency and Conservation Block Grant Program (EECBG) and the State Energy Program (SEP) by providing state, local, and tribal officials the tools and resources needed to implement successful and sustainable clean energy programs.



## TAP offers:

- One-on-one assistance
- Extensive online resource library, including:
  - Webinars
  - Events calendar
  - TAP Blog
  - Best practices and project resources
- Facilitation of peer exchange

## On topics including:

- Energy efficiency and renewable energy technologies
- Program design and implementation
- Financing
- Performance contracting
- State and local capacity building



## We encourage you to:

1) Explore our online resources via the [Solution Center](#)

2) Submit a request via the [Technical Assistance Center](#)

The screenshot shows the 'Solution Center' page for EECBG & SEP. It features a navigation menu on the left with categories like Buildings, Energy Education, and Industry. The main content area includes a search bar, a 'Need Help?' section with a 'Click Here to Request Technical Assistance' button, and an 'Activities' section with a diagram illustrating various energy efficiency and conservation strategies such as 'Development of an Energy Efficiency and Conservation Strategy', 'Material Conservation Programs', and 'Reduction and Capture of Methane and Greenhouse Gases'.

The screenshot shows the 'Technical Assistance Center' login page. It features a 'Log In' section with fields for 'Username' and 'Password', and 'Log In' and 'Reset' buttons. The page also includes a navigation menu and a footer with links to 'EECRG Home', 'SEP Home', 'EERE Home', and 'U.S. Department of Energy', along with a 'Content Last Updated: 02/19/2010' and 'Version: 1.0.7'.

3) Ask questions via our call center at 1-877-337-3827 or email us at [solutioncenter@ee.doe.gov](mailto:solutioncenter@ee.doe.gov)

- **David Gershon**, founder and CEO of Empowerment Institute, is one of the world's foremost authorities on behavior-change and large-system transformation, and applies this expertise to issues requiring community, organizational, and societal change. He has addressed a wide diversity of issues, ranging from low carbon lifestyles, livable neighborhoods, and sustainable communities to organizational talent development and cultural transformation.
- **Alex Lofton** is the managing director of the DC Project. A seasoned veteran of the Obama for America campaign and Organizing for America, Alex brings extensive experience in national organization design, grassroots organizing, volunteer management, and leadership development.
- **Gabrielle Stebbins** is an Implementation Specialist for Residential Energy Services at Efficiency Vermont and Co-Coordinator of the Vermont Community Energy Mobilization Project.
- **Max Harper** is the program director of the DC Project. Max leads The DC Project's programmatic innovations, designing, aligning and integrating small business, organized labor, finance, and community mobilization efforts. Max has extensive experience in media and communications, and has his own video production company, Third Point, and a social media company, IB5k.com.

An aerial photograph of Earth from space, showing a curved horizon. The image captures a coastline with a sandy beach, a shallow turquoise lagoon, and a deeper blue ocean. The land is a mix of brown and tan, suggesting a semi-arid or coastal environment. The sky is a deep, dark blue.

# **GREEN LIVING PROGRAM**

**EMPOWERING HOUSEHOLDS TO ADOPT  
ENVIRONMENTALLY SUSTAINABLE LIFESTYLES –  
ONE NEIGHBORHOOD AND COMMUNITY AT A TIME**

**THROUGH ACTION RESEARCH OVER  
THE PAST 30 YEARS** EMPOWERMENT  
INSTITUTE HAS DESIGNED AND  
IMPLEMENTED

A **PROVEN METHODOLOGY** TO ENABLE  
**CITIZEN BEHAVIOR CHANGE** AND  
**LARGE SYSTEM TRANSFORMATION** IN  
CITIES AROUND AMERICA AND WORLD.

