



PROCESS EVALUATION FOR ORANGE AND ROCKLAND'S BIG ENERGY SOLUTIONS PROGRAM 2009-2011

FINAL

Prepared for:
Orange & Rockland



Sponsoring Agency:
New York State Department of Public Services



Navigant Consulting, Inc.
APPRISE, Inc.
Skumatz Economic Research Associates

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Abstract

In May 2007, the New York Public Service Commission (PSC) initiated a proceeding to design an electric and natural gas energy efficiency portfolio standard (EEPS). This order was in response to then-Governor Eliot Spitzer's goal of reducing energy usage by 15 percent by 2015. The Orange & Rockland Big Energy Solutions Program is delivered as part of its (EEPS) Utility Administered programs. The 2009-2011 Big Energy Solutions Program promotes the purchase and installation of specific high-efficiency equipment by commercial and industrial customers in existing facilities. The program provides customers with information on the features and benefits of energy efficient equipment as well as financial incentives to offset the higher purchase cost of specific energy efficient equipment. Qualifying equipment includes lighting and HVAC equipment, motors, variable frequency drives, and custom measures. This report presents the results of a process evaluation of the Big Energy Solutions Program. The overall objective of the program process evaluation was to assess the effectiveness and efficiency of program design, delivery, and implementation processes. More specifically, it provides Orange & Rockland with recommendations that can help to improve the program processes for the participating customers and to inform and improve the program in future program cycles.

Keywords: Orange & Rockland, commercial, industrial, energy efficiency, process evaluation

Executive Summary

Navigant Consulting, Inc. (Navigant) is leading a series of process evaluations for energy efficiency programs that Orange & Rockland (O&R) is delivering as part of their Energy Efficiency Portfolio Standard (EEPS) Utility Administered programs, as ordered by the New York Public Service Commission (NYPSC). Navigant and its team (KEMA, Inc., APPRISE Inc., and SERA) were selected to complete process evaluations for all of the EEPS programs of both Consolidated Edison Company of New York (Con Edison) and Orange & Rockland (the utilities) through a competitive bid process.

The utilities are committed to independent and transparent program evaluations. The Con Edison Section Manager for Measurement, Verification & Evaluation is administering the process evaluation for both companies. This Section Manager reports directly to the Director of Energy Efficiency Programs to maintain internal independence.

This report is a process evaluation for the Big Energy Solutions program administered by Orange & Rockland.

The overall objective of the program process evaluation is to assess the effectiveness and efficiency of program design, delivery, and implementation processes. More specifically, Orange & Rockland is seeking recommendations that can help to improve the program processes for the participating customers and to inform and improve the program in future program cycles.

The process evaluation addresses the following six program processes:

- Program planning;
- Infrastructure development;
- Marketing and customer acquisition;
- Program delivery;
- Satisfaction with the program; and
- Interactions with other programs.

Specific research questions have been identified within each process area. These research questions are provided in Appendix A.

The research and the findings expressed in this report are based upon the following evaluation activities:

- Review of regulatory filings and reports;
- Review of program and marketing materials;
- Review and analysis of program tracking system and other data;
- In-depth interviews with:
 - Orange & Rockland staff
 - 11 Participating trade allies

- 30 Non-participating trade allies
- Customer telephone surveys with:
 - 8 program participants (out of 29 total)
 - 4 program participants who did not complete the process (out of 17 total)
 - 78 program non-participants

Findings and Recommendations

Overall, the O&R Big Energy Solutions Program is being implemented effectively and, including committed projects, came close to reaching its goal by the end of 2011. Participant satisfaction with the program is high and the majority of the process evaluation recommendations relate to methods to increase participation and improvements which could be made to streamline the program processes as it continues to grow. Readers should note, however, that the results from surveys with participating customers and customers who began participating and then stopped (“non-completes”) should be considered anecdotal. Navigant contacted all program participants and non-completes and was able to complete surveys with a reasonable portion of the populations (8 of 29 total participants and 4 of 17 total non-completes). This response rate of approximately one-quarter of the population is typical for C&I evaluations; however, the survey results should be considered anecdotal rather than statistically significant due to the low absolute number of survey completes. In contrast, non-participant survey results, based on 78 respondents, can be considered statistically significant and representative.

Program Planning and Design

As of the end of December 2011, O&R had achieved 82 percent of the 2010-2011 program goal through both completed and committed projects.

Recommendations for Program Planning and Design

- Orange and Rockland should consider adding an upstream incentive for HVAC and possibly other measures that are not included in the SBDI program. Marketing these incentives to contractors/trade allies may help incent them to encourage their customers to participate in the O&R program. This would in turn increase participation in the program and contribute to O&R’s ability to meet its goals in the future.

Responsible Party: Orange & Rockland with DPS approval

Steps to Implementation:

1. Identify potential measures for which upstream incentives could be added to the program.
 2. Discuss both potential measures and incentive levels with a sample of the targeted trade allies that would be affected.
 3. Obtain DPS approval for the additional incentive offering(s).
 4. Market the incentive offering(s) to the targeted contractors/trade allies.
- Navigant recommends that O&R investigate opportunities to expand Trade Ally marketing. A single Trade Ally can potentially promote the program to all of their eligible customers,

effectively leveraging limited O&R marketing resources. Increased marketing of the program to Trade Allies is likely to significantly increase program awareness. This type of marketing may be done through reaching out to local chapters of industry associations, such as ASHRAE and IES, for opportunities to promote the program through presentations and sponsorships. O&R should also consider joining Trade Ally and customer industry associations to expand its network of trade allies that know about and understand the program and generally improve program awareness. Finally, O&R should consider holding regular informational meetings for Trade Allies if there is sufficient demand.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Develop marketing elements to highlight the Orange & Rockland brands that are associated with the program as well as the specific program services, including estimating tools and attending client and contractor meetings.
2. Market these services through brochures, direct outreach, attending industry events and on the program website.

Infrastructure Development

The information collected for this program is entered and stored in an excel spreadsheet. Due to the small size of the program the spreadsheet has been sufficient to date.

Recommendations for Infrastructure Development

Navigant recommends that O&R move to a relational database as the program grows. This would allow for easier and more accurate data management and reporting.

To improve accuracy and ease of reporting using the current excel spreadsheet, the following recommendations have been made:

- Input new projects to have a single line item per prescriptive measure or custom project end use.
 - Each line item associated with the same customer should contain a customer identifier so that projects could easily be linked to a unique participant.
 - A single row per prescriptive measure type and separate columns for number of measures and units would simplify the savings calculations/verifications.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Add a unique participant identifier column to the tracking spreadsheet.
 2. Modify the spreadsheet so that each measure or custom project has a single line item.
- The number of measures installed as part of each project should be entered into a designated cell in the tracking spreadsheet. This cell could then be referenced in the savings and rebate calculations to improve accuracy and remove data entry errors.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Add a column for the number of measures.

2. Modify this column to reflect the number of units.
- Define the project status codes to be tracked and add this field *and corresponding date fields* to the tracking spreadsheet. Status codes should include the following, at a minimum:
 - Application: the application has been received and the project is in review for eligibility.
 - Committed: the participant has been notified that the application has been approved and funds have been committed.
 - Inspection requested: the customer has notified the program that the project has been completed.
 - Completed Project: indicates project has been completed.
 - Rebate Payment: indicates project rebate has been paid.
 - Discontinued: participant signed up for the program but decided not to complete program participation or the application was rejected. This field should have an accompanying “notes” field to capture specific comments.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Create appropriate status codes.
 2. Create a status code column in the tracking spreadsheet.
 3. Add the current status for each project currently in the database.
- Some fields collected on application forms should be added to the tracking spreadsheet to simplify evaluation of program savings.
 - Addition of measure-specific fields and project dates to the spreadsheet would simplify tracking of projects, internal and regulatory reporting and impact evaluation.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Verify which fields on application forms are used in savings estimates.
2. Add the fields used in savings estimates to the database.
3. Input the values for existing projects.

Marketing and Customer Acquisition

The majority of the marketing is completed by calling the highest consuming customers and sharing program details with them as well as sharing potential projects and project economics with them to encourage participation. While this has been successful in attaining 82 percent of the savings target for the program, interviewed Trade Allies and non-participants both indicated a lack of awareness as the main reasons for not participating, which suggests that increased marketing may help O&R achieve its goals in the future.

Recommendations for Marketing and Customer Acquisition

As indicated in the program design recommendations, Navigant recommends that O&R investigate opportunities to expand Trade Ally marketing. See recommendation and implementation steps, above, in that section.

Program Delivery

The O&R Big Energy Solutions program appears to be running smoothly with participants reporting a high level of ease of participation with various program aspects.

Saving energy and cash rebates were reported by participants as the reasons for participating in the program. Non-participants indicated that typical energy savings/ROI and examples of how to save energy were the most critical pieces of information to provide in order to have them participate in the program.

Recommendations for Program Delivery

- Navigant recommends that O&R consider adding example project payback periods, case studies and information about how to calculate project economics to program marketing and the program website. Adding information about how to calculate project economics would allow the program to be more appealing to a wider audience and encourage higher participation levels. This would contribute to O&R's ability to meet its program goals.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Create case studies illustrating the project economics and energy savings for the most common measures.
2. Create marketing material outlining the key pieces of information relating to calculating project payback periods.
3. Include case studies and information about calculating payback period in program marketing materials and on the program website.

Satisfaction with the program

Participants reported a high level of satisfaction with all program aspects. The lowest rating (average of 7.25 on a 10 point scale) was given to rebate amounts. Seven out of the eight interviewed participants also indicated they would be extremely likely to recommend the program to others, thus corroborating their high level of satisfaction.

Non-completes (those who began but never completed their participation in the program) who indicated they had contacted the utility regarding program participation reported a low satisfaction with utility interactions. This was reportedly due to the amount of time spent on program processes prior to determining ineligibility.

Participating Trade Allies also reported a high level of program satisfaction due to a number of benefits they receive from participating in the program.

Recommendations for Program Satisfaction

- Orange & Rockland should clarify high-level program qualification requirements. High-level qualification requirements should be included on the program website and in program marketing materials to make it easier for customers to identify whether they are eligible to participate. This will increase satisfaction as well as participation which would contribute to

O&R's ability to reach its goals. Offering this information online may also reduce the number of calls O&R receives about the program leaving more time for O&R program staff to dedicate to marketing and administration. Effects of project payback on custom incentives, the percentage of project costs covered, any project caps or limitations, cost effectiveness requirements, and pre-approval requirements should be clearly listed on the program website.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Create marketing materials which highlight the program qualification requirements.
2. Include program qualification requirements in program marketing materials and the program website.

Interactions with other programs

Awareness of NYSERDA's program is much higher among Trade Allies than awareness of O&R's Big Energy Solutions program. Eighty percent of non-participating Trade Allies were aware of the NYSERDA program and only 37 percent were aware of the O&R program.

Non-participant awareness was low for both programs, with 44% of non-participants having heard of NYSERDA programs compared to 40% who had heard of the O&R program.

Participants who had heard of the NYSERDA program indicated they selected the O&R program since it involved less red tape, and that it was preferable to deal with utilities directly. Also, non-participants who indicated they had participated in the NYSERDA program indicated this was because they did not know about the O&R Big Energy Solutions program.

A comparison of rebate levels for similar programs found that O&R rebates are significantly lower than NYSERDA rebates for HVAC, Motors and VFDs. However, O&R rebates are higher for some lighting measures, especially for smaller projects.

Recommendations for Interactions with Other Programs

- Navigant recommends that O&R improve program awareness by marketing the program to Trade Allies as discussed earlier.
- It is also recommended that O&R consider increasing its rebates to match NYSERDA program rebate levels. Offering rebates comparable to those offered by NYSERDA (which operates in the same geographical area) would motivate more customers to select the O&R program over the NYSERDA program in cases where they were aware of both.

Responsible Party: Orange & Rockland and DPS

Steps to Implementation:

1. Research incentive levels offered by other organizations in the same area for measures that are included in the Big Energy Solutions program.

2. Determine whether the likely increase in program participation from higher rebates justifies the higher program cost associated with such higher rebates
3. Obtain approval from the DPS to offer higher incentives.
4. Market new incentives to customers and Trade Allies.

Introduction

Navigant Consulting, Inc. (Navigant) is leading a series of process evaluations for energy efficiency programs that Orange & Rockland (O&R) is delivering as part of their Energy Efficiency Portfolio Standard (EEPS) Utility Administered programs, as ordered by the New York Public Service Commission (NYPSC). Navigant and its team (KEMA, Inc., APPRISE Inc., and SERA) were selected to complete process evaluations for all of the Con Edison and O&R's EEPS programs through a competitive bid process.

O&R and Con Edison are committed to independent and transparent program evaluations. Con Edison's Section Manager for Measurement, Verification & Evaluation is administering the process evaluation for both companies. This Section Manager reports directly to the Director of Energy Efficiency Programs to maintain internal independence. This report is a process evaluation for the electric Big Energy Solutions program administered by O&R.

Background

In May 2007, the New York Public Service Commission (PSC) initiated a proceeding to design an electric and natural gas energy efficiency portfolio standard (EEPS). This order was in response to then-Governor Eliot Spitzer's goal of reducing energy usage by 15 percent by 2015. Responsibility for administering the new programs was split between the investor-owned utilities and the New York State Energy Research and Development Authority (NYSERDA). On June 23, 2008, the PSC issued an order establishing the EEPS target, approving the EEPS programs, and requiring the utilities to file their program proposals within 90 days.

O&R filed its residential, commercial and industrial portfolio plan on September 22, 2008. The NYPSC approved the plan, with some modifications, on October 23, 2009, and required the utility to submit program implementation plans (PIPs), reflecting the NYPSC modifications, within 60 days. Orange & Rockland submitted the PIP for its Big Energy Solutions C&I Program on January 8, 2010, and launched the program in June 2010.

Program Description

The O&R C&I Existing Buildings program, also called the Big Energy Solutions program, promotes the purchase and installation of specific high-efficiency equipment by C&I customers in existing facilities. The program provide customers with financial incentives to offset the higher purchase cost of specific energy efficient equipment (prescriptive rebates) and information on the features and benefits of energy efficient equipment. Qualifying equipment includes electric cooling, ventilation, motors and lighting. O&R customers may also receive custom rebates for installing high-efficiency equipment that is not specified in the program.

The C&I Program is open to non-residential O&R customers who pay the System Benefit Charge (SBC). The O&R Big Energy Solutions program is only available for electric measures. Once the projects/measures have been incentivized through the program, they are not eligible to receive an

incentive from New York State Energy Research and Development Authority (NYSERDA) programs, which operate in the same region.

Non-residential customers of any size are eligible to participate in the program, but O&R also operates a Small Business Direct Installation (SBDI) program that is available to customers under 100 kW. The SBDI program generally provides higher rebate levels for a limited set of the most common energy efficiency measures. Smaller customers typically participate in that program, unless the measures they want to install are not eligible for incentives under that program.

Table 1 summarizes the incentives for O&R's electric Big Energy Solutions program.

Table 1. Summary of Orange & Rockland Big Energy Solutions Program Incentives

Measure Category	Type	Rebate
Lighting and Lighting Controls	LED Exit signs	\$25/fixture
	T8 Relamp and Reballast	\$15/fixture
	High intensity fluorescent	\$40/fixture
	Occupancy Sensors	\$20-85/sensor
HVAC	Unitary HVAC and Split Air (up to 5.4 tons)	\$45-\$95/ton
	Unitary HVAC and Split Air (> 5.4 tons)	\$35/ton
	Air-to-Air Heat Pump (up to 5.4 tons)	\$50-100/ton
Motors	ODP Motor: 1-1.5 HP	\$30/motor
	ODP Motor: 200 HP	\$480/motor
	TEFC Motor: 1-1.5 HP	\$30/motor
	TEFC Motor: 200 HP	\$480/motor
Variable Frequency Drives	VFD 1 to 25 HP	\$175 to \$1,495/controlled motor
Custom Program	Electric	variable

Source: Orange & Rockland Commercial & Industrial Existing Buildings Program Website.¹

Program Goals and Budget

The Big Energy Solutions Program is designed to cost-effectively contribute to New York State's energy efficiency goals. The table below summarizes the O&R Program savings goals.

¹ <http://www.oru.com/programsandservices/incentivesandrebates/bigenergysolutions.html>

Table 2. Orange & Rockland - C&I Savings Goals

Program Type	2010-2011 Total
Energy (MWh)	10,459
Demand (MW)	2.6

Source: NYSPC Order Approving Utility Target Adjustments, February 17, 2012.

The program budget for the program is provided in Table 3, below.

Table 3. O&R C&I Program Budgets

Budget Category	2009-2011 Budget
Incentives & Services	\$1,709,807
Program Planning	\$96,010
Administration	\$280,241
Implementation	\$1,050,628
Marketing & Trade Ally Training	\$486,421
Evaluation	\$190,690
Total Annual Budget	\$3,813,797

Source: E-mail from O&R received 11/16/2012.

Evaluation Objectives

The overall objective of the Big Energy Solutions Program process evaluation is to assess the effectiveness and efficiency of program design, delivery, and implementation processes. O&R is seeking recommendations that can help to increase program participation, identify and document issues of overlap and conflict with other programs, and inform and improve the program in future program cycles.

The process evaluation specifically addressed the following six program processes:

- Program planning;
- Infrastructure development;
- Marketing and customer acquisition;
- Program delivery;
- Satisfaction with the program; and
- Interactions with other programs.

Specific research questions have been identified within each of these process areas. These research questions are provided in Appendix A.

Overview of Methodology

The research and the findings expressed in this report are based upon the following evaluation activities:

- Review of program and marketing materials;

- Review of program tracking system, data, and other documents;
- In-depth interviews with:
 - O&R program staff
 - 11 Participating trade allies
 - 30 Non-Participating trade allies sampled by service/technology type
- Customer telephone surveys with:
 - 8 of 29 Program participants - Navigant attempted to reach all participants, and completed surveys with 6 lighting participants, 1 refrigeration participant and 1 air conditioning participant
 - 4 of 17 Program participants who did not complete the process (non-completes) - Navigant attempted to complete surveys with all non-completes
 - 78 Program non-participants randomly sampled from non-participating O&R customers with demand greater than 100 kW

A full description of the Evaluation Methodology is provided in Appendix B.

Organization of Report

This report is organized around the six broad research areas. Three sections follow this introduction:

- The Participation Summary summarizes the program participation through 2011;
- Key Findings discusses the key findings of the research conducted, by key process area; and
- Conclusions and Recommendations provide the recommendations of the process evaluation.

Participation Summary

Population Data

As of December 31 2011, Orange & Rockland's Big Energy Solutions Program had seen 29 participants who received rebates for the installation of various energy efficiency improvements. These energy improvements have included energy management systems, lighting upgrades, air conditioning equipment replacements, cooling tower retrofits, chiller replacements, variable frequency drives, and cold storage room upgrades. A total of 11,841 measures were installed or committed through 39 projects from July 2010 to December 2011. The "participants" described in this document were organizations that completed the program from start to finish or committed to complete projects which have been approved by O&R. Those who began the process but did not finish, the "non-completes," ended their participation at some point in the process. Finally "non-participants" are defined as organizations that would have been eligible to participate but did not.

