

Oracle America, Inc. Proposal for National Association of State Energy Officials (NASEO)

Implementation Options for Home Energy
Performance-Based Whole Home Rebate
Program and High-Efficiency Electric
Home Rebate Program Request for
Information

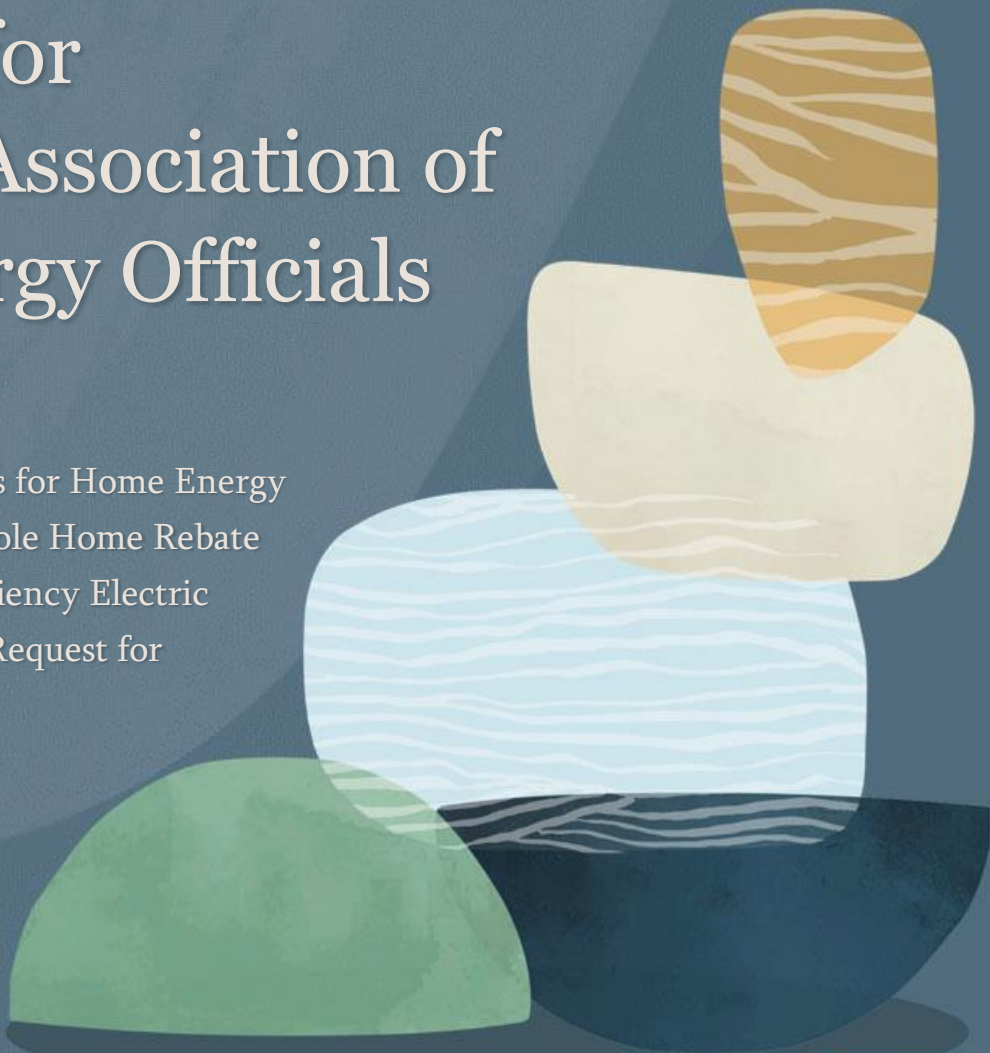


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Oracle Response for NASEO: Implementation Options for Home Energy Performance-Based Whole Home Rebate Program and High-Efficiency Electric Home Rebate Program Request for Information

Statement Acknowledging Use of RFI Response

Oracle America, Inc. authorizes NASEO to publish and distribute this response to the NASEO RFI on its website and through other means to the states and general public. We have included no confidential or proprietary information in our response.