**SOCIAL CHANGE 2.0**

# DESIGN PRINCIPLES



**EMPOWER**

**INNOVATE**

**TRANSFORM**

**COLLABORATE**

**DISSEMINATE**



# EMPOWER

ENABLE INDIVIDUALS TO TAKE  
**PERSONAL RESPONSIBILITY**

TO ADOPT THE

**NEW BEHAVIORS**

NEEDED FOR

**SOCIETAL CHANGE**

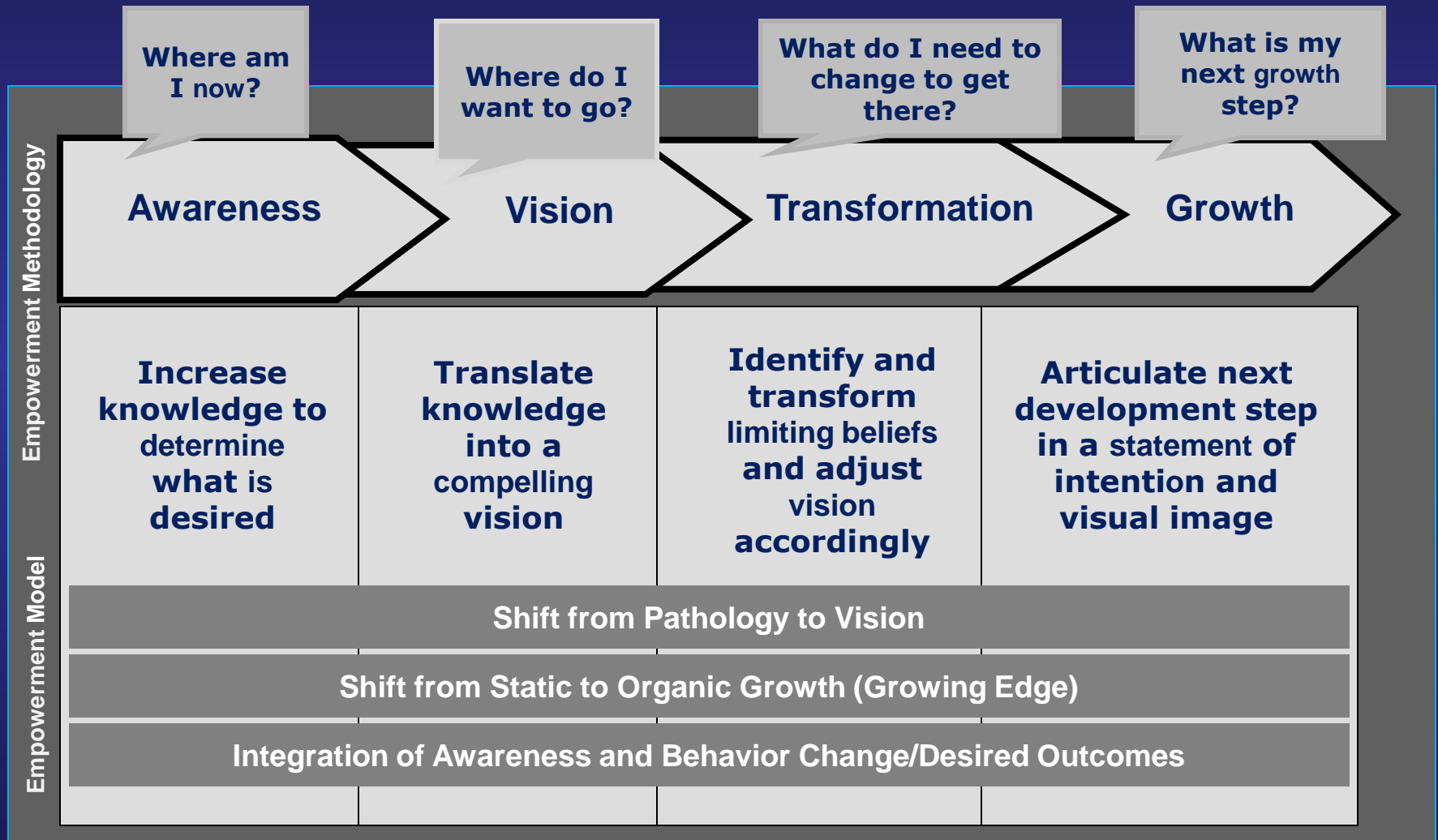


## **BEHAVIOR CHANGE: THE GOLD STANDARD**

**“THE CORE OF THE MATTER IS ALWAYS ABOUT CHANGING THE BEHAVIOR OF PEOPLE. IN HIGHLY SUCCESSFUL CHANGE EFFORTS THE CENTRAL CHALLENGE IS NOT STRATEGY, NOT SYSTEMS, BUT CHANGING PEOPLE’S BEHAVIOR – WHAT PEOPLE DO AND THE NEED FOR SIGNIFICANT SHIFTS IN WHAT PEOPLE DO.”**

***THE HEART OF CHANGE*, JOHN KOTTER, PROFESSOR,  
HARVARD BUSINESS SCHOOL AND DAN COHEN, PARTNER,  
DELOITTE CONSULTING**

# EMPOWERMENT FRAMEWORK: A STRATEGY AND OPERATING SYSTEM FOR BEHAVIOR CHANGE





# INNOVATE



**INVENT EMPOWERING SOCIAL INNOVATIONS  
THAT ADDRESS PROBLEMS AND UNMET NEEDS**





**TRANSFORM**

**CREATE SOCIAL  
INNOVATIONS  
CAPABLE OF**

**CHANGING  
THE GAME**



# COLLABORATE

BRING **ALL** THE PLAYERS  
TOGETHER AROUND THE  
TRANSFORMATIVE SOCIAL  
INNOVATION

AVOID SETTING UP AN 'OTHER'





**DISSEMINATE**

**DESIGN THE  
TRANSFORMATIVE  
SOCIAL INNOVATION  
TO BE REPLICABLE  
AND SCALABLE**



# CREATING A TIPPING POINT

TO DIFFUSE A **SOCIAL INNOVATION** TO  
A **LARGE POPULATION** REQUIRES A  
STRATEGY WHERE

**DISPROPORTIONATE INFLUENCE**  
CAN BE **LEVERAGED.**





# DIFFUSION OF INNOVATION

**EARLY ADOPTERS** – SEEK OUT NEW, HIGH TOLERANCE FOR EXPERIMENTATION, **TIPPING POINT** (FIRST 15%)

**EARLY MAJORITY** – WAIT FOR INNOVATION TO BE PROVEN, WANT TO BELONG (NEXT 35%)

**LATE MAJORITY** – RESISTANT, BUT COME ALONG WHEN EVERYONE IS DOING IT (NEXT 35%)

**LAGGARDS** – WILL NOT PARTICIPATE (LAST 15%)

Diffusion of Innovation – Everett Rogers

# **SOCIAL MARKETING RESEARCH REVEALED**

## **FOUR BARRIERS TO ACTION:**

- 1. WHERE DO I START?**
- 2. WHICH ARE THE IMPORTANT ACTIONS?**
- 3. HOW DO I TAKE THE ACTIONS?**
- 4. WILL IT MAKE A DIFFERENCE?**

# **SOCIAL CHANGE DESIGN CHALLENGE...**

**CREATE A SCALABLE STRATEGY  
WHICH CAN TRANSFORM BARRIERS  
AND CHANGE BEHAVIOR.**

WINNER OF THE EPA ENVIRONMENTAL QUALITY AWARD

# Green Living Handbook

A 6 Step Program to Create an Environmentally Sustainable Lifestyle



saving the planet . . . one household at a time

David Gershon

OVER 250,000 COPIES SOLD



# GREEN LIVING PROGRAM



**TOPICS** – GARBAGE, WATER, ENERGY, TRANSPORTATION,  
PURCHASING, EMPOWERMENT

**ACTIONS** – TOPICS DIVIDED INTO USER-FRIENDLY ACTIONS IN  
RECIPE FORMAT

**PEER SUPPORT** – 5 TO 8 HOUSEHOLDS (ECOTEAMS)

**MEETINGS** – SELF-DIRECTED & SCRIPTED GUIDES

**COACH** – TRAINED BY PROGRAM MANAGER

**PROGRAM MANAGER** – TRAINED BY EMPOWERMENT  
INSTITUTE

# THE ECOTEAM EXPERIENCE: ENVIRONMENTAL BEHAVIOR CHANGE PLUS...

1. **STRONG SOCIAL BONDS AND TRUST BETWEEN TEAM MEMBERS**
2. **DEVELOPMENT OF LEADERSHIP COMPETENCIES INCLUDING:**
  - TEAM VISIONING SKILLS
  - GROUP PROCESS SKILLS
  - ACCOUNTABILITY SKILLS
  - COOPERATION SKILLS
  - COACHING SKILLS
3. **ALTRUISTIC BEHAVIOR**
4. **HIGH PERFORMANCE ETHIC**
5. **COLLECTIVE PROBLEM SOLVING AND TEAM WORK**