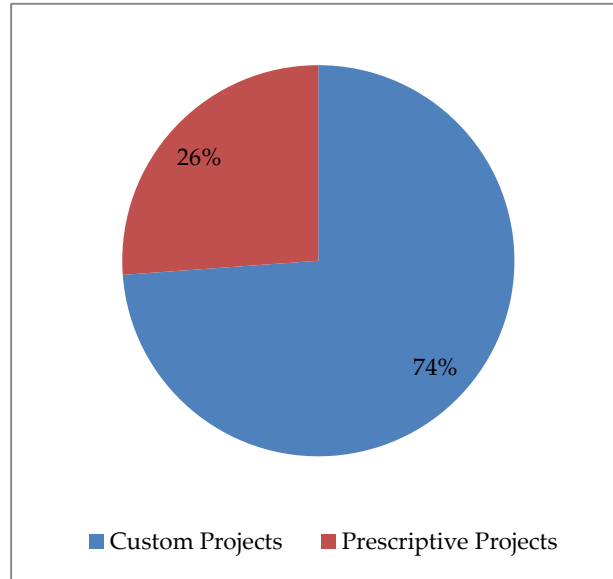
The types of efficiency improvement projects, and the number of those projects applied for by participants in the program can be found in Table 4 below.

Table 4: Measure Type & Quantity

Measure Name	Measure Quantity	Number of Projects
Lighting	11,796	28
AC	13	4
Refrigeration	21	1
Chiller Replacement	1	1
Cooling Tower Retrofit	1	1
Variable Speed Drive	4	1
Cold Storage Room Upgrade	3	1
EMS	2	2
	11,841	39

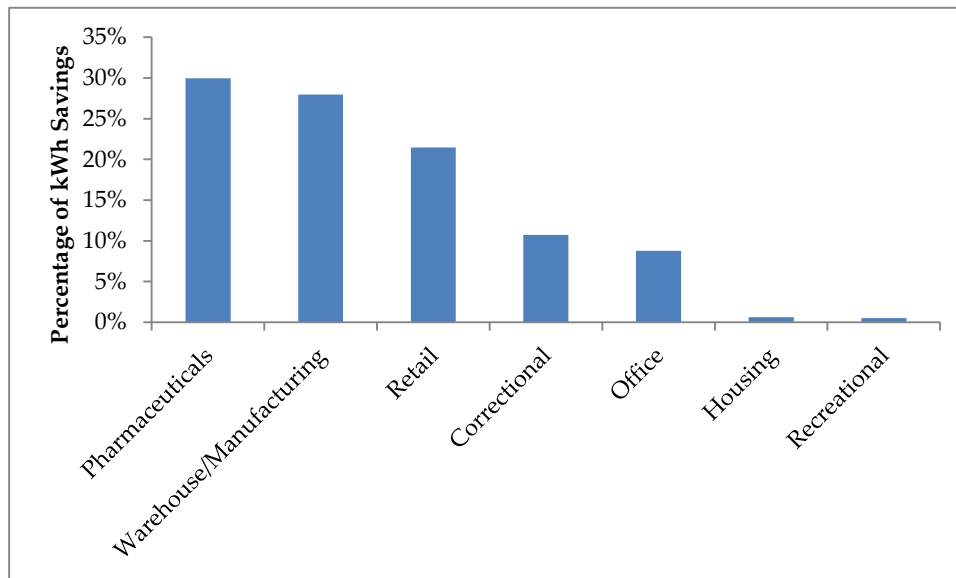
Based on the program's participation tracking spreadsheet, 74% of the energy savings acquired through the program are from custom projects, while the remaining percentage resulted from prescriptive projects. This is shown in Figure 1 below.

Figure 1: Savings Acquired Through Custom and Prescriptive Projects



The savings acquired by type of facilities that participated in the program is presented in Figure 2 below.

Figure 2: Percentage of Savings Acquired by Facility Type



Survey Data

Navigant reached out to all participants (n=29) in the tracking database that participated in the program and was able to complete surveys with eight of these customers. Those eight participants represent lighting and refrigeration upgrades. Navigant also reached out to those individuals who started the program process, but did not complete the program. Of the 17 non-completes, 4 surveys were able to be

completed. In addition we completed 78 surveys with non-participants. Additional survey information, including survey dispositions, can be found in Appendix B.

For program participants and non-completes, the survey effort was an attempted census. There is no reason to think that those who completed the survey are systematically different from the rest of the group with whom surveys were not completed. Those who were most satisfied with the program might have been more inclined to complete the survey, because they may have felt more favorably toward O&R as a result of their participation experience. However, it may be equally likely that those least satisfied with their experience were more likely to participate so that they could vent their less positive feelings about their experience.

Surveying 8 of 29 participants and 4 of 17 non-completes implies that each respondent's answer can have a significant impact on aggregate findings from the survey. For the participants, each respondent represents almost 13% of all participants surveyed (1 of 8). For the non-completes, each respondent accounts for 25% of the respondents surveyed (1 of 4). For this reason results should be considered anecdotal and suggestive of the experience and attitudes of the total population. All indications are that the collected responses are representative of the entire population, but not statistically significant on their own.

Non-participant survey results can be considered both representative and statistically significant, given the larger number of completes and due to the larger population from which to contact. The statistical precision of the survey responses vary depending on the specific question that was asked and the distribution of individual responses.

Program Spending and Savings Acquired

O&R has spent 28 percent of the Big Energy Solutions budget and achieved approximately 40 percent of its savings target, when considering acquired projects only. Including committed projects, O&R has reached 82 percent of the target. Table 5 below presents the program spending by category. A significant portion of the administration budget has been spent but a significant amount of the remaining categories budgets remain.

Table 5: Big Energy Solutions Program Spending

Budget Category	2009-2011 Budget	Spending as of December 2011	% Budget Spent
Incentives & Services	\$1,709,807	\$504,785	30%
Program Planning	\$96,010	\$50,975	53%
Administration	\$280,241	\$218,935	78%
Implementation	\$1,050,628	\$210,415	20%
Marketing & Trade Ally Training	\$486,421	\$69,008	19%
Evaluation	\$190,690	\$29,739	16%
Total Annual Budget	\$3,813,797	\$1,083,856	28%

Table 6 presents the savings acquired through the program and the original and updated savings goals. Including committed projects, O&R was able to reach 82 percent of their goal.

Table 6: O&R Big Energy Solutions 2010-2011 Energy Savings Goals and Achievements

Program Type	Original Goal	Adjusted Goal	Acquired Total	Committed Total	Total Claimed 2010-2011	Percent Achieved
Energy Savings (MWh)	14,458	10,459	4,188	4,365	8,553	82%

Key Findings

Program Planning and Design

This section will describe a number of issues pertaining to program processes and requirements, and investigate methods to improve participation.

Key Findings from this section include:

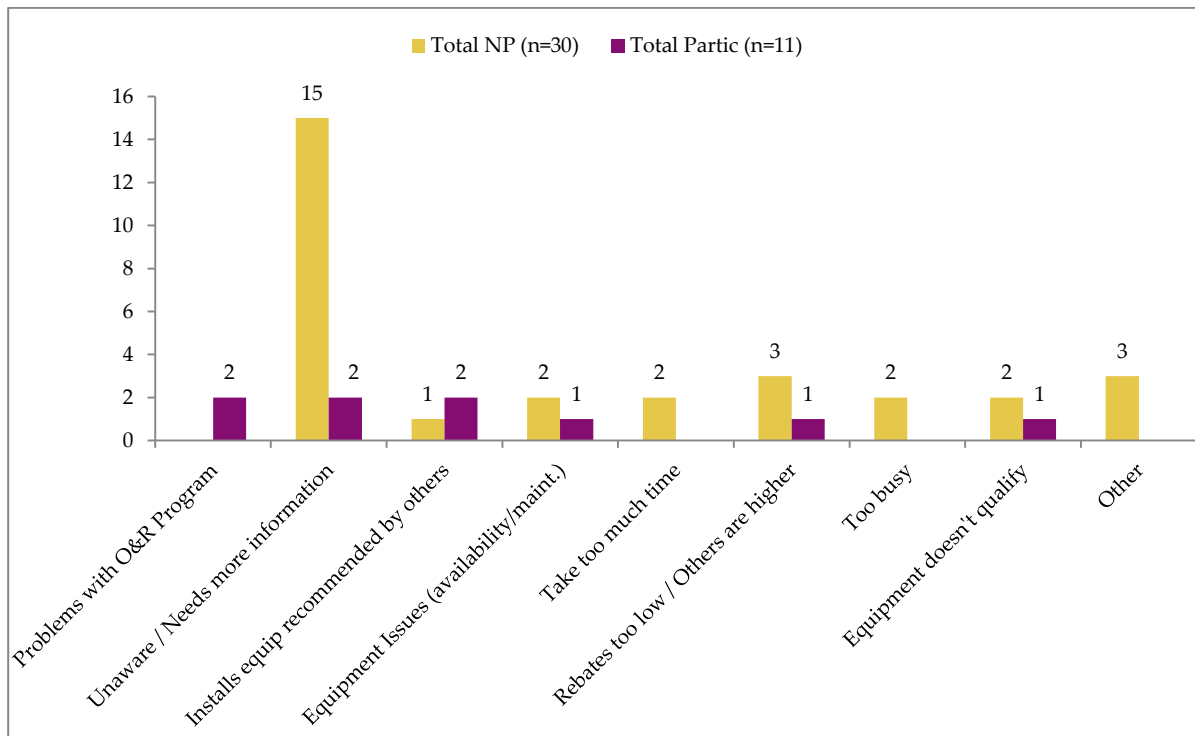
- Participating and non-participating trade allies provided a number of reasons for why they did not participate in the program, including needing more information, problems with O&R program, and rebates that are too low.
- Increasing marketing, adding more prescriptive measures, simplifying EMV and simplifying program processes were reported by trade allies as means of improving participation.

Design Barriers to Program Participation

The O&R Commercial and Industrial Existing Buildings Program provides incentives to commercial and industrial customers for installing high efficiency (HE) equipment (including lighting, HVAC, motors, and other equipment). In order to understand program processes and requirements, interviews were conducted both with trade ally firms that had participated in projects that had received rebates (“participating trade allies”), and with trade ally firms servicing commercial and industrial customers located within O&R’s territory that had not participated in rebated projects (“non-participating trade allies”).

Both participating and non-participating trade allies were asked to indicate the reason that they had not promoted the program. As illustrated below in Figure 3, many of the reasons relate to the program design. These include: Needs more information about the program, problems with the program, rebates are too low and equipment does not qualify.

Figure 3: Trade Ally Reasons for Not Promoting Program



Interviewed trade allies also offered several suggestions for how to increase program participation. Increase education and marketing (both in general and to contractors specifically) were the main suggestions given by non-participating trade allies.

In order to understand possible methods of increasing program participation, trade allies and program participants were asked about barriers to participation. Figure 4 shows that participating trade allies believe adding more measures to the program, offering easier project M&V and simplifying the program processes would improve participation. More specifically, respondents indicated that too much engineering data is required and that some rebate requirements are very restrictive.

Figure 5 demonstrates that non-participating trade allies feel that improved program marketing to both trade allies and customers would contribute to higher participation.

Figure 4: Participating Trade Ally Suggestions For Improved Participation (n=11)

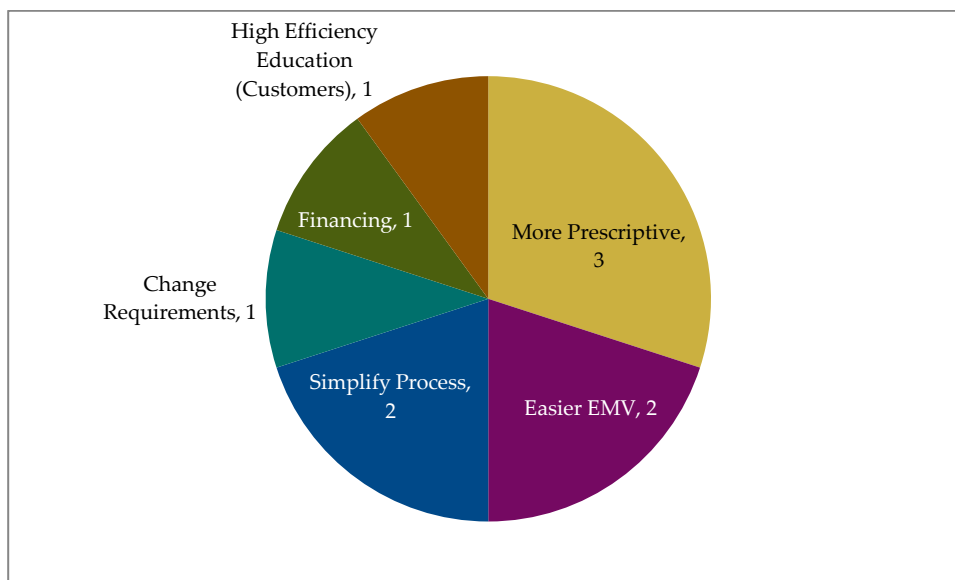
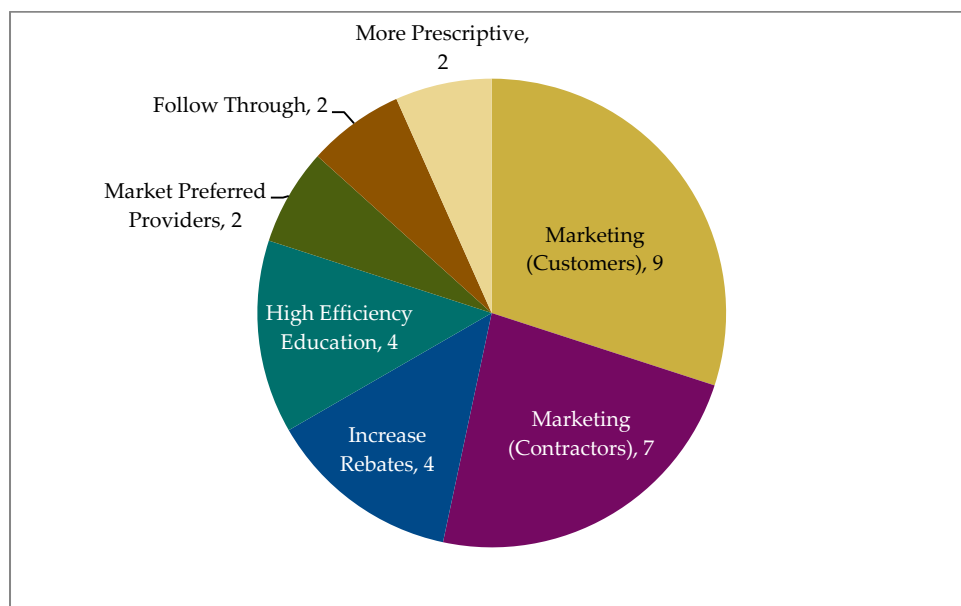


Figure 5: Non-Participating Trade Ally Suggestions For Improved Participation (n=30)



Surveyed program participants were asked to indicate if they believed there are any barriers to program participation. Only two of eight participants suggested there were barriers, which were reported to be higher upfront costs of the high-efficiency equipment and the amount of time required for program pre-approval.

Infrastructure Development

This section includes a review of the tracking database – including assessment of the validity of data entered, a review of the usability of the database, and a review of program applications – as well as a review of program staffing level.

Key Findings from this section include:

- Data entry errors were found relating to the number of measures installed through each project. This value was entered manually into multiple cells within the worksheet.
- Inconsistencies were identified relating to the number of rows included in the database per participant. In some cases multiple rows were included for the same participant and in other cases a single line item with multiple measures was included for a participant. No unique identifier was present in the database to clearly identify repeat rows for a specific customer.
- There are no status and status date fields currently included in the database. These fields allow program managers and evaluators to easily query the current status of each project.
 - Application date, Project completion date and Rebate payment date should be tracked in program database.
- There are several fields collected on the application forms which are not currently included in the tracking database. These include measure specific details relating to size and type of measure. Adding these fields to the database would simplify tracking of projects, internal and regulatory reporting and impact evaluation.

Database Review

Navigant conducted a review of program data in the Orange and Rockland tracking systems to assess their accuracy and effectiveness for use in recording, tracking, and reporting the process and impact of the program. This review included an assessment of the key processing timeframes, review of the project data for outliers and missing information, and assessment of the data collected on the rebate applications and recorded in the tracking systems.

The O&R Big Energy Solutions program is relatively small and only 29 participants, with a total of 38 entries, participated and are represented in the tracking database. The tracking database for the participants included information such as meter number, building type, project type/name, measure quantity, rebate amount, etc. Similarly, the non-completes included data such as meter number, building type, measure description/quantity, project type, and reason for not being filed. Due to the program size the tracking database is maintained in excel.

Database Inputs Review

Navigant reviewed the tracking database for completeness and accuracy. Of the 29 participants in the database, 12 had not yet received their rebate for participation. Of the 17 who had received their rebate checks, one data entry indicated that the rebate was received prior to the program application date.

In order to review accuracy Navigant verified inputs to a number of cells in the database. Total net savings are determined in the database by multiplying per unit savings by the total number of units. The total number of units is entered manually in this cell rather than referenced from the cell where it is recorded in the excel worksheet. In two cases the number of units was incorrectly entered. In these cases, it appears that the formula was copied down and was not updated. In one case it's possible that

the unit savings were for the entire project but in the other case the unit savings were multiplied by the number of measures in the row above rather than the number of measures in the project row. The same type of manual entry of “number of measures” occurs in the total demand savings and total project rebate columns and the same error was found.

Navigant also examined the database for ease of use and completeness of information required for the evaluation of program impacts. It was noted that in some cases customers have multiple line items for each measure while in others customers have a single line item for each measure. In order to track unique customers and projects in the database it should include a unique customer identifier. Each prescriptive measure or custom project should be entered in a single line item and the unique customer identifier could be used to link measures and projects installed by the same customer.

During the review it was also noted that the database does not contain a Project Status field. This field could contain the following entries:

- Application: the application has been received and the project is in review for eligibility.
- Committed: the participant has been notified that the application has been approved and funds have been committed.
- Inspection requested: the customer has notified the program that the project has been completed.
- Completed Project: indicates project has been completed.
- Rebate Payment: indicates project rebate has been paid.
- Discontinued: participant signed up for the program but decided not to complete program participation or the application was rejected. This field should have an accompanying “notes” field to capture specific comments.

The addition of a status field would allow all customers who enter the program, even those who do not complete participation, to be tracked in the same database. Along with the Project Status field, addition of a Status Date field would allow program managers and program evaluators to easily determine when the project status was updated.

Program Application Review

Navigant also completed a review of the program applications. During this review Navigant found that the anticipated project completion date along with the post completion inspection date are entered on the application form. Adding these fields to the program tracking database would allow program managers and evaluators to more easily query a project’s status. The project-specific application forms for HVAC, VSD, lighting and motors contain measure-specific information that allows program evaluators to verify the savings attributed to each project in the program. Adding this information to the tracking database would simplify the program evaluation process.