Matt O'Keefe, GVP of Opower, Oracle Energy and Water

May 19, 2023

Date

Category 2: Opower Proposed Program Elements

Company Characteristics

Company

Oracle Energy and Water, Opower

Name and Contact Information

Samantha Caputo, Samantha.caputo@oracle.com

Overview of Approach to Equity, Diversity, Inclusion, and Accessibility

We believe that innovation starts with inclusion. Our focus on diversity and inclusion is reflected throughout our organization, starting at the highest level. Our Chief Executive Officer is a woman and forty

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percent of our Board members are women and/or come from a diverse background. We endeavor to hire employees from a broad pool of talent with diverse backgrounds, perspectives and abilities and we believe Oracle's leaders serve as role models for our diverse and inclusive workforce. We seek to continuously build on our inclusive hiring strategies, tracking our progress and holding ourselves accountable for greater diversity at Oracle. Our programs are supported by Oracle leaders across the company with strategic sponsorship from Oracle's Executive Diversity Council, which is led by Safra Catz, our Chief Executive Officer, and extend through the actions we are taking globally on Oracle's five Diversity and Inclusion (D&I) Imperatives: driving insight and accountability with data, recruiting with an intention on diversity, embedding inclusion into talent development, inspiring an inclusive culture through community, and investing in the future diversity of our industry.

In addition to global, regional and local programs, Oracle Human Resources partners with business leaders to create and implement D&I plans to embed targeted strategies into organizations across Oracle. Employee satisfaction on the importance of D&I at Oracle and their manager's encouragement of diverse ideas and perspectives ranks high in our employee engagement surveys.

We are proud to be recognized for our progress and commitment to D&I, including being named a Best Place to Work for LGBTQ+ Equality in 2022 by the Human Rights Campaign Foundation, a 2021 Best Place to Work for Disability Inclusion by the Disability Equality Index, and a 2022 Top Supporter of Historically Black College and University Engineering Schools by Career Communications Group.

Oracle's commitment to working with small, diverse, high-quality suppliers is an important aspect of our procurement vision. Oracle endeavors to diversify our indirect supplier base by encouraging small, minority, women, veteran, service-disabled veteran, and HUBZone business enterprises to compete for business opportunities. General information about Oracle's suppliers is available at: <http://www.oracle.com/us/corporate/supplier/index.html>.

Short Description and Link to Programming

Over the last decade, Opower has worked with more than 175 utilities, influencing customers to act on an enormous scale. Leveraging Opower's rich data sets, robust segmentation and targeting tools, and personalized, multi-channel engagement campaigns, many of our clients have been able to drive program-related outcomes. Some noteworthy results include:

- 25% bump in participation in an in-home audit program for a mid-Atlantic utility
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Program Elements

Program Element 1 – Data Acquisition, Sharing, and Segmentation to Achieve Equitable Implementation Outcomes, Effective Customer Education, and Efficient Program Administration

State Energy Offices should consider the importance of segmentation and targeting when it comes to key program success metrics, such as total program uptake and participation of crucial communities in programs. Targeting and customizing outreach based on customer characteristics is a proven way of getting more favorable responses to program offers. That being said, there are several challenges with segmentation and targeting that should be proactively addressed by the State Energy Offices. Specifically, targeting requires

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having the data needed for these efforts in advance, which may come from multiple and/or external sources. State Energy Offices/ implementors will also need to have the proper tools to conduct the segmentation and targeting analyses. Opower can help with both pieces of this equation.

The Opower Platform: Opower has a long history of integrating and layering data sets from utilities, public sources, and other third parties in order to create rich insights and personalized, meaningful customer experiences.

Utilities, in particular, have a wealth of data that could be useful in targeting and segmentation for the relevant programs. Key attributes include service address, utility customer ID, income level, energy burden, home vintage, home ownership status, appliance level usage, total energy usage or energy usage percentile.

The best approach for gathering utility and other third-party data in advance of marketing programs is likely through a bulk transfer of data with daily or weekly updates as customers move in/out of utility territories. Opower has a standard data model for utilities and a safe and secure mode of data transport to provide data to a state energy office data repository. Opower can also help manage the transfer of data back to third-parties once rebates and upgrades are completed. This ensures that those parties can continue to provide the best available guidance for the customer.

As mentioned above, State Energy Offices/implementors will also need to have the proper tools to conduct segmentation and targeting analyses prior to engaging customers. The Opower platform contains a robust segmentation and targeting engine that leverages the whole library of data described above to ensure these efforts are successful.

Program Element 2 – Multi-Channel, Personalized Program Education and Outreach to Increase Program Awareness and Enrollment

A wealth of client experience and research has shown that financial incentives alone are not enough to make an energy efficiency program successful. Multiple barriers exist that keep program administrators from meeting their goals. Examples of these barriers include low program awareness, distrust of foreign entities, and long enrollment processes. On top of that, retrofit and electrification programs are generally complicated for customers logistically and technically. They often involve multiple visits to a customer's home and involve new technologies that are confusing for consumers. State Energy Offices should consider the value of a thoughtful personalized, multi-channel, engagement campaign that proactively combats these barriers to increase program awareness, enrollment, and adoption.