# CITY OF SAN ANTONIO GREEN LIVING PROGRAM FEEDBACK ON ENERGY EFFICIENCY MODULE



THE ENERGY EFFICIENCY SECTION WAS ONE OF THE **MOST POPULAR**. THE TOPIC LEADER **DEMONSTRATED HOW TO RETROFIT HIS HOME**. THOSE WHO DID NOT FEEL THEY HAD THE SKILLS TO DO THIS ACTION WERE **OFFERED HELPED BY TEAM MEMBERS**. PEOPLE REALIZED THAT THIS WAS NOT A STRENUOUS TASK AND **MOST OF THE TEAM DID IT**.

**OMAR JACABO – ECOTEAM LEADER, COSA PURCHASING AND GENERAL SERVICES**

# CITY OF SAN ANTONIO GREEN LIVING PROGRAM FEEDBACK ON ENERGY EFFICIENCY MODULE



**EVERYONE GOT INVOLVED** IN THE ENERGY SECTION. OUR UTILITY, CPS, GAVE OUT FREE THERMOSTATS AND MOST OF US ENTERED IT TO 78. THE TEAM WAS HELPFUL TO GET PEOPLE TO DO IT. WE ALSO WENT TO **CPS AS A TEAM TO TAKE ADVANTAGE** OF THEIR **RETROFITTING PROGRAM** AROUND **WEATHER STRIPPING** OUR HOMES AND PUTTING IN **ENERGY EFFICIENT WINDOWS**. MOST OF OUR TEAM HAS TAKEN THESE ACTIONS AS WELL.

**FRANK GARCIA, ECOTEAM LEADER, COSA POLICE DEPARTMENT**



# BEHAVIOR CHANGE RESULTS



IN U.S. 20,000 PEOPLE ACHIEVED THE FOLLOWING  
ANNUALIZED REDUCTIONS

40% -- SOLID WASTE

32% -- WATER

14% -- ENERGY

8% -- VEHICLE MILES TRAVELED

15% -- CO<sub>2</sub> EMISSIONS (Internationally reduced 1  
billion pounds)

\$255 -- FINANCIAL SAVINGS

# LONG-TERM CHANGE

KEY FINDINGS:  
LONG-TERM BEHAVIOR CHANGE  
SUSTAINED.

53% TRANSFERRED LEARNING TO  
WORKPLACE

“UNSURPASSED IN CHANGING  
BEHAVIOR.”

7 LONGITUDINAL STUDIES:

3rd PARTY MARKET RESEARCH FIRM

TWO YEAR ACADEMIC STUDY BY LEIDEN UNIVERSITY

SAMPLE: PROGRAM PARTICIPANTS IN 5 CITIES

# **DIFFUSION STRATEGY**

## **NEIGHBORHOOD DELIVERY PLATFORM**

**NEIGHBOR TO NEIGHBOR SELLING POINTS:**

- 1. ENVIRONMENTAL IMPROVEMENT FOR CHILDREN**
- 2. GET TO KNOW NEIGHBORS**
- 3. BUILD MORE LIVABLE NEIGHBORHOOD**

**ACHIEVED 25% PARTICIPATION**

# TOWARDS THE TIPPING POINT

**COMMUNITY** – ACHIEVED FULL DIFFUSION ON NUMEROUS BLOCKS AND MANY NEIGHBORHOODS

**NATIONAL** – PROGRAM ADOPTED IN 25 US CITIES AND AT NEIGHBORHOOD LEVEL IN HUNDREDS MORE

**INTERNATIONAL** – DIFFUSED TO 21 COUNTRIES WITH OVER A MILLION PEOPLE IN SEVERAL HUNDRED CITIES

**POLICY INITIATIVES** – EMPOWERED NATIONAL GOVERNMENTS AND CITIES TO ENACT INNOVATIVE SUSTAINABILITY POLICY INITIATIVES AND UTILIZE SOCIAL TECHNOLOGY

**MEDIA** – IDEAS SPREAD TO MILLIONS OF PEOPLE. INCLUDING *NY TIMES, CHICAGO TRIBUNE, BOSTON GLOBE, CHRISTIAN SCIENCE MONITOR, FAMILY CIRCLE* AND INTERNATIONAL MEDIA



# THE NEW YORKER



*"Please help us reduce our garbage and improve our energy efficiency and our water quality. Help us to be eco-wise and...above all...to empower others."*

Drawing by Koren; © 1994 The New Yorker Magazine, Inc.



# **SOCIAL TRANSFORMATION**

**GOVERNANCE** - FROM CITY AND CITIZEN AS  
ADVERSARIES TO PARTNERS

**NATURAL RESOURCES** - FROM WASTEFUL USE  
OF NATURAL RESOURCES TO MORE ENVIRONMENTALLY  
SUSTAINABLE LIFESTYLES

**COMMUNITY** - FROM RESIDENTIAL ISOLATION AND  
ALIENATION TO LIVABLE NEIGHBORHOODS

**CITIZENSHIP** - FROM ENTITLEMENT AND CRITIC TO  
EMPOWERED PARTICIPANT IN SOCIAL CHANGE



# EMPOWERMENT INSTITUTE

[www.empowermentinstitute.net/lcd](http://www.empowermentinstitute.net/lcd)

[www.socialchange2.com](http://www.socialchange2.com)

[dgershon@empowermentinstitute.net](mailto:dgershon@empowermentinstitute.net)

Copyright: David Gershon, 2010

Photos: Courtesy of [Kevin Kelley](#), NASA, Alan Carey, Sonya Shoptaugh

- **Alex Lofton** is the managing director of the DC Project. A seasoned veteran of the Obama for America campaign and Organizing for America, Alex brings extensive experience in national organization design, grassroots organizing, volunteer management, and leadership development.