Program Staffing

The O&R Big Energy Solutions program is staffed by one FTE who is also responsible for delivery of other programs. A significant amount of time is spent contacting eligible customers personally to gain program participation. There is no implementation contractor associated with the program and the single FTE is responsible for program administration, marketing, implementation, tracking and rebate processing. Additional staff would be required if program participation were expanded.

Marketing and Customer Acquisition

In the following section participant, non-participant and Trade Ally program awareness is discussed. Non-participant decisions relating to HE equipment installation and program participation are also discussed.

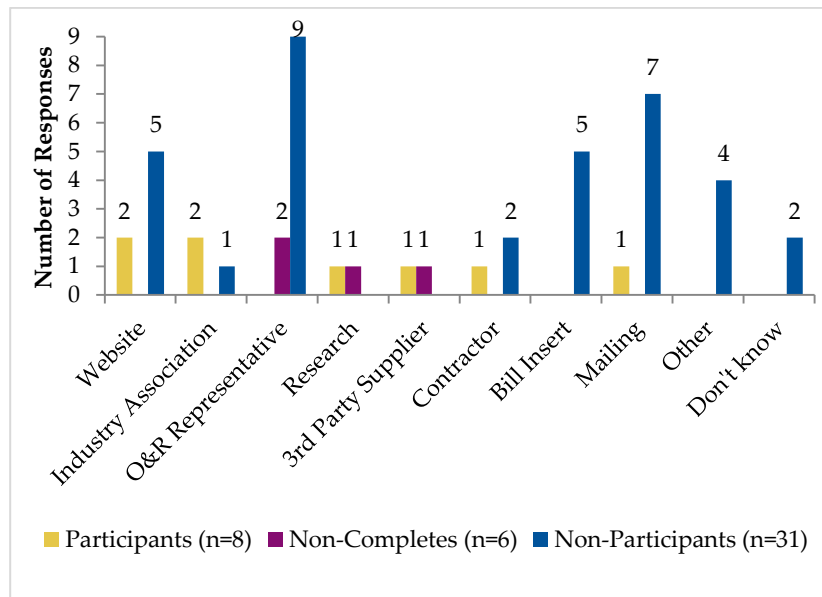
Key findings for this section include:

- Participants heard of the program from a number of different sources, while non-completes and non-participants are most likely to have heard of the program through an O&R representative or mailings.
- Forty percent of non-participants and 37 percent of non-participating Trade Allies have heard of the O&R Big Energy Solutions program.
- Payback period was the most commonly reported decision-making criterion for making HE equipment decisions, among non-participants who had purchased HE equipment.
- The majority of non-participants (70 percent) indicated they would be likely to participate in the program in the future. The most commonly reported reason for not participating in the future was lack of program awareness/knowledge.

Program Awareness

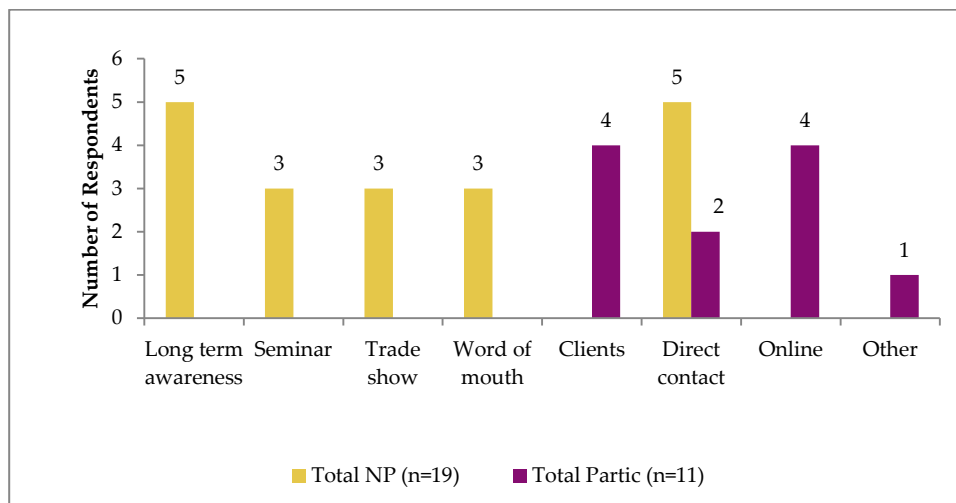
This section presents an overview of current marketing efforts to promote the program and details the results of surveys conducted with program participants, non-participants and non-completes. Forty percent of non-participants indicated that they had heard about the Orange and Rockland program. All those surveyed who knew about the program were asked how they heard about it. As shown in Figure 6, participants heard about the program from the program website, industry associations, contractors, and other sources, while non-completes and non-participants were more likely to hear about it from an O&R representative, the program website or some sort of mailing. Of those participants who responded that they heard about the program from the O&R website (2 responses), one respondent rated their website satisfaction as a 7 on a 10-point scale (where 1 means Extremely Dissatisfied, and 10 means Extremely Satisfied), while the other rated it a 9. The average program website satisfaction reported by non-participants was 6.5 on the 10-point scale.

Figure 6: Program Awareness



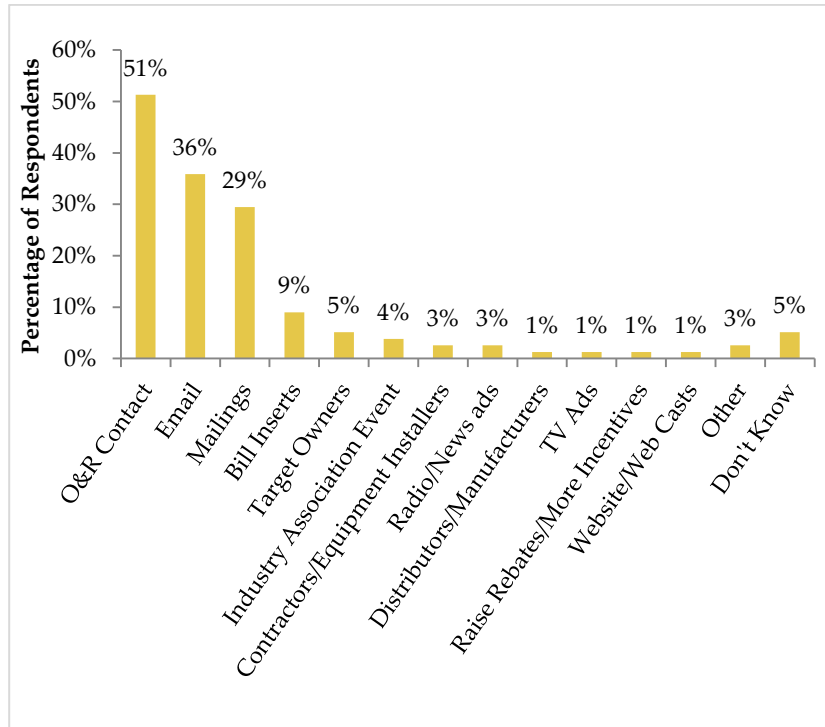
Approximately one third (11) non-participating trade allies indicated that they were aware of the O&R Big Energy Solutions program. Those who had heard of the program indicated that this occurred through long term awareness of the program or through direct contact with O&R. Participating trade allies indicating first hearing about the program through clients or online. These results are shown below in Figure 7.

Figure 7: Trade Allies Suggestions for Improving Program Awareness



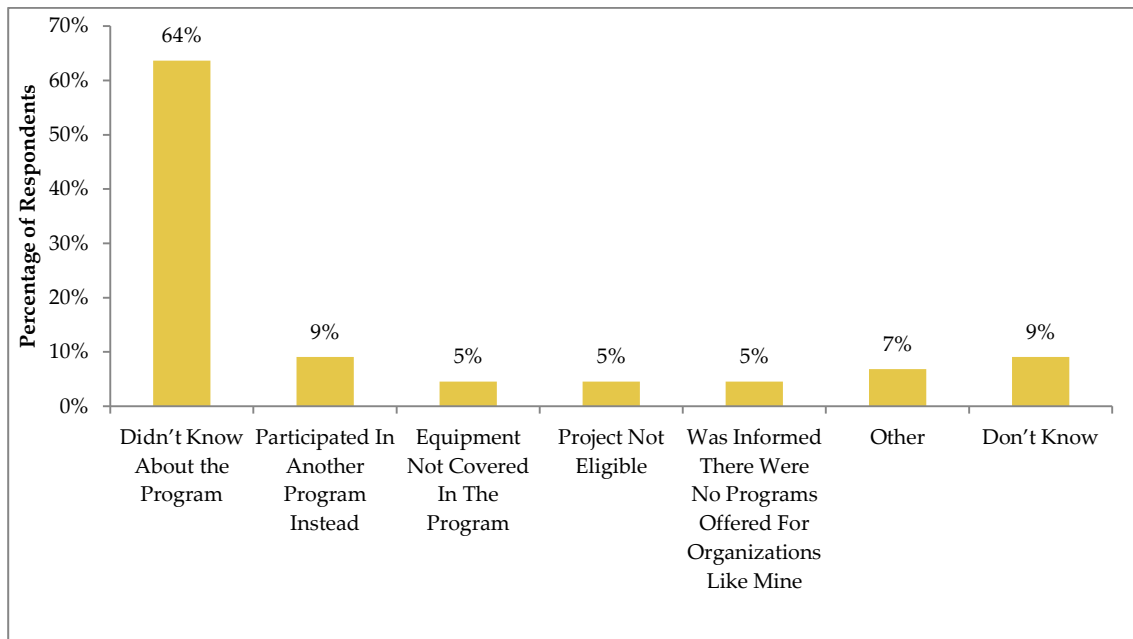
When asked to suggest methods which O&R should use to reach out to customers about their programs, non-participating customers most commonly reported direct contact by O&R. Figure 8 illustrates that e-mail and mailings were also mentioned by many non-participants.

Figure 8: Non-Participant Suggested Method of Program Advertisement (n=78)



Non-participants who had installed HE equipment (44 of the total 78 surveyed non-participants) were asked why they had not participated. As illustrated in Figure 9, lack of program awareness was the main reason for not participating. This suggests that more marketing to potential participants may improve participation.

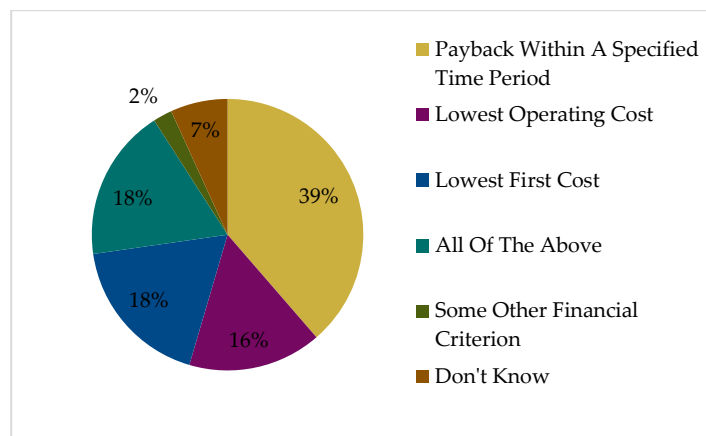
Figure 9: Non-Participants Reason for Not Participating



HE Equipment Decisions

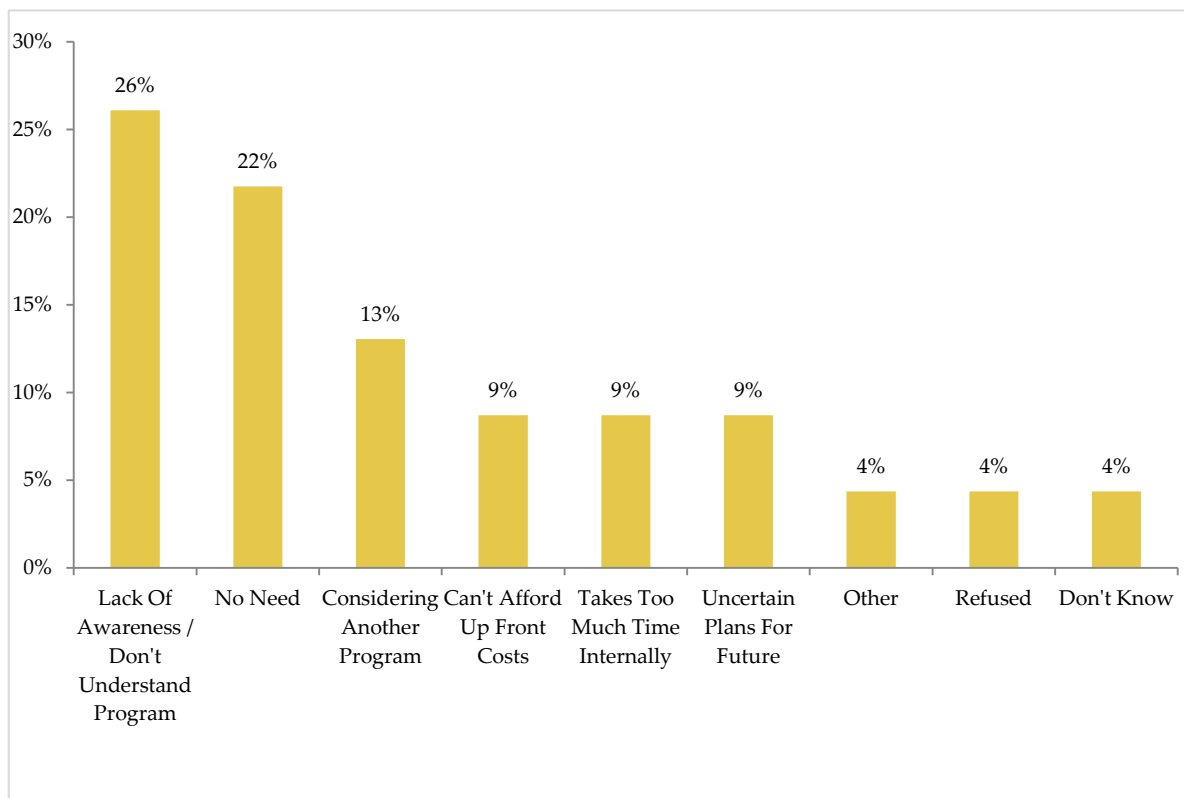
Non-participants were asked several questions relating to HE equipment purchasing decisions, to understand their priorities. More than half of the surveyed non-participants, 58 percent (45 respondents), indicated having made some energy efficiency upgrades to their facilities over the past two years. Of these respondents, 64 percent (29 respondents) indicated that they did not participate in the O&R program due to lack of program awareness and 9 percent indicated that they did not participate because they were participating in another program. Non-participants who completed HE upgrades at their facilities were also asked what criteria were used for these projects. As indicated by Figure 10, payback period was the most commonly cited criteria for project financial decisions.

Figure 10: Non-Participants Reasons for Not Participating in O&R Program



All non-participants, both those who had and those who had not made HE upgrades, were asked how likely, on a scale of 1 to 10, they were to participate in the program in the future. The majority of non-participants (70 percent) responded with a likelihood of 7 or higher. Respondents who reported a likelihood of less than 7 were asked why they would be unlikely to participate in the program in the future. As shown in Figure 11, lack of awareness or not understanding what the program offers is the most common response, illustrating that non-participants still do not have enough information about the program.

Figure 11: Non-Participants Reasons for Not Participating in The Future



Program Website Review

Orange and Rockland has a program website that provides contractors and customers with basic information about the program. The website provides contact information for O&R as well as application forms for each prescriptive measure and for the custom program.

As a key program information sharing and enrollment tool, the websites are of great importance to the program's customer positioning, understanding, enrollment and satisfaction. Navigant conducted a review of the program's websites and assessed them from a number of perspectives including:

- Structure and Navigation – Is the website well laid out (i.e., is it intuitively structured, easy to navigate, etc.)?
- Functionality – Does the website load quickly and run smoothly?

- Visual Design – Does the website’s visual design connect the target audience to the underlying message or information being presented?
- Consistency – Do the various pages or the website and any associated links match and conform to a common visual and informational theme?
- Content – Is the presented information relevant, easy to understand and consistent with that presented elsewhere?
- Interactivity – Does the website engage visitors and provide them with adequate tools to locate the information they are looking for or a means to request that information (e.g. searches, request forms, database queries, online chat).
- Customer Relations – Does the website provide the necessary contact information (i.e. address, customer help-line, email)
- Search – Is the website easy to find from various browsers (Google, Yahoo!, Bing, Ask AOL Search) using various key words?

The program website provides the information necessary to engage customers and make it easy for them to participate in the program. Table 7 provides a summary of our findings.

Table 7. Summary of Findings for O&R's C&I Program-Related Website

Assessment Category	Findings	Overall Assessment (Poor, Acceptable, Good, Excellent)
Overall Structure and Navigation	<ul style="list-style-type: none"> • Easy navigation to http://www.oru.com/programsandservices/incentivesandrebares/bigenergysolutions.html page from http://www.oru.com/programsandservices/index.html page • Pages have minimal information about the program • Consider adding more information about eligible measures and savings potential 	Acceptable
Structure and Navigation	<ul style="list-style-type: none"> • Direct links to get to rebate forms • Text and graphics generally support intuitive navigation • Direct links to contact information 	Good
Functionality	<ul style="list-style-type: none"> • Page loads quickly and cleanly. 	Good
Visual Design	<ul style="list-style-type: none"> • Homepage uses graphics to assist user in locating relevant information • Consider more graphics on sub-pages 	Good
Consistency	<ul style="list-style-type: none"> • Webpage has consistent look and feel to other O&R webpages 	Good

Assessment Category	Findings	Overall Assessment (Poor, Acceptable, Good, Excellent)
Content	<ul style="list-style-type: none"> • Insufficient information provided to determine eligibility and support participation • Eligibility requirements and other Terms and Conditions are not easy to locate (are only found on program applications) • Addition of case studies, interviews, success stories, etc. would contribute to program website content • Application forms are easy to find and access from the website 	Acceptable based on current program size
Interactivity	<ul style="list-style-type: none"> • Currently are not interactive components on the website. These may not be essential due to the small program size. • O&R may consider adding videos to promote to program or interactive tools to estimate savings of various measures. 	N/A
Customer Relations	<ul style="list-style-type: none"> • A number is provided for follow-up enquiries on all program related rebate documentation and is easy to locate on the associated web pages. An online query form is also available. 	Excellent
Search	<ul style="list-style-type: none"> • Program information was easy to locate via all web browsers 	Excellent

Orange and Rockland hosted addresses reviewed:

<http://www.oru.com/index.html>

<http://www.oru.com/programsandservices/>

<http://www.oru.com/programsandservices/incentivesandrebates/index.html>

<http://www.oru.com/programsandservices/incentivesandrebates/bigenergysolutions.html>

<http://www.oru.com/documents/programsandservices/bigenergysolutions/generalapplication.pdf>

Date review conducted: November 19, 2012

Source: Navigant Consulting Analysis

Program Delivery

The following section covers issues related to program delivery and include: contractor selection, program processes (ease of participation), program motivators and measure specific issues.