Opower Outbound Solutions: When it comes to increasing program awareness and interest, outbound communications strategies are exceptionally important. Not just any outbound communications, however. For maximum impact and for cost-effectiveness reasons, State Energy Offices should not only target high-likelihood customers with program-focused outbound communications but also personalize the information in the communication to each customer. Opower's suite of outbound solutions can help State Energy Offices in this endeavor.

All of our communications are personalized and leverage concepts like social proof, showing customers how many customers like them have already participated in the program, or appliance-level disaggregation, that helps customers understand how usage in their home makes them a good fit for home upgrades, are proven ways to peak customer interest. A multi-channel approach, also functionality built into the Opower platform, would further enhance impact as State Energy Offices would have the ability to meet customers with personalized messaging through their preferred channel. Some specific channels for State Energy Offices to consider include email, web, text, and video. This type of personalized, data-driven, multi-

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channel engagement combined with the segmentation and targeting capabilities described in Program Element 1 also improve the likelihood that crucial, hard-to-reach communities are engaged.

Opower Savings Hub: Once customers are reached and their interest is heightened about a program, State Energy Offices should then focus on providing customers all the additional resources they need to enroll in one place to avoid substantial drop off through services like Opower's Savings Hub. The Opower Savings Hub provides a simple, mobile-friendly interface that leads customers through a short list of questions that allow them to determine their eligibility for programs. This survey can just gauge eligibility for the State Energy Office programs, or you could take a more comprehensive approach and allow customers to gauge eligibility for a variety of relevant state, federal, and utility programs. Once eligibility is determined, the Savings Hub provides an interface where they can review the programs they've been deemed eligible for and find more detailed program information. Program information to be included includes details on the program itself, the application process, expected financial benefits, key dates, and documents needed for application. Ideally, there would also be links included that take customers directly to the applications.

Opower Common Application: The final thing that State Energy Offices should consider carefully is the actual enrollment process customers need to go through to participate in your programs. The more involved the enrollment process, the more likely State Energy Offices see large numbers of process abandonments. Opower's Common Application can help State Energy Offices keep these processes as seamless as possible by offering clear, crisp user interfaces. Pre-populated data fields elevate the experience and save customers time.

Other

n/a

RFP and Contract Language

State Energy Offices should consider including the following requirements within their RFPs:

In regard to facilitating a central data repository at the state level:

- Technology to receive and store utility and other third-party data in a central state-owned repository for the purposes of segmentation and targeting.
- Technology to analyze utility data using algorithms to detect LMI customers, assess household-level energy burden, identify appliances, and disaggregate energy usage.
- Technology to extract program enrollment data from state-owned repository and send to utilities.
- Technology to ensure program administrators give customers a way to opt-out of receiving information if they choose.

In regard to facilitating utilities exporting and importing data to/from the central repository:

- Ability to support utilities in the extraction and bulk data transfer of customer energy data and attributes from utility IT systems to state-owned data repository.
- Support for utilities in receiving program enrollment information from the state energy office and storing that data for future.

In regard to facilitating State/Program Administrator running SEO programs:

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- Support for program administrators that have access to the central repository for analytics, segmentation, targeting, personalization, outbound communications tracking, data sharing with third parties, and program enrollment tracking.

In regard to education and outreach:

- Focused, personalized, and proactive outreach and education for customers.
- Leveraging modern technology, like QR codes and next best action prompts, to facilitate a positive customer journey.
- Ability to track metrics around digital engagement and program participation.
- One-Stop-Shop and Common Application functionality for program eligibility and enrollment that incorporates federal, state, and utility programs.
- Detailed customer engagement plans.

Category 3: Indication of Vendor Interest

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Samantha Caputo, Samantha.caputo@oracle.com

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Company Summary

Oracle Opower combines technical and behavioral expertise to help our partners find, engage, and enroll individuals in energy efficiency programs. More specifically, Opower helps our partners collect, store, and share relevant data, including utility, customer, and third-party datasets. Opower also assists our partners with segmentation and targeting that ensures they are selecting the most suitable customers for their programs. Upon selection, Opower helps partners cost-effectively reach and enroll customers in the programs. We do this through thoughtful, personalized, multi-channel communications that inspire individuals to want to find out more about program offerings. Communications lead customers seamlessly to a mobile-friendly web portal that provides customers with all the additional resources they need to make the decision to enroll. For example, a short, pre-populated survey allows customers to gauge eligibility. Once customers complete the survey, they're provided a prioritized list of the programs they're eligible for. Program overviews for each program contain key information on program enrollment processes, documents required, estimated financial benefit, and links to applications. Opower also helps our partners create program applications that are user-friendly and pre-populated for maximum completion rates.