# Vermont Community Energy Mobilization Project (VCEM)

Gabrielle Stebbins

Community Energy and Renewables Program Manager

[gstebbins@veic.org](mailto:gstebbins@veic.org)

802 658 6060 x. 1132

Vermont Energy Investment Corporation (VEIC)

Efficiency Vermont

## VCEM Program Context

- Efficiency Vermont Home Performance with ENERGY STAR® (“HPwES”)
- 2008 Fuel Prices, Volunteerism, Legislative Support, HPwES market research report
- Program Goals: Develop program so volunteers can immediately assist neighbors with energy savings
- 2-month period from Program Design to Implementation
- “Neighbor-to-Neighbor” not so much “Door-to-Door”



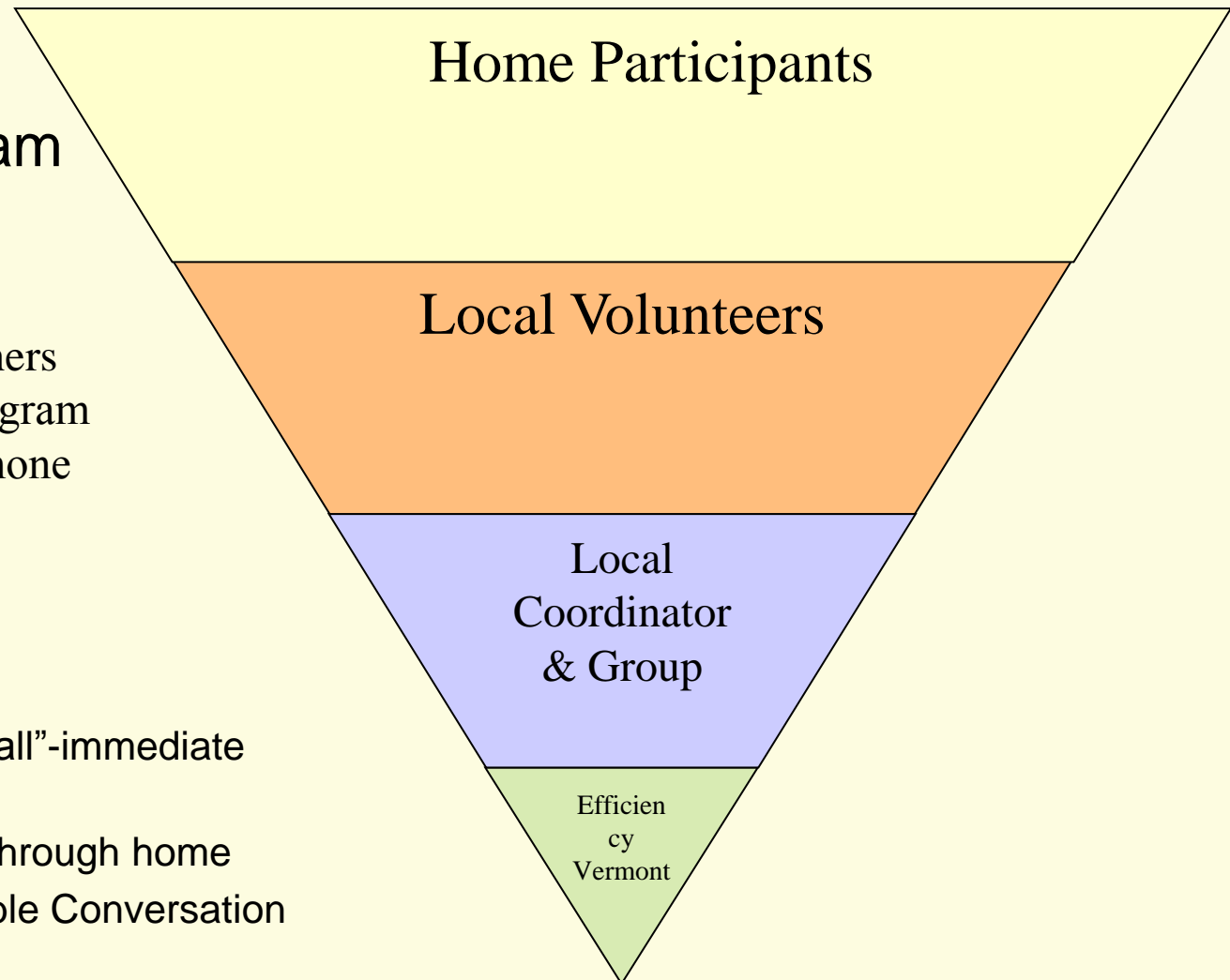


## VCEM Program Design

Efficiency Vermont provided local partners with “turn-key” program that employed a “phone tree” approach

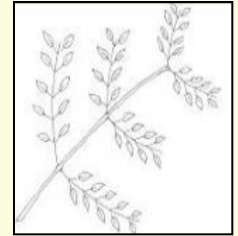
### Home Visit

- “Direct Install”-immediate savings
- Brief walk through home
- Kitchen Table Conversation



## Driving Demand: Spreading the Word

- Message
- Outreach Tools
- VCEM did not use paid advertising



## Driving Demand: Behavioral Change

- Modeling Success
- Engaging Community Leaders
- Engaging Participant
- Framing
- Commitment
- Normative Messaging, Comparison to Others, Feedback
- Repetition of Message

# Tracking

- Energy Savings
- Customer/Site Information
- Customer Feedback
  - Why did they move forward?
  - Rank program elements according to influence
- Challenge
- Database Flexibility
- Time Lag



## Findings & Results

- Plan Do Check Act
- Energy costs are “manageable”, so need community buy-in
- Outreach: Try ‘em on, wear what fits
- Social Behavior: Try ‘em all on, survey what works
- Make Project Results Public and Real-Time
- “Neighbor-2-Neighbor” works
- Follow Up! Follow Up! Follow Up!