Key findings include:

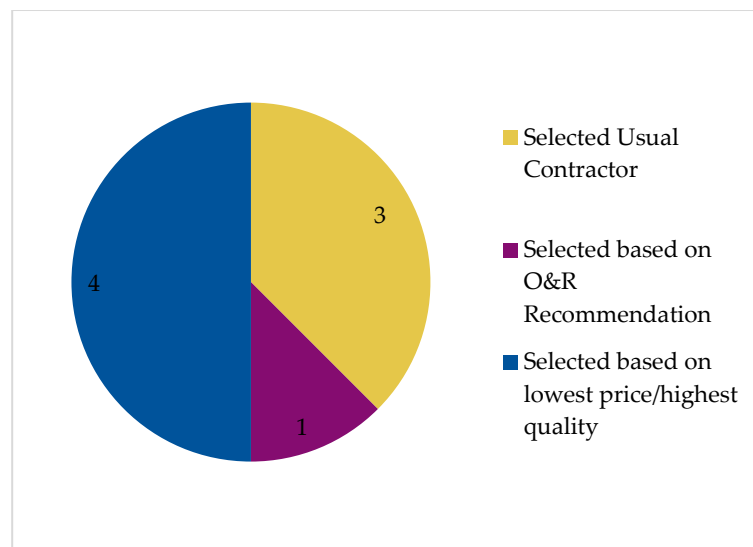
- Non-participating contractors indicated that a very low percent (27 percent) of their customers asked about O&R rebates. They reported a higher percentage (65 percent) had inquired about rebates in general.
- The majority (82 percent, n=9) of participating contractors actively promote the program to their customers.

- Participants reported all aspects of the program were relatively easy to complete. Estimating the savings of proposed energy efficiency improvements received the lowest rating and was classified as the most difficult aspect to complete.
- Non-participants reported that payback period/ROI and typical energy savings is the most critical information to be provided in order to participate in the program.
- Saving energy and cash rebates were reported by participants to be the main reasons for participating in the program (reported by 6 out of 8 surveyed participants).
- Non-participants indicated that when purchasing HE equipment, energy savings (cost savings) is the leading factor which would motivate their organization to purchase HE equipment (reported by 82 percent of non-participants).
- For all measures installed by surveyed respondents (lighting, air conditioning and refrigeration upgrades), saving energy was a common reason for having installed the HE over the standard version.

Contractor Selection

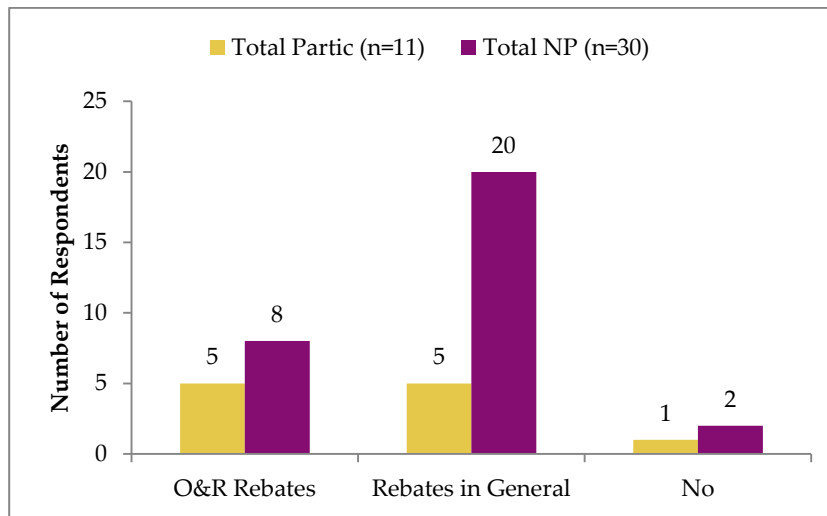
Participants were asked how they chose a contractor or distributor to use to purchase or install their high efficiency equipment. Figure 12 illustrates that most of the 8 participants surveyed indicated that they selected based on lowest cost/highest quality or used their usual contractor or distributor.

Figure 12: Participants Methods of Selecting Contractor



Participating and non-participating contractors indicated that 46 percent and 27 percent, respectively, of their customers had asked them about O&R rebates. A significantly higher percentage of non-participating contractors customers asked about rebates in general. Had non-participating contractors been more aware of the O&R program they would have been able to advertise it to more of their customers who ask about rebates in general. These results are shown graphically in Figure 13 below. The majority of participating trade allies, 82 percent, indicated that they actively promote the program to their customers.

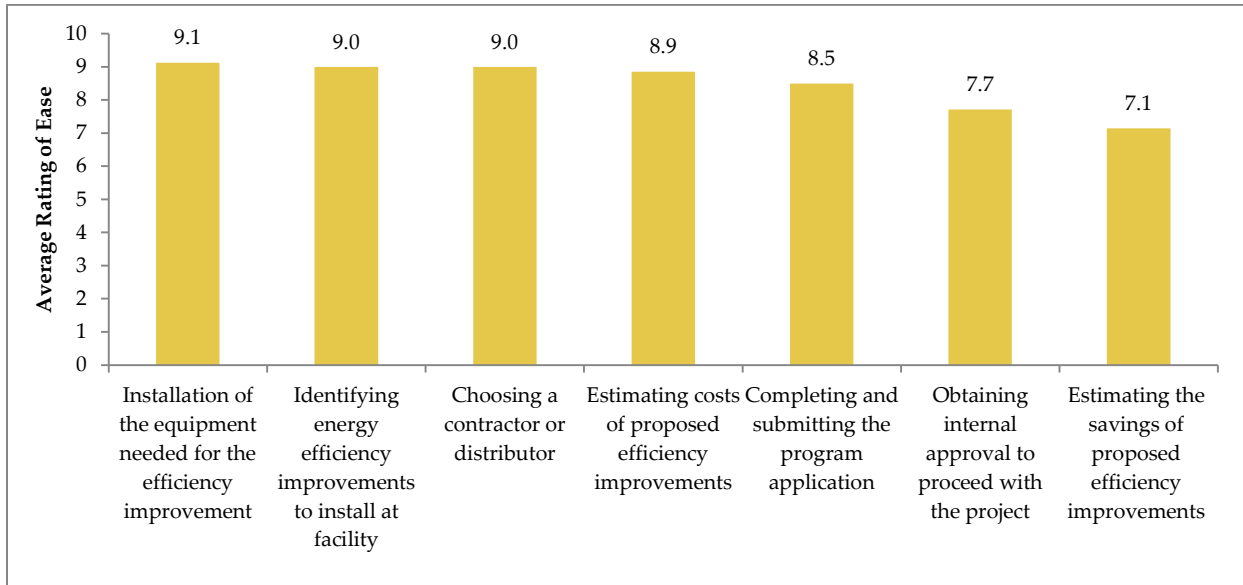
Figure 13: Trade Ally Customers Who Asked about Rebate Programs



Program Processes

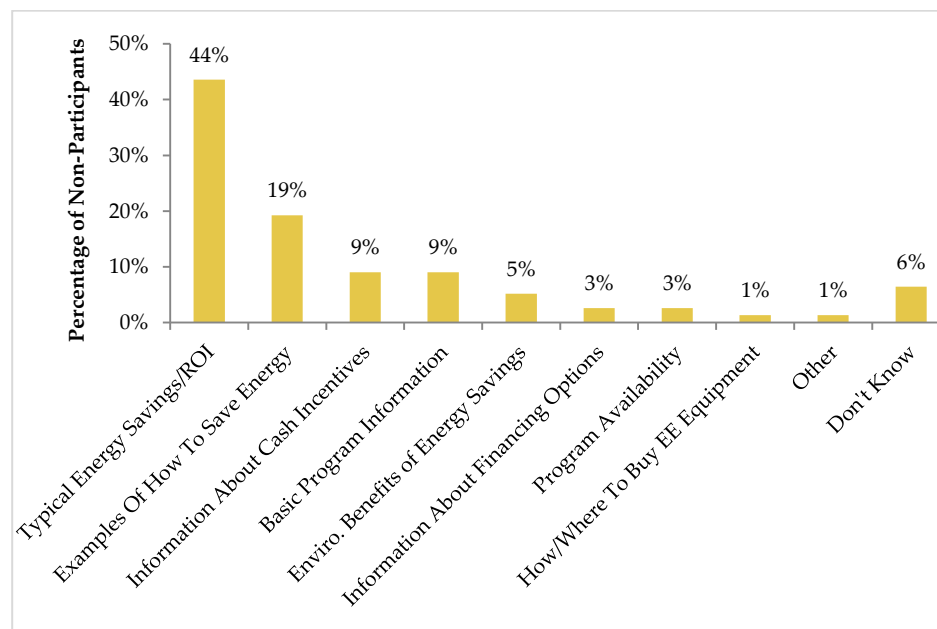
When asked to rate the ease or difficulty of taking each step in the program participation process, participants reported that all steps were easy to complete. Each program step was rated on a 10 point scale, where 1 is very difficult, and 10 is very easy. Estimating the savings of proposed efficiency improvements received the lowest rating, with one respondent rating it a 3 out of 10. Similarly, Trade Allies have indicated that customers need more information about the financial implications of efficiency improvements (equipment costs/benefits, project ROI) in order to make installation decisions. **Error! Reference source not found.** summarizes the average rating regarding the ease with which they could take each program participation step.

Figure 14: Ease of Program Participation



When asked what information is the most critical to provide prior to participation in the program, non-participants most frequently reported ROI/typical energy savings. This finding, shown in Figure 15, supports the participant and trade ally findings and reinforces the importance of sharing as much information about typical ROI and payback periods as possible in program materials.

Figure 15: Critical Information to Provide to Non-Participants Prior to Participation



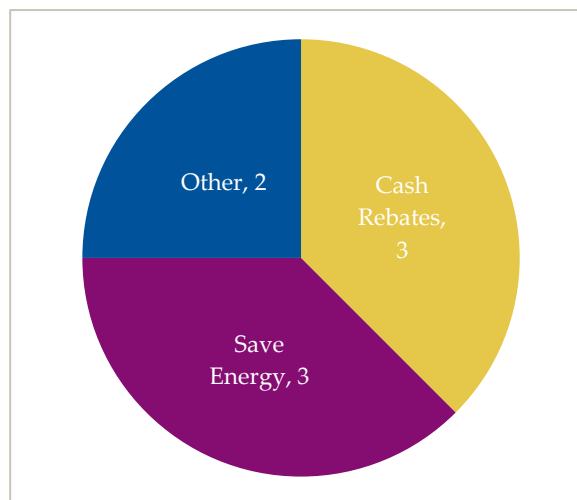
Participants were also asked if there were any aspects of the program which took longer than expected. Three of the 8 eight participants indicated that receiving the rebate check took longer than they expected.

Participation Motivators

In order to gauge the effect of the program on participants' decision to install the measures, respondents were asked the likelihood that they would have undertaken the same rebated efficiency improvements had the program not been available. Respondents were asked to rate, on a scale of 1 to 10, where 1 is extremely unlikely, and 10 is extremely likely, how likely they would have been to undertake the same efficiency improvements had the program not been available. Three of the eight participants reported that they were extremely unlikely to install the same equipment had the program not been available. The same amount (3 out of 8) reported they were extremely likely. The remaining participants were neutral (gave a rating of 5).

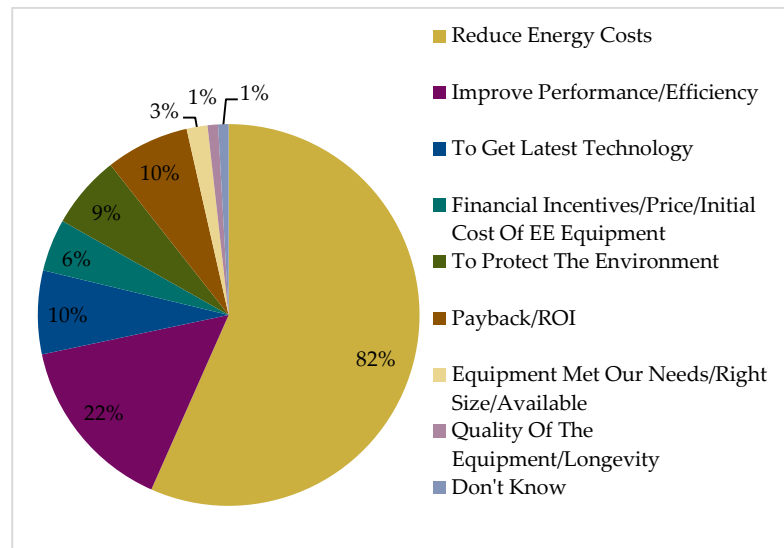
Saving energy and cash rebates were reported by participants to be the main reasons for participating in the program.

Figure 16: Reasons for Participating in Program



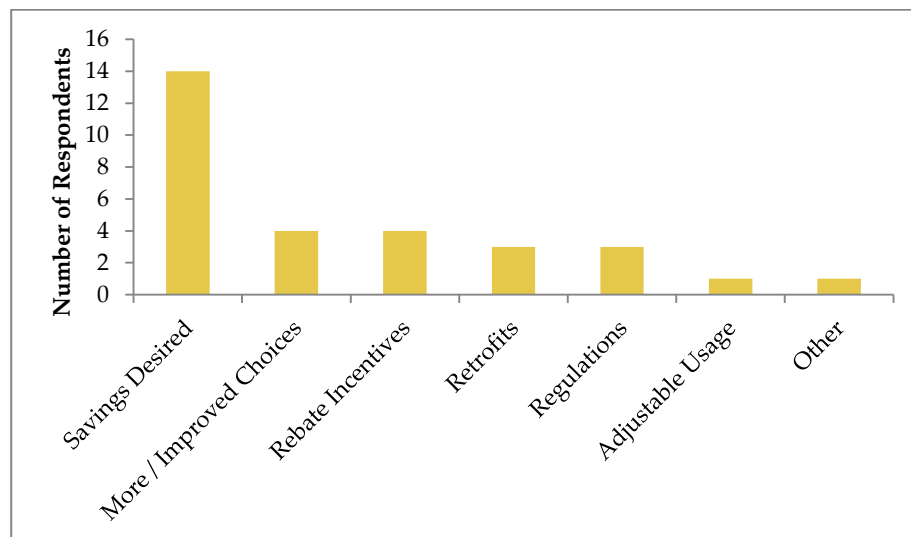
Non-participants also indicated that when purchasing HE equipment, reducing energy costs is the most frequently reported factor which motivates organizations. From Figure 17, improved performance/efficiency was also reported as a reason to purchase HE equipment, by almost one fourth of those surveyed.

Figure 17: Non-Participant Motivations for Purchasing HE Equipment



Similarly, Figure 18 illustrates that non-participating Trade Allies indicate that saving energy is the top motivator for customers to purchase HE equipment.

Figure 18: Non-Participating Trade Ally Reported Reasons for Purchasing HE Equipment



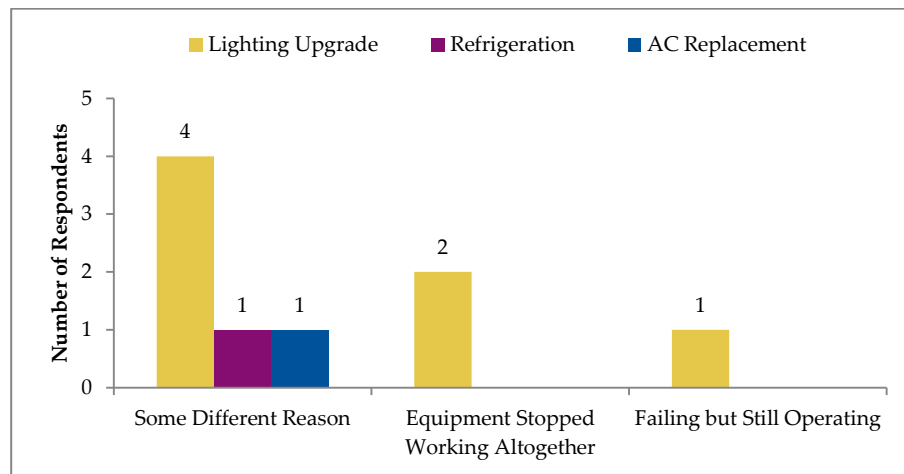
Measure Specific

Participants were also asked a series of specific questions related to the measures they installed, to get a better understanding of what drives organizations to install high efficiency equipment through the program. A summary of the responses given can be found in Figure 19 through Figure 22 below. Reducing energy cost was the most commonly reported reason for purchasing HE over standard

equipment and was also the most commonly reported overall reason for installing the equipment installed through the program.

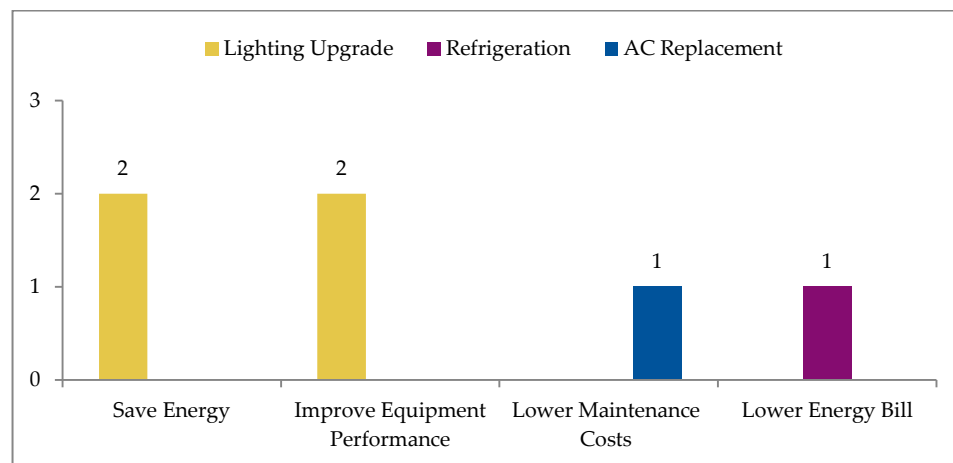
1. With respect to [MEASURE NAME] did you replace it because...
 - a. The equipment was failing but still operating,
 - b. The equipment stopped working all together, or
 - c. Because of some different reason?

Figure 19: Replacement Due to Failure?