|                                 |                                |
|---------------------------------|--------------------------------|
| # of Groups                     | 15                             |
| # of Towns                      | 34                             |
| # of Volunteers                 | 539                            |
| # of Visits                     | 1252<br>*154 rentals           |
| # completed & in progress HPwES | 50<br>2009: 5.7%<br>2010: 3.4% |
| Total KWH Net Savings           | 598,847 kWh                    |
| Total MMBTU Net Savings         | 1758<br>(1448/310)             |



## Reasons for not moving forward (highest to lowest):

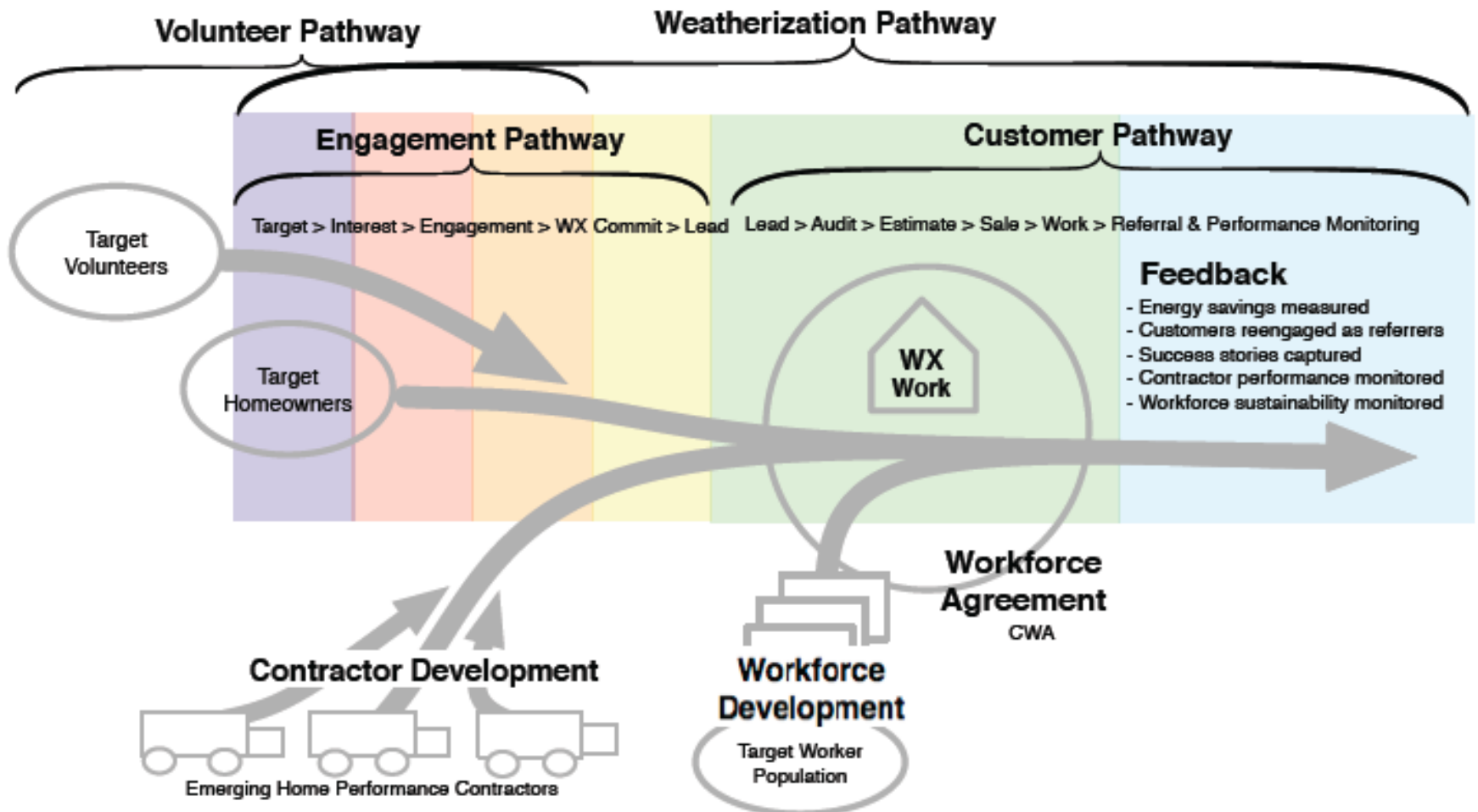
| <i>Why Not?</i>            | <i>What can YOUR PROJECT do?</i>                              |
|----------------------------|---|
| Lack of Money              | Financing, Incentives, Follow Up                              |
| Don't Need It              | Get it all the 1 <sup>st</sup> time, Clear Message, Follow Up |
| Plan to do work themselves | Explain pitfalls & provide additional information; Follow up  |
| Waiting for Weatherization | Good News!  |
| Lack of Time               | Streamline customer experience, Follow Up                     |
| Delaying a Decision        | Follow Up   |

A glimpse into the  
metrics methodology  
employed in:



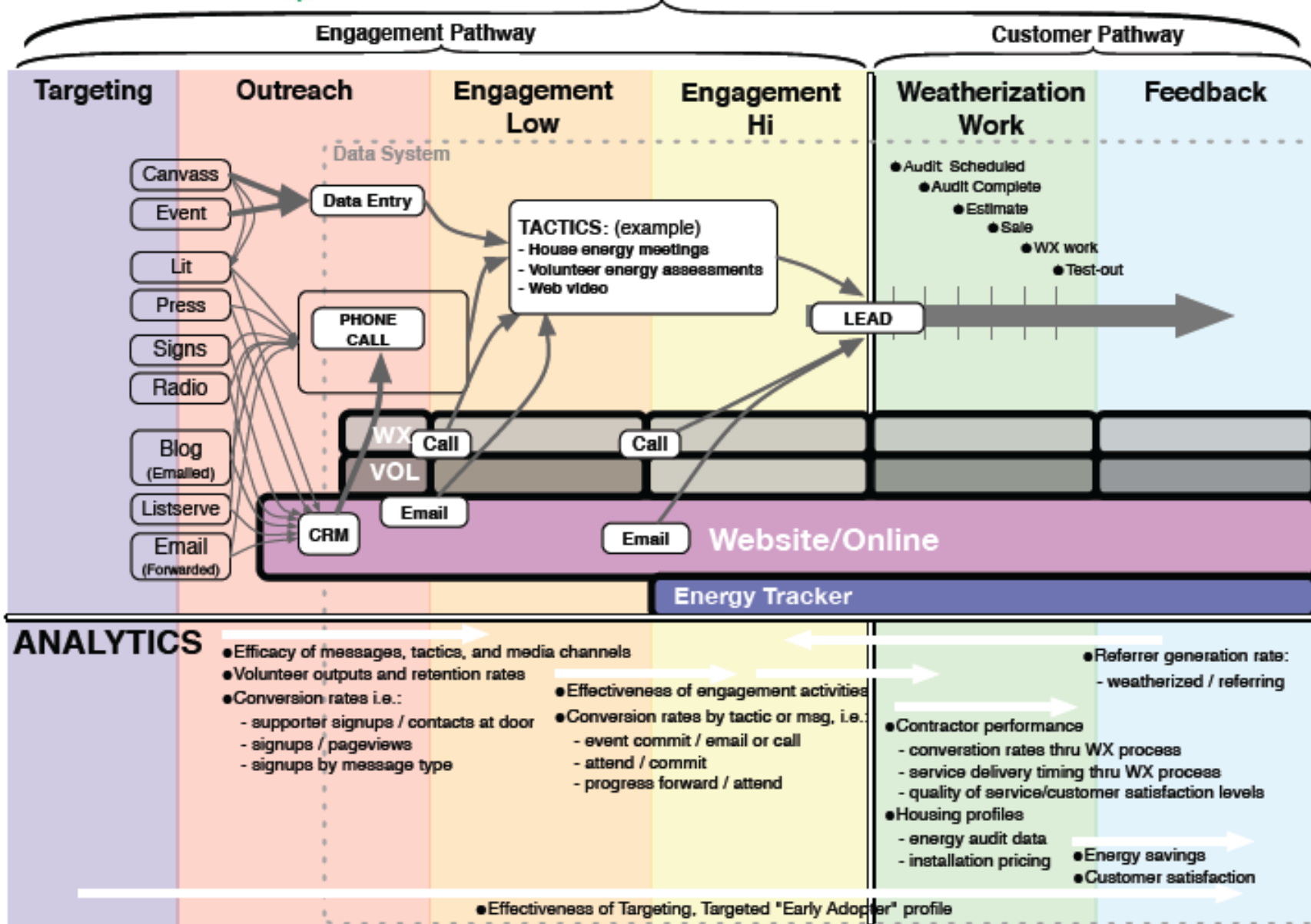
# The weatherizeDC Program Model

Functioning essentially as a retrofit program administrator, WeatherizeDC manages or coordinates much of the structure integral to high-road retrofit job creation. This basic diagram lays out the numerous pathways we use to design and analyze our program. The "Engagement Pathway" section on the left depicts the engagement to lead generation stage. In order to share the program's unique success in engagement-based demand creation, this document will focus on the metrics methodology in this stage.