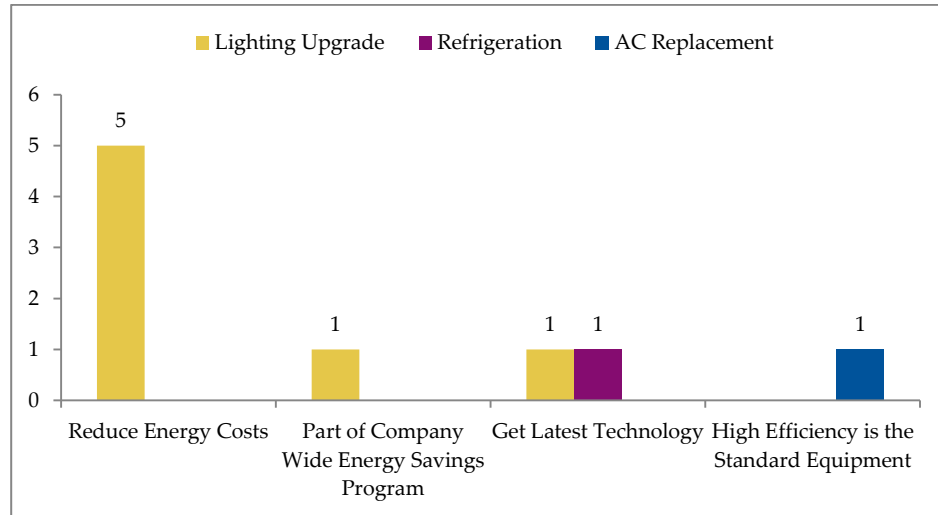
2. What was the reason you replaced the equipment? (Open response. Asked of individuals who indicated "Some Different Reason" above)

Figure 20: Reason for Replacement



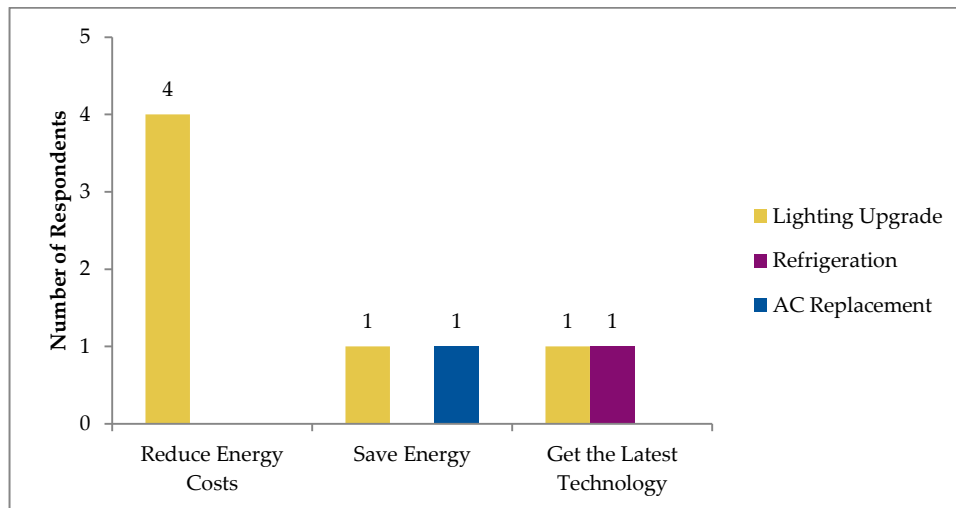
3. Why did your company decide to install high-efficiency equipment instead of standard-efficiency equipment? (Open response. Multiple Responses allowed.)

Figure 21: Reason for Selecting HE over Standard Equipment



4. What was the primary reason you chose to make this/these efficiency improvement(s)? (Open Response)

Figure 22: Primary Reason for Making Improvements



Only two of the eight surveyed participants replacing their equipment were doing so due to equipment failure. A number of reasons were provided to support purchasing HE equipment over standard models. The most commonly cited reason was to reduce energy costs.

Satisfaction with the Program

The following section covers participant, non-complete and Trade Ally satisfaction with key program features.

Key Findings in this section are:

- Participant satisfaction was reported to be relatively high for all program features. Lowest satisfaction (average of 7.25 on a 10 point scale) was reported for rebate amount.
- Non-completes reported a low satisfaction with interactions with O&R (average satisfaction rating of 5 out of 10). However, this was only asked of 3 participants and dissatisfaction was reportedly due to the fact that they were not eligible to participate in the program.
- Seven of the 8 participants surveyed indicated they were extremely likely to recommend the program to others in the future.
- Participating Trade Allies reported high satisfaction with the program (88 percent of respondents rated the program a 4 or 5 on a 5-point scale).

Participants, non-completes and Trade Allies were asked a series of questions related to their satisfaction with the portions of the program that they experienced. Satisfaction of participants and Trade Allies was reported to be high for all program aspects. Non-complete participants reported a lower satisfaction with their interactions with the utility.

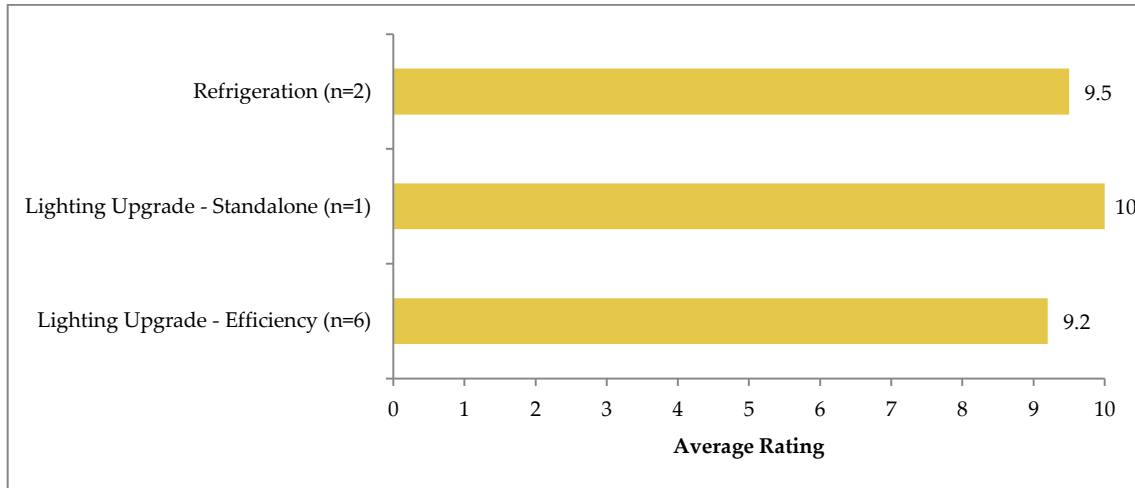
During the program process, participants and non-completes may have had to contact an O&R representative for assistance. The nature of these inquiries included seeking information on the program, or specific questions regarding the application forms. Of the eight participants surveyed, five said they had contacted O&R at some point during their participation in the program. When asked to rate their satisfaction with the O&R representative on a scale of 1 to 10 (where 1 is extremely dissatisfied and 10 is extremely satisfied), the average response was a 9. No respondent indicated they were dissatisfied with their experience in contacting O&R.

Similarly, the non-completes were asked about their satisfaction with contacting an O&R representative. Most of the 4 individuals surveyed had contacted an O&R representative. On average, their satisfaction was 5 out of 10 (using the same rating scale described above). One respondent gave a satisfaction of 1, indicating they were extremely dissatisfied with their experience contacting O&R. When probed for more information regarding their dissatisfaction, the respondent indicated that they spent a considerable amount of time and effort to get their project going, only to find out in the end that their project did not qualify for the rebate.

A small percentage (13 percent, or 10 respondents) of non-participants who had heard of the program also indicated that they contacted O&R to inquire about the program. These non-participants were also asked to rate their satisfaction with contacting the utility. The average satisfaction of non-participants was reported to be 7.4. Individuals who reported dissatisfaction indicated this was due to lack of follow-up by the utility.

Participants were asked about their satisfaction with each type of new high efficiency equipment installed through the program (using the same rating scale described above). Overall, respondents were very satisfied with their high efficiency equipment. No participant gave an equipment satisfaction rating of less than 8, on the 10-point scale. Figure 23 below summarizes these results.

Figure 23: Average Participant Satisfaction with High Efficiency Equipment Installed

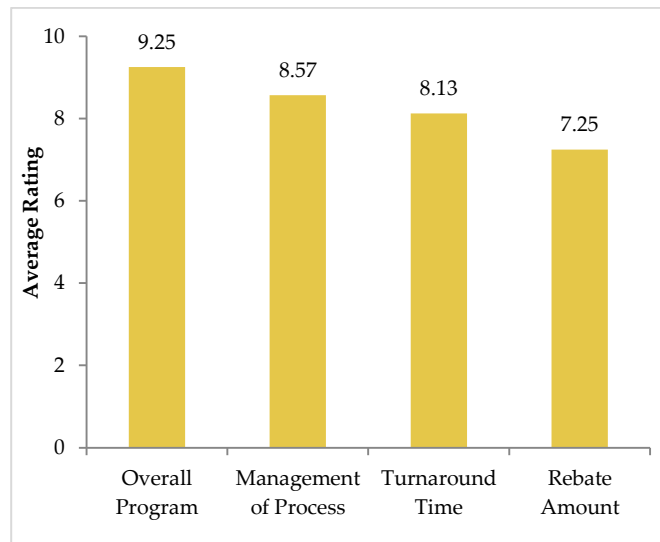


In addition to being asked about satisfaction with the high efficiency equipment, respondents were also asked a series of other satisfaction-related questions. Participants reported their satisfaction with the following aspects of program participation (using the 10-point scale in which “1” is extremely dissatisfied, and “10” is extremely satisfied):

- Rebate amount(s)
- Program turnaround time in processing the rebate application and issuing the rebate check(s) once all program requirements were met
- Program management of the program process and associated communications
- Overall satisfaction with the program.

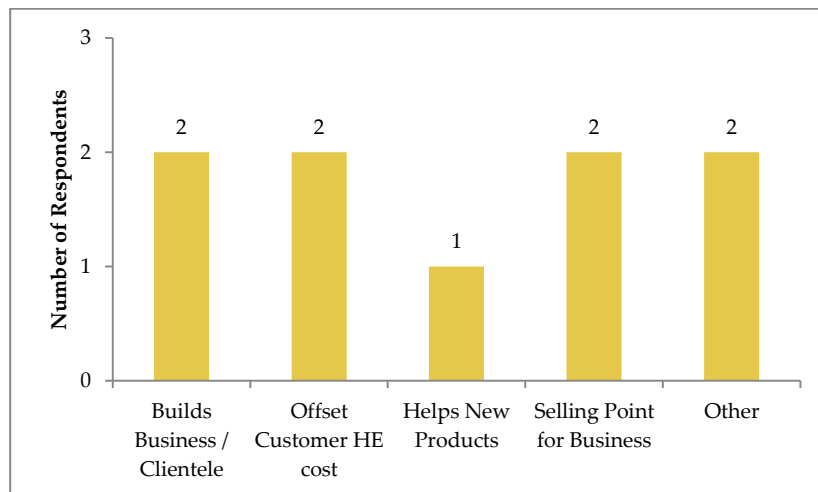
Overall, participants indicated a high level of satisfaction with all points listed above. A summary of the average responses of all 8 participants can be found in Figure 24 below. In general, respondents indicated they were satisfied with the rebate. One respondent noted that the rebate could have been higher, but this individual still gave the program a rating of 10 for overall satisfaction, and indicated they were extremely likely to recommend the programs to others in the future. In fact, eighty-eight percent (7 out of the 8) participants surveyed indicated they were extremely likely to recommend the program, and no respondents gave a value less than 8 for overall satisfaction with the program.

Figure 24: Participant Satisfaction



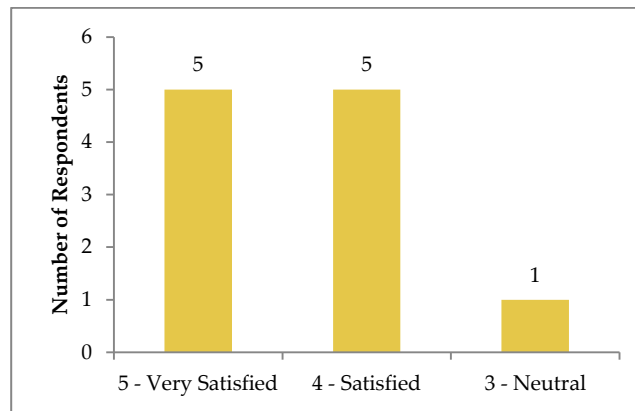
Participating Trade Allies were also asked several questions relating to their satisfaction with the program. The key participation benefits to the trade allies of participating in the program include that it helps to build the client base, helps sell new efficiency products, offsets costs of HE equipment and is a competitive selling point for the business. These are shown below in Figure 25. A few negative effects mentioned were complexity (takes time away from jobs), and the suggestion that rebates can prop up the price of equipment artificially.

Figure 25: Trade Ally Benefits to Participating in Program



Participating Trade Allies also reported high satisfaction with program participation. Figure 26 illustrates that when asked to rank their overall level of satisfaction on a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied, the majority (10 of 11) of participating Trade Allies reported they were either satisfied or very satisfied with the program.

Figure 26: Trade Ally Program Satisfaction



Interactions with Other Programs

In order to understand the market for O&R's Big Energy Solutions program, participants, non-completes, non-participants and Trade Allies were asked several questions relating to their knowledge of and experience with other C&I programs operating in the same region, specifically the NYSERDA program.

Key Findings for this section are as follows:

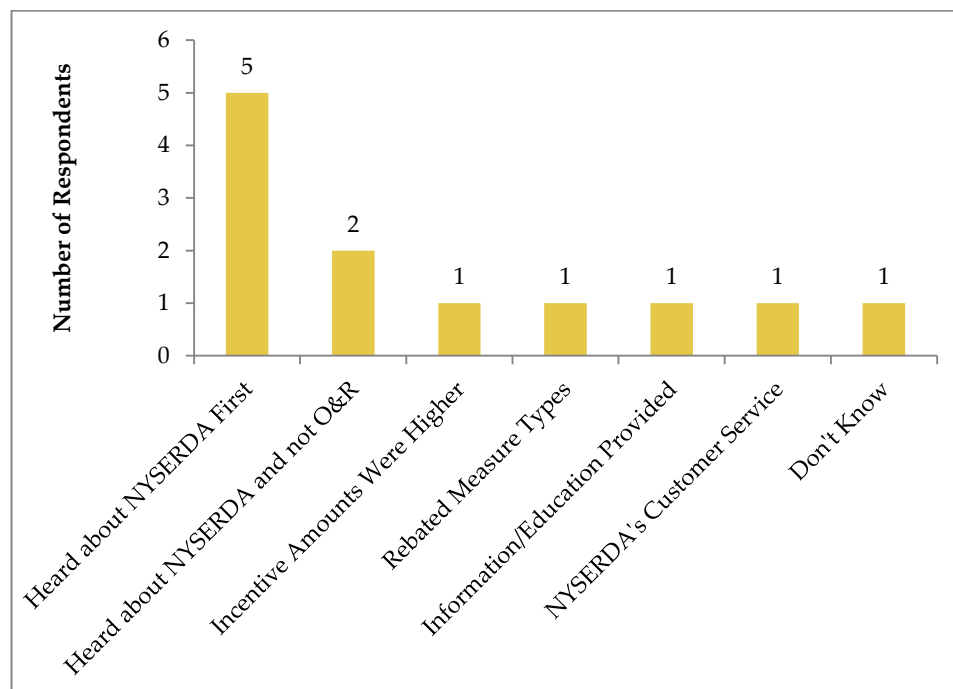
- Fifty percent of participants and non-completes had heard of the NYSERDA program. Two had considered participating but felt that the O&R program involved less "red tape" and it was preferable to deal with the utility.
- Forty percent of non-participants had heard of the NYSERDA program. Only a small percentage (14 percent) participated in the NYSERDA program and for these individuals lack of O&R program awareness was the main reason for selecting the NYSERDA program rather than the O&R program.
- Significantly more non-participating Trade Allies had heard of the NYSERDA program than the O&R program (80 percent versus 37 percent).
- HVAC, VFD, and Motor rebates are higher through the NYSERDA program than through the O&R program.

When asked about the NYSERDA Existing Buildings Programs, both participants and non-completes indicated awareness of this program. Of the 12 respondents from both the participants and non-completes sample, half indicated they had heard of the NYSERDA program. Two of the three participants who had heard of the program indicated they had considered participating in the NYSERDA program. When asked why they decided to participate in the O&R program instead, they indicated that the O&R program involved less red tape, and that it was preferable to deal with utilities directly. Of the three non-completes that indicated they had heard of the NYSERDA program, one participant who was applying for a compressor replacement project actually participated in the NYSERDA program. This individual indicated that they felt the NYSERDA program was more competitive and allowed them to get a higher rebate than they would have received through O&R.

Respondents who had heard of the program, but did not participate in it, did not indicate a reason for not participating in the NYSERDA program.

Non-participants were also asked about program awareness. Approximately equal percentages of non-participants had heard of the NYSERDA program (44%) and O&R program (40%). A small percentage of non-participants (14 percent) indicated that they have participated in the NYSERDA program. Figure 27 illustrates that the majority of these respondents indicated that lack of O&R program awareness was the main reason for selecting the NYSERDA program over the O&R program.

Figure 27: Non-Participants Reasons for Selecting NYSERDA Program



Both participating and non-participating Trade Allies were asked about their awareness of the NYSERDA program. Nearly all of the interviewed Trade Allies (100 percent of participating - n=11 and 80 percent of non-participating - n=24) indicated that they knew of the NYSERDA program. This is much higher awareness for non-participating Trade Allies than the 37 percent (n=11) who indicated they were aware of the O&R program.

The O&R program manager noted that during visits to non-participating customers to promote the program he discovered that many were already participating in the NYSERDA program.

Participants and non-participants who had heard of the NYSERDA program were asked if they found it confusing that there are similar programs offered by different organizations in their area. Fifty Percent of participants indicated this was confusing. When asked why they felt this way, their responses can be summarized as follows:

- One respondent felt it was odd to see two programs that apply to the same store or location

- Some felt that there are a lot of different programs, different requirements and/or incentives and/or types of incentives, and it can be difficult to tell which is best. One individual felt it would be easier if there was a way to compare the programs directly, upfront.

Over half (16 of 28) of the non-participants who knew of both programs indicated it was confusing that multiple programs were offered. The most commonly reported reason for confusion (reported by 6 of 16 respondents) was due to difficulties determining which program was best of the respondent's company.

Non-completes who knew about the NYSERDA program were asked if it was beneficial that multiple programs were offered. Generally, these respondents felt it was a good thing, but one indicated that O&R should be working with the state to develop a common rebate program and communicate the program better. This respondent indicated that they would have never known about the program without their contact at O&R. They added that having competing programs seems nonsensical.

Navigant also investigated differences between the rebates offered by the NYSERDA and O&R programs. As shown in Table 8 rebate levels for HVAC equipment, Motors and VFDs are lower through the O&R program than through the NYSERDA program. The NYSERDA program also offers prescriptive rebates for a number of measures not covered by O&R's prescriptive rebates such as chillers, refrigeration, furnaces, boilers and commercial kitchen equipment.

Table 8: C&I Program Rebate Levels

Category	Measure	O&R	NYSERDA
Lighting	LED Exit signs	\$25/fixture	\$10/fixture
	T8 Relamp and Reballast	\$15/fixture	\$15/fixture
	High intensity fluorescent	\$40/fixture	\$35-75/fixture
	Occupancy Sensors	\$20-85/sensor	\$10-50/sensor
HVAC	Unitary HVAC and Split Air (up to 5.4 tons)	\$45-\$95/ton	\$125/ton
	Unitary HVAC and Split Air (> 5.4 tons)	\$35/ton	\$50/ton
	Air-to-Air Heat Pump (up to 5.4 tons)	\$50-100/ton	\$125/ton
Motors	ODP Motor: 1-1.5 HP	\$30/motor	\$45/motor
	ODP Motor: 200 HP	\$480/motor	\$630/motor
	TEFC Motor: 1-1.5 HP	\$30/motor	\$50/motor
	TEFC Motor: 200 HP	\$480/motor	\$700/motor
Variable Frequency Drives	VFD 1 to 25 HP	\$175 to \$1,495/controlled motor	\$900 to \$6,000/controlled motor
Custom Rebates	Electric Custom		\$0.12/kWh
	Gas Custom		\$1.50/therm

Conclusions and Recommendations

Overall, the O&R Big Energy Solutions Program ran well and, including committed projects, came close to reaching its goal. Participant satisfaction with the program is high and the majority of the process evaluation recommendations relate to methods to increase participation and improvements which could be made to streamline the program processes as it continues to grow.