# weatherizeDC Weatherization Pathway: Basic Data Framework and Example Analytics

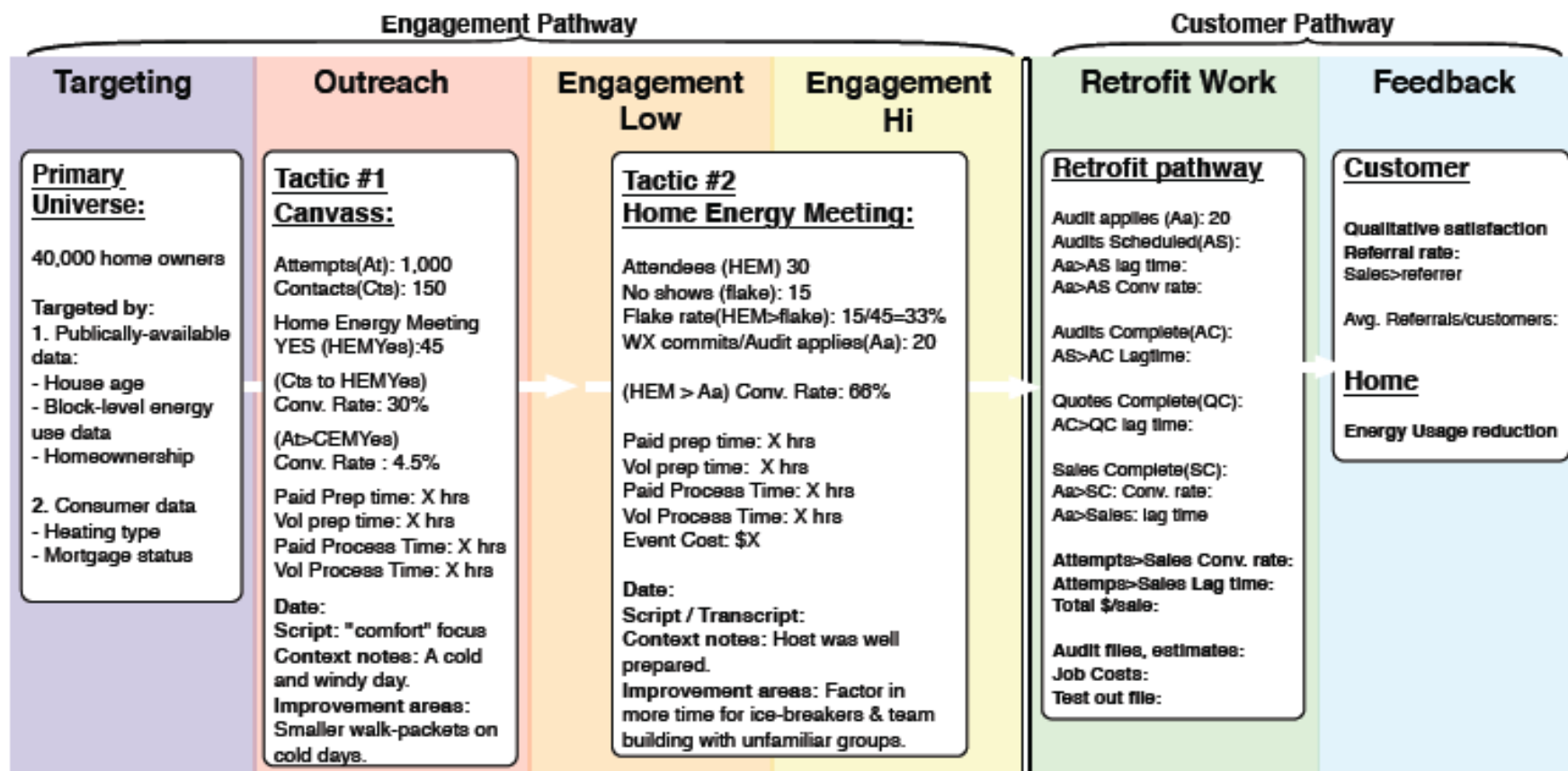




## Metrics Methodology:

A deeper look into our Weatherization Pathway uncovers our metrics methodology. Facilitated by our data system, this framework allows the program to track its performance by enabling analysis of the conversion rates and lag times of the outreach and engagement tactics, as well as high-road home performance contractor performance. Our attention to rolling data analysis allows us to be tactically adaptive while continually striving for, and reporting greater program success.

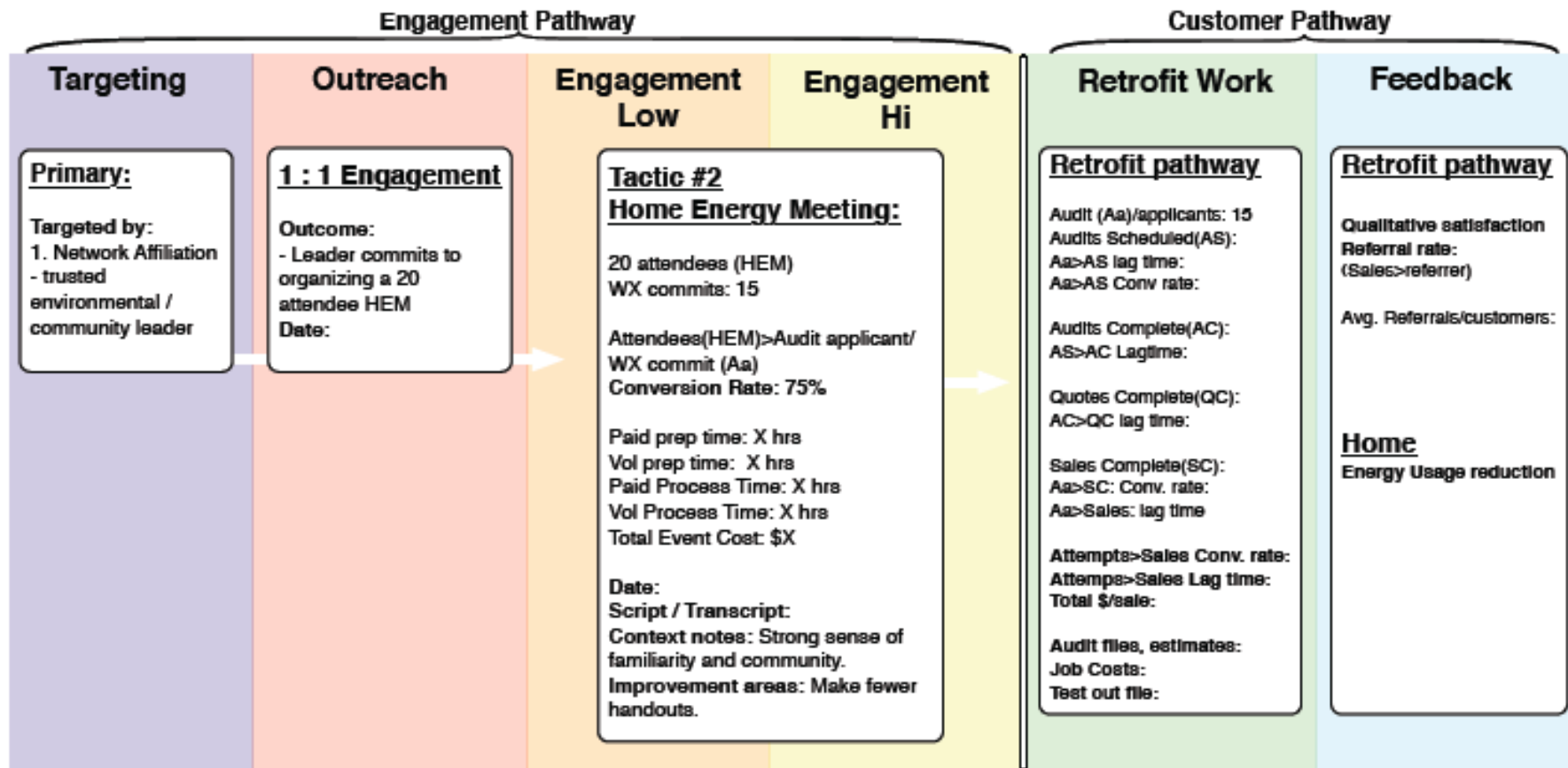
### EXAMPLE A. Mass-Mobilization (Neighborhood Canvass > Home Energy Meeting > Leads Generated )





## Metrics Methodology:

EXAMPLE B. Network-Mobilization (1 on 1 Leader Meeting > Home Energy Meeting > Leads Generated)