Program Planning and Design

As of the end of December 2011, O&R had achieved 82 percent of the 2010-2011 program goal through both completed and committed projects.

Recommendations for Program Planning and Design

- Orange and Rockland should consider adding an upstream incentive for HVAC and possibly other measures that are not included in the SBDI program. Marketing these incentives to contractors/trade allies may help incent them to encourage their customers to participate in the O&R program. This would in turn increase participation in the program and contribute to O&R's ability to meet its goals in the future.

Responsible Party: Orange & Rockland with DPS approval

Steps to Implementation:

1. Identify potential measures for which upstream incentives could be added to the program.
 2. Discuss both potential measures and incentive levels with a sample of the targeted trade allies that would be affected.
 3. Obtain DPS approval for additional incentive offering(s).
 4. Market the incentive offering(s) to the targeted contractors/trade allies.
- Navigant recommends that O&R investigate opportunities to expand Trade Ally marketing. A single Trade Ally can potentially promote the program to all of their eligible customers, effectively leveraging limited O&R marketing resources. Increased marketing of the program to Trade Allies is likely to significantly increase program awareness. This type of marketing may be done through reaching out to local chapters of industry associations, such as ASHRAE and IES, for opportunities to promote the program through presentations and sponsorships. O&R should also consider joining Trade Ally and customer industry associations to expand its network and improve program awareness. Finally, O&R should consider holding regular informational meetings for Trade Allies if there is sufficient demand.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Develop marketing elements to highlight the Orange & Rockland brands that are associated with the program as well as the specific program services, including estimating tools and attending client and contractor meetings.

2. Market these services through brochures, direct outreach, attending industry events and on the program website.

Infrastructure Development

The information collected for this program is entered and stored in an excel spreadsheet. Due to the small size of the program the spreadsheet has been sufficient to date.

Recommendations for Infrastructure Development

Navigant recommends that O&R move to a relational database as the program grows. This would allow for easier and more accurate data management and reporting.

To improve accuracy and ease of reporting using the current excel spreadsheet the following recommendations have been made:

- Input new projects to have a single line item per prescriptive measure or custom project end use.
 - Each line item associated with the same customer should contain a customer identifier so that projects could easily be linked to a unique participant.
 - A single row per prescriptive measure type and separate columns for number of measures and units would simplify the savings calculations/verifications.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Add a unique participant identifier column to the tracking spreadsheet.
 2. Modify the spreadsheet so that each measure or custom project has a single line item.
- The number of measures installed as part of each project should be entered into a designated cell in the tracking spreadsheet. This cell could then be referenced in the savings and rebate calculations to improve accuracy and remove data entry errors.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Add a column for the number of measures.
 2. Modify this column to reflect the number of units.
- Define the project status codes to be tracked and add this field *and corresponding date fields* to the tracking spreadsheet. Status codes should include the following, at a minimum:
 - Application: the application has been received and the project is in review for eligibility.
 - Committed: the participant has been notified that the application has been approved and funds have been committed.
 - Inspection requested: the customer has notified the program that the project has been completed.
 - Completed Project: indicates project has been completed.
 - Rebate Payment: indicates project rebate has been paid.
 - Discontinued: participant signed up for the program but decided not to complete program participation or the application was rejected. This field should have an accompanying “notes” field to capture specific comments.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Create appropriate status codes.
 2. Create a status code column in the tracking spreadsheet.
 3. Add the current status for each project currently in the database.
- Some fields collected on application forms should be added to the tracking spreadsheet to simplify evaluation of program savings.
 - Addition of measure-specific fields and project dates to the spreadsheet would simplify tracking of projects, internal and regulatory reporting and impact evaluation.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Verify which fields on application forms are used in savings estimates.
2. Add the fields used in savings estimates to the database.
3. Input the values for existing projects.

Marketing and Customer Acquisition

The majority of the marketing is completed by calling the highest consuming customers and sharing program details with them as well as sharing potential projects and project economics with them to encourage participation. While this has been successful in attaining 82 percent of the savings target for the program, interviewed Trade Allies and non-participants both indicated a lack of awareness as the main reasons for not participating which suggests that increased marketing may help O&R achieve its goals in the future.

Recommendations for Marketing and Customer Acquisition

- As indicated in the program design recommendations, Navigant recommends that O&R investigate opportunities to expand Trade Ally marketing. A single Trade Ally can potentially promote the program to all of their eligible customers, effectively leveraging limited O&R marketing resources. Increased marketing of the program to Trade Allies is likely to significantly increase program awareness. This type of marketing may be done through reaching out to local chapters of industry associations, such as ASHRAE and IES, for opportunities to promote the program through presentations and sponsorships. O&R should also consider joining Trade Ally and customer industry associations to expand its network of trade allies that know about and understand the program and generally improve program awareness. Finally, O&R should consider holding regular informational meetings for Trade Allies if there is sufficient demand.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Develop marketing elements to highlight the Orange & Rockland brands that are associated with the program as well as the specific program services, including estimating tools and attending client and contractor meetings.
2. Market these services through brochures, direct outreach, attending industry events and on the program website.

Program Delivery

The O&R Big Energy Solutions program appears to be running smoothly with participants reporting a high level of ease of participation with various program aspects.

Saving energy and cash rebates were reported by participants as the reasons for participating in the program. Non-participants indicated that typical energy savings/ROI and examples of how to save energy were the most critical pieces of information to provide in order to have them participate in the program.

Recommendations for Program Delivery

- Navigant recommends that O&R consider adding example project payback periods, case studies and information about how to calculate project economics to program marketing and the program website. Adding information about how to calculate project economics would allow the program to be more appealing to a wider audience and encourage higher participation levels. This would contribute to O&R's ability to meet its program goals.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Create case studies illustrating the project economics and energy savings for the most common measures.
2. Create marketing material outlining the key pieces of information relating to calculating project payback periods.
3. Include case studies and information about calculating payback period in program marketing materials and on the program website.

Satisfaction with the program

Participants reported a high level of satisfaction with all program aspects. The lowest rating (average of 7.25 on a 10 point scale) was given to rebate amounts. Seven out of the eight interviewed participants also indicated they would be extremely likely to recommend the program to others, thus corroborating their high level of satisfaction.

Non-completes who indicated they had contacted the utility regarding program participation reported a low satisfaction with utility interactions. This was reportedly due to the amount of time spent on program processes prior to determining ineligibility.

Participating Trade Allies also reported a high level of program satisfaction due to a number of benefits they receive from participating in the program.

Recommendations for Program Satisfaction

- Orange & Rockland should clarify high-level program qualification requirements. High-level qualification requirements should be included on the program website and in program marketing materials to make it easier for customers to identify whether they are eligible to participate. This will increase satisfaction as well as participation which would contribute to O&R's ability to reach its goals. Offering this information online may also reduce the number of calls O&R receives about the program leaving more time for O&R program staff to dedicate to marketing and administration. Effects of project payback on custom incentives, the percentage of project costs covered, any project caps or limitations, cost effectiveness requirements, and pre-approval requirements should be clearly listed on the program website.

Responsible Party: Orange & Rockland

Steps to Implementation:

1. Create marketing materials which highlight the program qualification requirements.
2. Include program qualification requirements in program marketing materials and the program website.

Interactions with other programs

Awareness of NYSERDA's program is much higher among Trade Allies than awareness of O&R's Big Energy Solutions program. Eighty percent of non-participating Trade Allies were aware of the NYSERDA program and only 37 percent were aware of the O&R program.

Non-participant awareness was low for both programs, with 44% of non-participants having heard of NYSERDA programs compared to 40% who had heard of O&R programs.

Participants who had heard of the NYSERDA program indicated they selected the O&R program since it involved less red tape, and that it was preferable to deal with utilities directly. Also, non-participants who indicated they had participated in the NYSERDA program indicated this was because they did not know about the O&R Big Energy Solutions program.

A comparison of rebate levels for similar programs found that O&R rebates are significantly lower than NYSERDA rebates for HVAC, Motors and VFDs. However, O&R rebates are higher for some lighting measures, especially for smaller projects.

Recommendations for Interactions with Other Programs

- Navigant recommends that O&R improve program awareness by marketing the program to Trade Allies as discussed earlier.
- It is also recommended that O&R consider increasing its rebates to match NYSERDA program rebate levels. Offering rebates comparable to those offered by NYSERDA (which operates in the same geographical area) would motivate more customers to select the O&R program over the NYSERDA program in cases where they were aware of both.

Responsible Party: Orange & Rockland and DPS

Steps to Implementation:

1. Research incentive levels offered by other organizations in the same area for measures that are included in the Big Energy Solutions program.
2. Determine whether the likely increase in program participation from higher rebates justifies the higher program cost associated with such higher rebates.
3. Obtain approval from the DPS to offer higher incentives.
4. Market new incentives to customers and Trade Allies.

Appendix A: Evaluation Objectives

Table 9 shows the research questions for each research objective and the data collection activities used to respond to each question.

Table 9. C&I Program Research Areas and Evaluation Activities

Research Areas		Utility Staff Interviews	Database, Document & Website Review	Participating and Non-participating Trade Ally Interviews	Program Participant Surveys	Participant Non-Completes	Non-Participant Surveys
<i>Program Planning and Design</i>							
1	Identify program processes and requirements that impede the program's ability to meet goals.	✓	✓	✓	✓	✓	
2	Identify possible improvements for cost-effectiveness, energy savings, and increased trade ally and customer participation.	✓	✓	✓	✓	✓	✓
3	Identify beneficial measure additions or necessary changes to existing measures.	✓	✓	✓	✓	✓	✓
4	Determine whether incentive levels are appropriate relative to the customer's incremental cost.	✓		✓	✓	✓	
<i>Infrastructure Development</i>							
5	Determine whether program staffing levels and capabilities are appropriate.	✓					
6	Determine whether the program is gathering all info needed for program management, reporting, and evaluation.		✓				
7	Determine whether the tracking systems contain appropriate data fields for effective program management, reporting and evaluation.		✓				
8	Determine whether the tracking systems contain accurate data.		✓				
9	Assess the quality control procedures regarding participant and equipment eligibility and on-site verification of installed	✓	✓		✓		

Research Areas		Utility Staff Interviews	Database, Document & Website Review	Participating and Non-participating Trade Ally Interviews	Program Participant Surveys	Participant Non-Completes	Non-Participant Surveys
	measures.						
Marketing & Customer Acquisition							
10	Determine customer awareness of the program and understanding of program requirements.				✓	✓	✓
11	Assess whether marketing channels are appropriate and effective.	✓	✓	✓	✓	✓	✓
12	Determine whether marketing approaches are appropriate and effective.	✓	✓	✓		✓	✓
13	Determine whether marketing materials are being leveraged by trade allies.			✓	✓		
14	Evaluate the effectiveness of the program's website to both customers and trade allies.		✓	✓	✓	✓	
15	Identify customer and trade ally program participation drivers and barriers.			✓	✓	✓	✓
16	Identify the factors that motivate customers to upgrade to high efficiency equipment.			✓	✓	✓	✓
Program Delivery							
17	Determine whether the program is successful at presenting the programs' value proposition to effectively recruit the participation of trade allies.			✓			
18	Identify trade ally perceptions of the benefits of program participation.			✓			
19	Identify possible bottlenecks in the participation process.	✓	✓	✓	✓	✓	
20	Identify opportunities for streamlining the program delivery processes.	✓	✓	✓	✓	✓	
Satisfaction with Program							
21	Assess participating customer's satisfaction with programs and identify possible improvements.			✓	✓		
22	Determine whether customers are satisfied with the timing of rebate payments.		✓	✓	✓		

Research Areas		Utility Staff Interviews	Database, Document & Website Review	Participating and Non-participating Trade Ally Interviews	Program Participant Surveys	Participant Non-Completes	Non-Participant Surveys
23	Assess trade ally satisfaction with the programs and identify possible improvements.			✓			
<i>Interactions with Other Programs</i>							
24	Identify areas of potential program overlap with other programs.	✓	✓	✓	✓	✓	✓
25	Document the areas of conflict with NYSERDA's Existing Facilities Program, and what impact, if any, competition with NYSERDA has on the C&I program.		✓		✓	✓	✓
26	Determine whether there are any areas of trade ally or customer confusion about the program due to having multiple programs in market.			✓	✓	✓	
27	Identify potential areas where double-counting of program savings may occur or synergistic effects, if applicable.	✓	✓	✓			

Appendix B: Evaluation Methodology

This appendix describes the evaluation methodologies used to gather information for this report. The evaluation approach included both primary and secondary data collection.

Review of Program and Marketing Materials

The Navigant team conducted the following background review activities before interviewing program implementation staff:

- Utility filings and NYPSC Orders
- Program Websites
- Program Applications

Based on the background review, the team refined the specific evaluation instruments planned to capture research issues unique to the Big Energy Solutions C&I program.

During and following the interviews, the process team received additional materials from the program managers. The following materials and resources were reviewed for this report:

- Program database extracts
- Program Scorecards and Scorecard Narratives
- Marketing materials

Program Administrator and Implementation Staff Interviews

The evaluation team interviewed the individual responsible for the Big Energy Solutions program design, management, and implementation.

Participant Survey

Surveys were conducted with program participants who received a rebate through the program (or were in the process of completing their projects) and participants who applied but who did not receive a rebate (non-completes).

Participants and individuals who applied for the program but did not complete their participation (non-completes) were interviewed by Navigant between August 6th and September 7th. Navigant attempted to reach and survey all participants and non-completes. The survey process resulted in 8 completed participant surveys and 4 completed non-complete surveys.

Non-participants surveys were completed by Apprise between August 3rd and October 1st. Apprise targeted O&R C&I customers who were eligible to participate but did not. A total of 78 surveys were completed with non-participants.

Demographics for participants, non-participants and non-completes can be seen in Table 10 below.

Table 10: Survey Demographics

	Participants (n=8)		Non-Completes (n=4)		Non-Participants (n=78)	
	Count	Percentage	Count	Percentage	Count	Percentage
Facility Type						
Retail Store	5	63%	1	25%	9	12%
Warehouse/Manufacturing	2	25%	1	25%	17	22%
Quick Service Restaurant	1	13%	0	0%	2	3%
Public Assembly	0	0%	1	25%	5	6%
Residence (Apartment, Co-Op, Condo, Residence Hall, Hotel)	0	0%	0	0%	9	12%
Office	0	0%	0	0%	5	6%
Medical - hospital, clinic, or doctor's office, nursing home	0	0%	0	0%	10	13%
Full-service restaurant	0	0%	0	0%	2	3%
Kindergarten through high school	0	0%	0	0%	9	12%
Un-Refrigerated warehouse	0	0%	0	0%	2	3%
College or university	0	0%	0	0%	2	3%
Other	0	0%	1	25%	6	8%
Facility Age						
Less than 2 years	1	13%	0	0%	0	0%
2-5 years	0	0%	0	0%	3	4%
5-10 years	1	13%	0	0%	7	9%
10-20 years	0	0%	0	0%	11	14%
20-30 years	1	13%	0	0%	4	5%
30 or more years	2	25%	3	75%	49	63%
Don't know	3	38%	1	25%	4	5%
Facility Area (ft²)						
Less than 5,000	2	25%	0	0%	3	4%
5,000-10,000	1	13%	1	33%	2	3%
10,000-20,000	1	13%	0	0%	4	5%
20,000-30,000	2	25%	0	0%	7	9%
30,000-40,000	0	0%	0	0%	4	5%
40,000-50,000	0	0%	0	0%	4	5%
50,000-100,000	2	25%	0	0%	18	23%
>100,000	0	0%	0	0%	25	32%
Don't know	0	0	2	67%	11	14%

Table 11 shows the number of O&R projects through December 31, 2011. A total of 29 participants completed projects. In some cases participants completed more than 1 project type. An additional 17 individuals applied for the program but did not complete the program participation process.

Table 11. Number of O&R Big Energy Solution Projects

Measure Name	Measure Quantity	Number of Projects	Number of Participants
Lighting	11,796	28	22
AC	13	4	4
Refrigeration	21	1	1
Chiller Replacement	1	1	1
Cooling Tower Retrofit	1	1	1
Variable Speed Drive	4	1	1
Cold Storage Room Upgrade	3	1	1
EMS	2	2	2

Source: O&R program tracking data through December 31, 2011.

The participant surveys were intended to obtain feedback on the program processes, eligibility and requirements as well as insights into the customer's decision-making process for equipment upgrades and awareness of the O&R and other, similar programs. Because of the small number of participants and non-completes, attempts were made to survey all of these customers.

The survey instrument for the participant survey is provided in Appendix C.

Participant Survey Disposition

Participant surveys were conducted July and August of 2012. Navigant attempted to reach each decision maker through an email introduction and at least 8 call attempts scheduled at different times of day and days of the week. Interviewers left a scripted message when they encountered an answering machine. Messages were left initially and every three days thereafter. These steps were taken to minimize non-response bias potential due to the timing of the attempted completions with surveyed customers.

Table 12 shows the final disposition of the O&R participant surveys.

Table 12. O&R Big Energy Solutions Participant Survey Disposition

Disposition	Participant	Partial Participant	Total
Completed Interview	8	4	12
Still in Program	N/A	1	1
Voicemail	12	6	18
No Answer	1	2	3
Unable to do surveys	1	1	2

Refused	0	2	2
Terminated - Ineligible	4	1	5
Busy	3	0	3
TOTAL	29	17	46

Non-Participant Survey

APPRISE, Inc. conducted surveys with non-participating C&I customers. Non-participants were defined as customers who qualified for the program but who had not participated. Their perspectives are important to understand the broader trends and needs within the market as well as awareness of the program across the population of eligible customers.

The survey instrument for the non-participant survey can be found in Appendix C.

Non-Participant Survey Disposition

Non-participants were offered an honorarium of 50 dollars for completing the survey.

Surveys were conducted from August 3rd to October 10th. Apprise attempted to reach customers through a number of phone calls and voice messages. Interviewers left a scripted message when they encountered an answering machine. Messages were left initially and every three days thereafter. These steps were taken to minimize non-response bias potential due to the timing of the attempted completions with surveyed customers. The survey disposition for the Non-participant surveys is presented below:

	Number of Respondents	Percentage
Phone busy	1	0%
Disconnected phone	2	0%
Residential	15	3%
Respondent not available	98	22%
Initial refusal	10	2%
Computer tone	0	0%
Language problems	3	1%
Schedule callback	21	5%
No Answer	3	1%
Answering Machine	36	8%
Terminated during interview	2	0%
Save	0	0%
Wrong Number	5	1%
Blocked call	0	0%
Irate refusal	0	0%
Cell phone	2	0%
NQ - Q4 YES/REFUSED	4	1%
Third party - no referral	29	6%
Final disconnect	26	6%

Final refusal	47	10%
Corp policy prohibits participation	53	12%
Govt facility -unable to participate	3	1%
Duplicate company/contact	10	2%
Completed Interviews	78	17%

Survey Pretests

The participant and non-participant survey instruments were pretested prior to the main data collection effort. The surveyors were briefed on the program nomenclature and survey goals prior to making any calls. After approximately five survey pretests, each instrument was reviewed by APPRISE, Inc. and Navigant to identify issues and implement improvements. A memorandum was prepared outlining the results of the pretests and the recommended survey instrument changes. The memorandums were submitted to the utility for review and approval.

Contractor In-Depth Interviews

Navigant and Skumatz Economic Research Associates (SERA) conducted in-depth interviews with C&I trade allies to obtain a better understanding of how the program might be better aligned to the needs of the contractors and other trade allies, the way they do business, and the needs of their, and O&R's, commercial and industrial customers. SERA completed the interviews and prepared a report of the findings.

The interviews included questions designed to provide feedback on a number of key topics:

- The program's plan and design, levels of effort, and focus;
- The program's marketing and the effectiveness in reaching potential contractor partners;
- Satisfaction with the O&R Big Energy Solutions programs and its elements; and
- Potential interactions, overlap, and confusion with other programs in the territory.

Interviews were conducted with trade allies involved across all end uses represented in the program, including lighting and HVAC with stratification groups defined as:

1. Participating trade allies and contractors that had completed project under the program.
2. Trade allies who were not associated with a project under the program.

Populations and Topics for the Interviews

The populations for participating and non-participating trade allies are described in the sections below.

Sample Frames

The population of participating trade allies are those trade allies indicated in the program records for active projects in the O&R Big Energy Solutions program.

Non-participating trade ally names were purchased through Dunn & Bradstreet. Participating trade ally NAICS classifications were reviewed and a subset of the most relevant was used to create the non-participant sample frame. For instance, many participating trade allies had an NAICS classification of “consultant” but we removed this from the non-participant list because that classification is too broad. The sample frame also sought to include trade allies operating throughout the O&R service territory.

Table 13. Distribution of Non-Participants

Geographic Region	Population of Trade Allies	Trade Allies in Non-Participant Sample Frame
Orange	897	601
Rockland	836	561

Table 14. Targets for Trade Ally In-Depth Interviews

Target Population	Target Number of In-Depth Interviews
HVAC contractors, dealers, suppliers	8
Lighting contractors, designers, suppliers	9
Motor dealers, distributors	5
Controls companies	4
Participating contractors	24
Total	50

Detailed topics for the interviews for each target, organized by the topic areas mentioned above, are summarized in the Table in Appendix A.

In-Depth Interview Disposition

A total of 41 interviews with trade allies were completed as follows:

- Total participating trade allies (n=11)
- Total non-participating trade allies (n=30) including:
 - HVAC (n=9)
 - Lighting (n=11)
 - Motors (n=6)
 - Energy Management Systems / Controls (n=4)

The average participant interview took about 40 minutes (ranging 28 to 60 minutes); the average non-participant interview also took about 40 minutes (ranging 25 to 65 minutes).

Appendix C: Survey Instruments

Participant Survey

O&R Commercial/Industrial PARTICIPANT Survey

The sponsoring utility for the program is Orange and Rockland and the program name is Big Energy Solutions.

INTRODUCTION

Hello, my name is _____, and I'm calling on behalf of Orange and Rockland. We're evaluating O&R's Commercial and Industrial Existing Buildings Rebate Program. You may also know the program as Big Energy Solutions. We understand that you submitted an application to this program, and we would like to ask you some questions about your participation. May I please speak with [Name on Application]?

If [Name on Application] no longer works for the organization or will not be available during the survey period:

Could I please speak with a person such as the facility manager, building manager, operations manager or chief engineer who would be most knowledgeable about your organization's participation in O&R's Big Energy Solutions Program?

Locate proper respondent:

Are you the person most familiar with your organization's participation in the program? I'd like to obtain your views on the Program based on your experience to date. The interview will take about 30 minutes. To thank you for your time, we will send you a check for fifty dollars.

Yes, go to screener

[Repeat intro if new person comes to phone, then continue]

SCREENER

1. First, I'd like to confirm some basic information regarding your business and your application. [PRE-FILL FIELDS FROM PROJECT DATABASE WHEREVER POSSIBLE AND THEN CONFIRM. MODIFY FIELDS FROM SAMPLE AS NEEDED.]
 - a. Physical address where project is located

- b. Type of Facility (Structure)

1	OFFICE
2	RETAIL STORE
3	FULL-SERVICE RESTAURANT
4	QUICK-SERVICE RESTAURANT
5	MEDICAL – HOSPITAL, CLINIC, DOCTOR OFFICE
6	REFRIGERATED WAREHOUSE
7	UNREFRIGERATED WAREHOUSE
8	MANUFACTURING
9	SCHOOL – KINDERGARTEN THROUGH HIGH SCHOOL
10	COLLEGE/UNIVERSITY, OR
11	SOMETHING ELSE, SPECIFY: _____

96	REFUSED
97	DON'T KNOW

c. Primary business activity at this site [CAPTURE OPEN-ENDED RESPONSE]

d. Age of facility

1	Less than 2 years
2	2-5 years
3	5-10 years
4	10-20 years
5	20-30 years
6	30 or more years
96	REFUSED
99	DON'T KNOW

e. Approximate square footage of the facility

1	Less than 5,000 sq ft
2	5,000-10,000 sq ft
3	10,000-20,000 sq ft
4	20,000-30,000 sq ft
5	30,000-40,000 sq ft
6	40,000-50,000 sq ft
7	50,000-100,000 sq ft
8	>100,000 sq ft
9	Other
96	REFUSED
99	DON'T KNOW

f. Please confirm that you installed the following equipment types: [CONFIRM LISTED EQUIPMENT CATEGORIES WITH RESPONDENT. REVISE LIST ACCORDINGLY IF APPROPRIATE, DELETING EQUIPMENT TYPES RESPONDENT SAYS WERE NOT REBATED BY PROGRAM AND ADDING EQUIPMENT TYPES RESPONDENT STATES WERE REBATED BY PROGRAM BUT ARE NOT INCLUDED IN THE LIST.]

Energy Management System	Y/N
Lighting Upgrade – Efficiency Level	Y/N
Lighting Upgrade – Standalone	Y/N
Air Conditioner Replacement	Y/N
Refrigeration Upgrade	Y/N
Cooling Tower Retrofit	Y/N
Chiller Replacement	Y/N
Compressor Upgraded Air Systems	Y/N
Variable Frequency Drive	Y/N
Cold Storage Room Upgrade	Y/N

- g. Were any other types of equipment installed and rebated by the Program that I have not mentioned? **[IF MULTI-SITE RESPONDENT, MAY NEED TO CONFIRM THAT YOU ARE ONLY ASKING ABOUT THE SITE [INSERT SITE FROM Q1a]]**

1	YES
2	NO [GO TO NEXT SECTION]
96	REFUSED [GO TO NEXT SECTION]
97	DON'T KNOW [GO TO NEXT SECTION]

[ASK Q1h IF Q1g=1]

- h. What were they?

01 RESPONSE PROVIDED _____
 96 REFUSED
 97 DON'T KNOW

[GO TO NEXT SECTION IF AT LEAST ONE MEASURE=01 (YES) IN Q1f. ONLY ASK ABOUT MEASURES THAT ARE CONFIRMED.]

PROGRAM AWARENESS

2. How did you learn about the program? **[DO NOT READ LIST, PROBE: "Did you hear about it any other way?" RECORD ALL RESPONSES]**

1	MAILING FROM CON EDISON – UNSPECIFIED [GO TO Q3]
2	NEWSLETTER FROM CON EDISON [GO TO Q3]
3	BILL INSERT FROM O&R [GO TO Q3]
4	O&R WEBSITE
5	FAMILY/FRIEND [GO TO Q3]
6	CONTRACTOR [GO TO Q3]
7	UTILITY REPRESENTATIVE [GO TO Q3]
8	NEWS STORY [GO TO Q3]
9	TELEVISION [GO TO Q3]
10	RADIO [GO TO Q3]
11	PRESENTATION AT AN INDUSTRY ASSOCIATION MEETING OR EVENT [GO TO Q3]
12	CONFERENCE [GO TO Q3]
13	REFERRED FROM THE SMALL BUSINESS DIRECT INSTALL PROGRAM [GO TO Q3]
95	OTHER , SPECIFY: _____ [GO TO Q3]
96	REFUSED [GO TO Q3]
97	DON'T KNOW [GO TO Q3]

- 2a. **[IF Q2=4]** On a scale of 1 to 10, where 1 is Extremely Dissatisfied, and 10 is Extremely Satisfied, please rate your satisfaction with the ease of finding the information you were looking for on the program website.

1	2	3	4	5	6	7	8	9	10
Extremely				Somewhat				Extremely	
Dissatisfied				Satisfied				Satisfied	

- 2b. **[IF Q2a RESPONSE IS LESS THAN 5, ASK]:** Why weren't you satisfied with the program website?

Comments _____

3. [IF Q37 HAS MORE THAN ONE RESPONSE] Which of your sources of information about the program was most influential in your decision to participate in the program? [READ ANSWER(S) GIVEN IN Q2; RECORD MOST INFLUENTIAL SOURCE CITED.]
4. What was it you learned about the program that made you want to participate? [DO NOT READ LIST]

1	SAVE ENERGY
2	REDUCE YOUR ENERGY BILL
3	CASH REBATES
4	ASSISTANCE IN BUYING ENERGY EFFICIENT EQUIPMENT
5	ANOTHER ORGANIZATION HAD A GOOD EXPERIENCE WITH PROGRAM
6	IMPROVE ENVIRONMENT, REDUCE GREENHOUSE GASES
7	FINANCING AVAILABLE
95	OTHER, SPECIFY: _____
96	REFUSED
97	DON'T KNOW

5. How would you suggest O&R try to reach out to customers like yourself to get them to participate in the program? (select all) [DO NOT READ]

1	With account representatives
2	With flyers/ads/mailings
3	With bill inserts
4	Raise rebate/more benefits
5	Target owners/upper management
6	Through contractors/equipment installers
7	THROUGH DISTRIBUTORS/MANUFACTURERS
8	ATTRACTIVE FINANCING
9	AT AN INDUSTRY ASSOCIATION EVENT/CONFERENCE
10	I DON'T HAVE ANY SUGGESTIONS
11	Other, specify: _____
99	Don't Know/Refused

6. What do you believe are the main benefits as a result of participating in the program? [DO NOT READ, SELECT ALL]

1	Energy Savings
2	Good for the Environment
3	Lower Maintenance Costs
4	Better Quality/New Equipment
5	Rebate/Incentive
6	BILL SAVINGS
7	JUSTIFIES/CONVINCES UPPER MANAGEMENT TO INVEST IN

	ENERGY EFFICIENCY
8	REDUCED OPERATING COSTS
9	RETURN ON SYSTEMS BENEFITS CHARGE
6	Other, specify
99	Don't Know

7. Do you perceive any drawbacks to participating in the program?

1	YES
2	NO [SKIP TO Q8]
96	REFUSED [SKIP TO Q8]
97	DON'T KNOW [SKIP TO Q8]

[ASK Q7a IF Q7=1]

7a. [IF Q7 = 1] What do you see as the drawbacks to participating in the program? **[DO NOT READ, ACCEPT MULTIPLE RESPONSES] [DO NOT READ, SELECT ALL]**

1	PAPERWORK TOO BURDENSOME
2	INCENTIVES NOT HIGH ENOUGH
3	PROGRAM IS TOO COMPLICATED
4	NOT WORTH THE EFFORT REQUIRED
5	INITIAL COST OF EQUIPMENT
6	LACK OF ATTRACTIVE FINANCING OPTIONS
95	OTHER, SPECIFY: _____
96	REFUSED
97	DON'T KNOW

CONTRACTOR/DISTRIBUTOR/INSTALLER INTERACTIONS

8. How did you decide which contractor or distributor to use to purchase or install your new equipment? **[DO NOT READ, PROBE FOR ADDITIONAL, SELECT ALL.]**

1	RECOMMENDED BY FRIEND/FAMILY [GO TO Q10]
2	RECOMMENDED BY CON EDISON [GO TO Q10]
3	CHOSE USUAL CONTRACTOR/DISTRIBUTOR [GO TO Q10]
4	ASKED SEVERAL CONTRACTORS/DISTRIBUTORS FOR PROPOSALS
95	OTHER, SPECIFY: _____ [GO TO Q10]
96	REFUSED [GO TO Q10]
97	DON'T KNOW [GO TO Q10]

[ASK IF Q8=4]

9. You indicated that you asked several contractors and/or distributors for proposals prior to installing your new equipment. What was your final decision based on? **[DO NOT READ LIST]**

1	SELECTED BASED ON LOWEST COST
2	SELECTED BECAUSE OF ENERGY EFFICIENT EQUIPMENT
3	SELECTED BECAUSE OF REBATE
4	SELECTED BASED ON EXPERIENCE AND EXPERTISE
96	REFUSED
97	DON'T KNOW

INTERACTION WITH UTILITY

10. At any point during your participation in the program, did you contact a representative at O&R?

1	Yes – GO TO Q14a
2	No – GO TO Q12
99	Don't Know – GO TO Q12
3	NO, BUT MY CONTRACTOR DID (IF VOL.) [GO TO NEXT SECTION, Q11]
96	REFUSED [GO TO NEXT SECTION, Q11]

14a. What was the nature of your inquiry? [OPEN ENDED ANSWER]

Comments _____

14b. Was the representative knowledgeable?

1	Yes – GO TO Q11
2	No – GO TO Q14b1
99	Don't Know – GO TO Q14c

14b1

Why do you say that? **[IF NEEDED: Why do you feel the O&R representative was *not* knowledgeable?]**

01 RESPONSE PROVIDED _____

96 REFUSED

97 DON'T KNOW

[OPEN ENDED ANSWER]

Comments _____

14c. [IF Q 14=1] Did the representative resolve your inquiry to your satisfaction ?

1	YES
2	NO
3	STILL UNRESOLVED
96	REFUSED
97	DON'T KNOW

11. [IF Q 14=1] On a scale of 1 to 10, where 1 is Extremely Dissatisfied, and 10 is Extremely Satisfied, please rate your satisfaction with your experience contacting an O&R representative.

1	2	3	4	5	6	7	8	9	10
Extremely				Somewhat				Extremely	
Dissatisfied				Satisfied				Satisfied	



11a. [IF Q11 RESPONSE IS LESS THAN 5, ASK]: Why weren't you satisfied with your experience contacting an O&R representative? [OPEN ENDED ANSWER]

Comments _____

PROGRAM PROCESS

12. With the next question we'd like to learn how hard or easy it is for your organization to make energy efficiency improvements, to help understand how the program might provide assistance or be improved. Please rate each of the following aspects of making energy efficiency improvements on a 1-10 scale, where "1" means "Very Difficult" and "10" means "Very Easy." If I ask you about an aspect you have no experience with, please say "Not Applicable." How would you rate how easy [READ AND OBTAIN RESPONSE FOR EACH ASPECT BELOW] was?
[REPEAT QUESTION FOR OTHER ASPECTS: "How about . . ."]

- | | | |
|--|-----|-----|
| a. Identifying energy efficiency improvements to install at your facility..... | ___ | N/A |
| b. Estimating costs of proposed efficiency improvements..... | ___ | N/A |
| c. Estimating the savings of proposed efficiency improvements | ___ | N/A |
| d. Choosing a contractor or distributor..... | ___ | N/A |
| e. Obtaining internal approval to proceed with the project..... | ___ | N/A |
| f. Completing and submitting the program application..... | ___ | N/A |
| g. Installing the equipment needed for the efficiency improvement, or having it installed by a contractor..... | ___ | N/A |

1	2	3	4	5	6	7	8	9	10	96	97	99
Very				Somewhat				Extremely		REF	DK	Not applicable
Difficult				Easy				Easy				

13. As you went through the program, were there any aspects of the program which took much longer than you thought was reasonable?

1	Yes, [GO TO Q13a]
2	No [GO TO Q15]
99	Don't Know [GO TO Q15]

13a. I am going to read a list of aspects in the program. For each aspect, please tell me if that aspect of the program took too long. First, **[INSERT OPTION a - f]**. **[IF NECESSARY: Did this aspect take too long?]**

- | | | |
|--|-------|-----|
| a. Completing and submitting the program application..... | _____ | N/A |
| b. Installing the equipment or having it installed..... | _____ | N/A |
| c. Scheduling with O&R for the program's pre-inspection..... | _____ | N/A |
| d. Obtaining a pre-qualification letter from O&R..... | _____ | N/A |
| e. Scheduling with O&R for the program's post-inspection | _____ | N/A |
| f. Obtaining the incentive payment from the program..... | _____ | N/A |

01 YES
02 NO
03 CONTRACTOR DID THIS (IF VOL.)
96 REFUSED

97 DON'T KNOW

13a1. Was there anything else that took too long?

01 RESPONSE PROVIDED _____

94 NOTHING ELSE

96 REFUSED

97 DON'T KNOW

13b. In your opinion, what could be done differently to expedite this process? [OPEN ENDED ANSWER]

01 RESPONSE PROVIDED _____

94 NO IMPROVEMENTS

96 REFUSED

97 DON'T KNOW

[ASKED OF ALL]

14. Is there anything about the program, other than possible delays I just asked about, that make it difficult to participate in the program? [OPEN ENDED ANSWER]

01 RESPONSE PROVIDED _____

94 NOTHING ELSE

96 REFUSED

97 DON'T KNOW

PRODUCT SPECIFIC

15. With respect to **[INSERT MEASURE NAME]** did you *replace* it because **[READ OPTIONS]**....?

1	Failing but still operating [GO TO Q16]
2	Equipment stopped working altogether [GO TO Q16]
3	Or because of some different[GO TO Q15]
4	WE DIDIN'T PREVIOUSLY HAVE ONE (DO NOT READ)
5	IT WAS DIFFERENT FOR EACH SITE (DO NOT READ)

	FAILING BUT STILL OPERATING	STOPPED WORKING ALL TOGETHER	OTHER REASON
Energy Management System	Y/N	Y/N	Y/N
Lighting Upgrade	Y/N	Y/N	Y/N
Air Conditioner Replacement	Y/N	Y/N	Y/N
Refrigeration Upgrade	Y/N	Y/N	Y/N
Cooling Tower Retrofit	Y/N	Y/N	Y/N
Chiller Replacement	Y/N	Y/N	Y/N
Compressor Upgraded Air Systems	Y/N	Y/N	Y/N
Variable Frequency Drive	Y/N	Y/N	Y/N
Cold Storage Room Upgrade	Y/N	Y/N	Y/N

16. What was the reason you replaced the equipment? [PROBE TO CAPTURE RESPONSE IN ONE OF THE FOLLOWING CATEGORIES IF RESPONSE DIFFERS BY EQUIPMENT CATEGORY.]:

1	You wanted to improve equipment performance.
2	You wanted to lower your energy bill.
3	You wanted to protect the environment.
4	You were remodeling or expanding the facility.
5	Other, specify: _____
99	Don't Know/Refused [DO NOT ASK]

Energy Management System					
Lighting Upgrade – Efficiency Level					
Lighting Upgrade – Standalone					
Air Conditioner Replacement					
Refrigeration Upgrade					
Cooling Tower Retrofit					
Chiller Replacement					
Compressor Upgraded Air Systems					
Variable Frequency Drive					
Cold Storage Room Upgrade					

Comments: _____

17. [ASK FOR Lighting Upgrade, Refrigerator Upgrade, AC Replacement, Cooling Tower Retrofit, Chiller Replacement, Compressor Upgrade, and Cold Storage Room Upgrade] Why did your company decide to install **high-efficiency** [READ MEASURE TYPE PER Q1f] equipment instead of standard-efficiency equipment? [CLARIFY: THIS IS SEPARATE FROM THE REASONS FOR INSTALLING THE EQUIPMENT. DO NOT READ REASONS; SELECT ALL FACTORS CITED. USE COMMENTS FIELD TO CLARIFY, IF NECESSARY.]