## The DC Project Core Metrics for Demand Creation Success

| Metric   | Description   |
|--|---|
| \$/ Lead Generated;<br>\$/Retrofit Job Complete    | Outreach program costs per lead generated and per retrofit job complete as a measure of cost-effectiveness.   |
| % Homeowners Engaged/Referring Post-Retrofit       | Out of all homes retrofitted, the percentage of homeowners that stay engaged as volunteer organizers or refer other homeowners; measures customer satisfaction, program performance, and sustainable marketing capital and indicates long-term market mobilization. |
| Referral rate                                      | Average number of referrals per post-retrofit customer.   |
| Volunteer Energy Assessments (VEAs) conducted      | VEAs are conducted by trained volunteers and provide homeowners with a deeper understanding of their personal home energy consumption and opportunities for improvement.  |
| Weatherization Interests                           | The number of households expressing interest in weatherization (determined by on- and offline sign-ups and attendance at energy meetings).  |
| Households Referred To Home Performance Business   | The number of households that make a commitment to weatherize and are referred to a home performance business for service.  |
| Efficiency Investment Mobilized/ Cost per retrofit | Consumer dollars invested in home weatherization/ cost per retrofit.  |
| Lead Generation Rate                               | The number of households referred to a home performance business out of eligible program participants.  |
| Long-term Volunteers                               | The number of long-term volunteers includes volunteer organizers, house meeting hosts, student groups activated, and collaborating local organizations as a measure of lasting community infrastructure mobilized and program sustainability.                       |



## Challenges and Best Practices from WeatherizeDC

| Challenge  | Solution  |
|--|---|
| <p>At the outset of the WeatherizeDC pilot, little data was available regarding how to engage real people about the benefits of home weatherization and which messages would most effectively engender public buy-in around the program.</p> | <p>The DC Project applied cutting-edge campaign targeting software and data tracking platforms, and used canvasses and energy meetings as a vehicle to test various messages among prospective weatherizers and volunteers.</p> <p>This focus-grouping and assessment of conversion impact across various groups indicated that for middle- to upper-income homeowners, comfort, health, and community benefits were just as important message motivators as savings. More significant, we found that effective peer <i>messengers</i> from the community are far more important to driving up consumer uptake than any <i>message</i>.</p>       |
| <p>We found significant attrition rates among program participants in the weatherization pathway after audits took place or after audit reports were delivered.</p>  | <p>Community engagement and consumer advocacy must not end with lead generation, but should also help shepherd residents through the complex service delivery process.</p> <p>To increase service delivery efficiency and consistency of messaging with contractors, The DC Project has developed data tracking methods that allow for tracking of a resident's movement along the engagement and service pathways, while sending automated email alerts to staff and volunteers to follow up with program participants who have moved from "audit scheduled" to "audit complete" or "weatherization scheduled" to "weatherization complete."</p> |
| <p>Through "first touch" online and offline outreach, we met a high volume of general interest and requests for information, but struggled to ensure that this interest translated to converted efficiency upgrades.</p>                     | <p>First, The DC Project developed tools and methods to capture any and all interest among the community to allow for targeted, timely follow up. This prevented the loss of valuable "hot leads".</p> <p>Further, the program directed interested residents into deeper engagement events – community energy meetings and volunteer energy assessments - in which peer community members delivered education on the benefits of weatherization. After shifting to this peer-to-peer validation strategy, conversion rates more than doubled.</p>   |

The DC Project is committed to supporting municipal retrofit programs as they implement a community-driven demand generation model in their communities. Focusing on recipients of Better Buildings funds with commitments to high-road job creation, we train community-based organizations on best practices for community-driven demand generation methods and work with program administrators to leverage community-based assets.

## 1. Community Outreach and Engagement

The DC Project trains community-based organizations on the nuts and bolts of effective engagement strategies to generate demand for home weatherization.

The DC Project provides these groups with modular tools, metrics for success, and trainings to structure their outreach efforts, while allowing room for local customization around implementation.

### Community Outreach: Sample Trainings

- Target "early weatherization adopters" through a neighborhood weatherization canvass or phone bank
- Train volunteers on outreach methods
- Incorporate new media, video, and online tools
- Use the most effective messaging tactics to engage homeowners
- Know where, when and how to collect data for outreach evaluation

## 2. Program Design

The DC Project works with program administrators to design programs that can accommodate a community-driven demand generation model and leverage community-based assets to achieve program goals. We conduct a comprehensive needs assessment that informs recommendations on organizational structure and the development of a strategic campaign plan.

Organizational structure support focuses on infrastructure needed to support community outreach efforts, while strategic campaign plans provide tactics and benchmarking goals for field, online organizing, data and campaign operations.

## 3. Customized Data Tools And Tactical Assistance

The DC Project has developed a suite of customized data tools that track key metrics for demand generation at each stage of the weatherization pathway. We work with programs to apply these data systems to collect data on the most important metrics, and offer best practices for data collection at each stage of the weatherization pathway.

The DC Project is now in the process of beta-testing a comprehensive data platform that will be available for licensing by targeted retrofit programs beginning January 2011.

### Data Support: Sample Services

- Recommendations on data fields to collect for evaluating program outcomes
- Survey instruments for data collection
- How to micro-target outreach utilizing to consumer indicators to increase efficiency
- Tools to track real-time energy consumption by household
- Recommended protocols for clean and useful data

**Contact:**

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twitter: weatherizeDC



## Please join us again:

### **Overcoming Common Pitfalls: Energy Efficient Lighting Projects**

October 21 2010  
12:00 - 1:30pm EDT

### **Tips and Tools for Promoting Your Energy-Efficiency Project**

October 22, 2010  
12:00 - 1:00pm EDT

### **Quality Assurance for Residential Retrofit Programs**

October 26, 2010  
2:00 - 3:00pm EDT

### **Benchmarking Your Building's Energy with EPA's ENERGY STAR Portfolio Manager**

October 28, 2010  
12:00 - 1:00pm EDT

### **Designing Effective Incentives to Drive Residential Retrofit Program Participation**

October 29, 2010  
2:00 - 3:00pm EDT

### **Driving Demand: Working With and Learning from Contractors**

November 9, 2010  
2:00 - 3:15pm EST



For the most up-to-date information and registration links, please visit the Solution Center webcast page at [www.wip.energy.gov/solutioncenter/webcasts](http://www.wip.energy.gov/solutioncenter/webcasts)