1	Improve performance
2	Reduce energy costs
3	To get a rebate from the program/O&R
4	To get latest technology
5	To protect the environment
6	Other, specify
99	Don't Know/Refused [DO NOT ASK]

Energy Management System					
Lighting Upgrade – Efficiency Level					
Lighting Upgrade – Standalone					
Air Conditioner Replacement					
Refrigeration Upgrade					
Cooling Tower Retrofit					

Chiller Replacement					
Compressor Upgraded Air Systems					
Variable Frequency Drive					
Cold Storage Room Upgrade					

Comments: _____

[ONLY ASK FOR Energy Management System or Variable Frequency Drive]

18. What was the primary reason you chose to make this/these efficiency improvement(s)? [PROBE TO CAPTURE RESPONSE IN THE FOLLOWING CATEGORIES IF RESPONSE DIFFERS BY IMPROVEMENT CATEGORY]:

1	Improve performance
2	Reduce energy costs
3	To get a rebate from the program/O&R
4	To get latest technology
5	To protect the environment
6	Other, specify
99	Don't Know/Refused [DO NOT ASK]

Energy Management System						
Lighting Upgrade – Efficiency Level						
Lighting Upgrade – Standalone						
Air Conditioner Replacement						
Refrigeration Upgrade						
Cooling Tower Retrofit						
Chiller Replacement						
Compressor Upgraded Air Systems						
Variable Frequency Drive						
Cold Storage Room Upgrade						

19. On a scale of 1 to 10, where 1 is extremely dissatisfied and 10 is extremely satisfied, how would you rate your satisfaction with each type of new high efficiency equipment installed through the program? [IF RESPONDENT ANSWER DIFFERS BY EQUIPMENT TYPE, RECORD IN CATEGORIES BELOW. OTHERWISE, RECORD IN "OVERALL PACKAGE SATISFACTION"]

	1	2	3	4	5	6	7	8	9	10	99
Overall Package Satisfaction											
Energy Management System											
Lighting Upgrade – Efficiency Level											
Lighting Upgrade – Standalone											
Air Conditioner Replacement											
Refrigeration Upgrade											
Cooling Tower Retrofit											
Chiller Replacement											

Compressor Upgraded Air Systems												
Variable Frequency Drive												
Cold Storage Room Upgrade												

20. Please rate your satisfaction with the rebate amount(s) on a scale of 1 to 10, with 1 being extremely dissatisfied and 10 being extremely satisfied.

1 2 3 4 5 6 7 8 9 10
 Extremely Somewhat Extremely
 Dissatisfied Satisfied Satisfied

[IF RESPONSE IS LESS THAN 5, ASK WHY DISSATISFIED] [OPEN ENDED ANSWER]

Comments _____

21. On a scale of 1 to 10 again, but this time with 1 being extremely unlikely and 10 being extremely likely, please tell me how likely it is that you would have undertaken the rebated efficiency improvements you did through the program had the program not been available.

1 2 3 4 5 6 7 8 9 10
 Extremely Somewhat Extremely
 Unlikely Likely Likely

SATISFACTION

We'd like to ask some more specific questions about the program. We'd like to get a sense of your satisfaction with the program. Please use a 1 to 10 scale again, where 1 means EXTREMELY DISSATISFIED and 10 means EXTREMELY SATISFIED.

22. How would you rate your satisfaction with the program's turnaround time in processing your rebate application and issuing your rebate check(s) once all program requirements were met?

1 2 3 4 5 6 7 8 9 10
 Extremely Somewhat Extremely
 Dissatisfied Satisfied Satisfied

22a. [IF RESPONSE IS LESS THAN 5] What dissatisfied you? [OPEN ENDED ANSWER]

01 RESPONSE PROVIDED _____
 96 REFUSED
 97 DON'T KNOW

22b. [IF RESPONSE IS LESS THAN 5] How would you change the process? [OPEN ENDED ANSWER]

01 RESPONSE PROVIDED _____
 96 REFUSED
 97 DON'T KNOW

23. How would you rate your satisfaction with the program's management of the program process and associated communications?

1	2	3	4	5	6	7	8	9	10
Extremely				Somewhat				Extremely	
Dissatisfied				Satisfied				Satisfied	

23a. [IF RESPONSE IS LESS THAN 5] What dissatisfied you? [OPEN ENDED ANSWER]

01 RESPONSE PROVIDED _____
 96 REFUSED
 97 DON'T KNOW

Comments _____

23b. [IF RESPONSE IS LESS THAN 5] How would you change the process? [OPEN ENDED ANSWER]

01 RESPONSE PROVIDED _____
 96 REFUSED
 97 DON'T KNOW

24. Please rate your **overall** satisfaction with the program.

1	2	3	4	5	6	7	8	9	10
Extremely				Somewhat				Extremely	
Dissatisfied				Satisfied				Satisfied	

24a. [IF RESPONSE IS LESS THAN 5, ASK WHY DISSATISFIED] [OPEN ENDED ANSWER]

01 RESPONSE PROVIDED _____
 96 REFUSED
 97 DON'T KNOW

25. Did you expect your energy bill to increase, decrease or stay the same after you installed the new equipment?

1	INCREASE
2	DECREASE
3	STAY THE SAME
96	REFUSED
97	DON'T KNOW

26. Did your energy bill **actually** [FILL IN RESPONSE FROM Q25]?"

1	YES
2	NO

3	TOO SOON TO TELL
4	We don't track
96	REFUSED
97	DON'T KNOW

27. On a scale of 1 to 10, where 1 is Not at All Likely, and 10 is Extremely Likely, how likely are you to recommend the program to others in the future?

1	2	3	4	5	6	7	8	9	10
Not at all				Somewhat				Extremely	
Likely				Likely				Likely	

56a. [IF Q56 is less than 5] Why would you be unlikely to recommend the program to others?
[OPEN ENDED ANSWER]

01 RESPONSE PROVIDED _____
96 REFUSED
97 DON'T KNOW

OTHER PROGRAMS

I'd like to ask you about other energy efficiency programs for businesses like yours that may be operating in your area.

28. Have you heard of NYSERDA's Existing Facilities Program? (IF NEEDED – NYSERDA is New York Energy Research and Development Administration)

1	Yes
2	No (Go to Q31)
99	Don't Know (go to Q31)

29. Did you consider participating in the NYSERDA program for this project instead of the O&R program?

1	Yes
2	No
99	Don't Know

29a. [IF Q29 = 1] Why did you choose to participate in the O&R program instead of the NYSERDA program? ? **[DO NOT READ. MARK ALL THAT APPLY]**

1	INCENTIVE AMOUNTS WERE HIGHER
2	MEASURES THAT GET INCENTIVES
3	TOO MANY INSPECTIONS FOR NYSERDA PROGRAM
4	INFORMATION/EDUCATION PROVIDED
5	APPLICATION PROCESS WAS SIMPLER
6	LIKED O&R CONTACT BETTER
7	AMOUNT OF TIME IT TAKES TO BE PAID THE INCENTIVES
8	O&R CUSTOMER SERVICE WAS BETTER
9	HEARD ABOUT O&R PROGRAM AND NOT ABOUT NYERDA'S
10	HEARD ABOUT O&R'S PROGRAM <i>BEFORE</i> HEARING ABOUT NYSERDA'S
95	OTHER (SPECIFY): _____
96	REFUSED

97	DON'T KNOW
----	------------

30. Did you find it confusing that there are similar programs offered by multiple organizations, in which you could participate?

1	Yes [ASK Q30a]
2	No [GO TO Q31]
99	Don't Know [GO TO Q31]

30a. What was confusing to you? [OPEN ENDED ANSWER]

01 Comments: _____

- 94 NO/NONE/NOTHING
96 REFUSED
97 DON'T KNOW

31. Have you participated in any other *utility-sponsored* energy efficiency programs?

- 01 YES
02 NO [GO TO Q32]
96 REFUSED [GO TO Q32]
97 DON'T KNOW [GO TO Q32]

[ASK Q31 IF Q30=1] (CHECK NUMBERING FOR THIS QUESTION SERIES)

32. Overall, how does O&R'S Big Energy Solutions Program compare to those other utility-sponsored programs? Would you say it's [RANDOMIZE AND READ OPTIONS.]?

- 01 BETTER
02 SAME
03 WORSE
97 EFUSED
97 DON'T KNOW

33. Do you have any other comments or thoughts you would like to share about your experiences with the [PROGRAM NAME] Program? [OPEN ENDED ANSWER]

01 Comments _____

- 94 NO/NONE/NOTHING
96 REFUSED
97 DON'T KNOW

Thank you very much for your time. I do want to let you know that someone will probably be calling your organization later this year, as part of an assessment of how much energy Orange and Rockland's program is actually saving participating customers. This will involve some detailed questions about the specific efficiency improvements you have made. Would you be the person they should talk to about this?

- 01 YES [GO TO END] [PROGRAMMER NOTE: AUTOFILL RESPONDENT'S NAME]
02 NO
96 REFUSED [GO TO END]
97 DON'T KNOW [GO TO END]



Please give me the name and telephone number of the right person for them to talk to.

RECORD: *NAME*_____

Have a good day/evening!



Non-Complete Survey

Commercial/Industrial Participant Non-Complete Survey

The sponsoring utility for the program is Orange and Rockland and the program name is Big Energy Solutions.

INTRODUCTION

Hello, my name is _____, and I'm calling on behalf of Orange and Rockland Electric and Gas. We're evaluating O&R's Commercial and Industrial Big Energy Solutions Program (IF THE NAME ISN'T FAMILIAR, SAY, "YOU MAY ALSO KNOW THIS PROGRAM AS O&R'S COMMERCIAL AND INDUSTRIAL ENERGY EFFICIENCY PROGRAM. We understand that you submitted an application to this program but at some point dropped out of the program. We would like to ask you some questions about your program experience, so that we can improve the program. May I please speak with [Decision Maker Name]?

If [Decision Maker Name] no longer works for the organization or will not be available during the survey period:

Could I please speak with a person such as the facility manager, building manager, operations manager or chief engineer who would be knowledgeable about your organization's participation in O&R's Commercial and Industrial Energy Efficiency Program(USE THIS NAME IF CUSTOMER KNOWS IT, OR **BIG ENERGY SOLUTIONS**)?

Locate proper respondent:

Are you the person most familiar with your organization's participation in the program and knowledgeable about why your organization dropped out of the program? I'd like to obtain your views on the Program based on your experience. The interview will take about 20 minutes. To thank you for your time, we will send you a check for fifty dollars.

Yes, go to screener

[Repeat intro if new person comes to phone, then continue]

SCREENER

34. First, I'd like to confirm some basic information regarding your business and your application.

[PRE-FILL FIELDS FROM PROJECT DATABASE WHEREVER POSSIBLE AND THEN CONFIRM. MODIFY FIELDS FROM SAMPLE AS NEEDED.]

- a. Physical address where project was to be located

- b. Facility Building Type (Structure)

1	Office
2	Retail
3	Full-service restaurant
4	Quick-service restaurant
5	Medical – Hospital, Clinic, Doctor Office
6	Refrigerated Warehouse
7	Unrefrigerated Warehouse
8	Manufacturing
9	School – Kindergarten through High School
10	College/University
96	REFUSED
99	DON'T KNOW

c. What is the Primary business activity at this site [CAPTURE OPEN-ENDED RESPONSE]

d. Age of facility

1	Less than 2 years
2	2-5 years
3	5-10 years
4	10-20 years
5	20-30 years
6	30 or more years
96	REFUSED
99	DON'T KNOW

e. Approximate square footage of your facility (MAY NEED TO CLARIFY: Only the square footage of the portion of the building that their business occupies.)

1	Less than 5,000 sq ft
2	5,000-10,000 sq ft
3	10,000-20,000 sq ft
4	20,000-30,000 sq ft
5	30,000-40,000 sq ft
6	40,000-50,000 sq ft
7	50,000-100,000 sq ft
8	>100,000 sq ft
9	Other
96	REFUSED
99	DON'T KNOW

35. Our records indicate your organization participated in the program but discontinued participating.

What parts of the process did you complete? Did you...:

- h. Identify the measure(s) to install at your facility N/A
- i. Estimate costs and savings of proposed measures N/A
- j. Choose a contractor or distributor..... N/A
- k. Submit an application N/A
- l. Schedule with O&R for the program's pre-inspection N/A
- m. Obtain an offer letter from O&R..... N/A
- n. Install the equipment or having it installed..... N/A
- o. Schedule with O&R for the program's post-inspection N/A
- p. Obtain the incentive payment from the program..... N/A

36. What was the primary reason for dropping out of the program? [DO NOT READ; SELECT OPTION THAT BEST FITS RESPONSE.]

1	Paperwork too burdensome
2	Incentives not high enough/not worth the effort
3	Program is too complicated
4	Cost of equipment
5	Bad economy/business uncertainty
6	Decided to participate in NYSERDA program instead
7	Postponed the work
8	My equipment did not qualify
9	My project did not qualify

10	Could not fund the project/project was not in our budget
11	Other, specify: _____
99	Don't Know

- 3a. Could you be more specific? How would the program have had to be different, for you to continue to participate? This is very important information to O&R, so please be frank and as specific as possible. [OPEN ENDED ANSWER]

Comments: _____

[IF RESPONDENT PROVIDES MORE DETAIL IN Q3a, SAY]: Thanks for the candid feedback.

Now, I'd like to ask a few questions about how you came to participate in the program.

PROGRAM AWARENESS

37. How did you learn about the program? [DO NOT READ LIST, PROBE: "Did you hear about it any other way?" [RECORD ALL RESPONSES]

1	Mailing
2	Newsletter
3	Bill Insert
4	Website – ask Q4a
5	Family/Friend
6	Contractor
7	O&R Representative
8	Television
9	Radio
10	Presentation at an industry association meeting or event
11	Conference
12	The Small Business Direct Install program
13	Other , specify
99	Don't Know

- 4a. [IF Q4 = 4] On a scale of 1 to 10, where 1 is Extremely Dissatisfied, and 10 is Extremely Satisfied, please rate your satisfaction with the ease of finding the information you were looking for on the program website.

1	2	3	4	5	6	7	8	9	10
Extremely				Somewhat				Extremely	
Dissatisfied				Satisfied				Satisfied	

- 4b. [IF Q4a RESPONSE IS LESS THAN 5, ASK]: Why weren't you satisfied with the program website?

Comments: _____

38. [IF Q4 HAS MORE THAN ONE RESPONSE] Which of your sources of information about the program was most influential in your decision to try participating in the program? [READ ANSWER(S) GIVEN IN Q4]

39. What was it you learned of the program that made you want to participate? [DO NOT READ LIST]

1	Save energy
2	Reduce your energy bill
3	Cash rebates
4	Assistance in buying energy efficient equipment
6	Improve environment, reduce greenhouse gases
7	Financing available
8	Other, specify: _____
99	Don't Know

INTERACTION WITH UTILITY

40. At any point during your participation in the program, did you contact a representative at O&R?

1	Yes – GO TO Q7a
2	No – GO TO Q9
99	Don't Know – GO TO Q9

7a. What was the nature of your inquiry? [OPEN ENDED ANSWER]

Comments: _____

7b. Was the contact knowledgeable?

1	Yes – GO TO Q8
2	No – GO TO Q7b1
99	Don't Know – GO TO Q7c

7b1. [IF NOT] What wasn't the representative knowledgeable about? [OPEN ENDED ANSWER]

7c. Did the contact resolve your inquiry right away, or were multiple contacts needed? [IF MULTIPLE CONTACTS NEEDED] Why were multiple contacts needed? [OPEN ENDED ANSWER]

41. On a scale of 1 to 10, where 1 is Extremely Dissatisfied, and 10 is Extremely Satisfied, please rate your satisfaction with your experience contacting an O&R representative.

1	2	3	4	5	6	7	8	9	10
Extremely				Somewhat				Extremely	
Dissatisfied				Satisfied				Satisfied	

8a. [IF Q8 RESPONSE IS LESS THAN 5, ASK]: Why weren't you satisfied with your experience contacting a O&R representative? [OPEN ENDED ANSWER]

Comments _____

PROGRAM PROCESS

42. For the next couple of questions we'd like to learn how hard or easy it is for your organization to make energy efficiency improvements, to help understand how the program might provide assistance or be improved. Please rate each of the following aspects of making energy efficiency improvements on a 1-10 scale, where "1" means "Very Difficult" and "10" means "Very Easy." If I ask you about an aspect you have no experience with, please say "Not Applicable." How would you rate how easy [READ AND OBTAIN RESPONSE FOR EACH ASPECT BELOW] was? [INCLUDE ONLY THOSE PROGRAM STEPS IDENTIFIED AS COMPLETED IN Q2.]

- a. Identifying energy efficiency improvements to install at your facility..... N/A
- b. Estimating costs of proposed efficiency improvements..... N/A
- c. Estimating the savings of proposed efficiency improvements N/A
- d. Choosing a contractor or distributor..... N/A
- e. Gaining internal approval to proceed with the project..... N/A
- f. Completing and submitting the program application..... N/A
- g. Installing the equipment needed for the efficiency improvement, or having it installed by a contractor..... N/A

43. As you went through the program, did any aspects of the program take much longer than you thought was reasonable?

1	Yes, [GO TO Q10a]
2	No [GO TO Q11]
99	Don't Know [GO TO Q11]

10a. Which aspect or aspects of the program took too long? [DO NOT READ; SELECT ALL.]

- g. Identifying the measure(s) to install at your facility N/A
- h. Estimating **costs** of proposed measures N/A
- i. Estimating the **savings** of proposed efficiency improvements..... N/A
- j. Choosing a contractor or distributor..... N/A
- k. Completing and submitting the program application..... N/A
- l. Installing the equipment or having it installed N/A
- m. Scheduling with O&R for the program's pre-inspection..... N/A
- n. Obtaining an offer letter from O&R N/A
- o. Scheduling with O&R for the program's post-inspection N/A
- p. Obtaining the incentive payment from the program..... N/A
- q. Other 1: Specify: _____
- r. Other 2: Specify: _____

10b. What do you think would help expedite what took longer than you thought reasonable?
[OPEN ENDED ANSWER]

Comments _____

PRODUCT SPECIFIC

44. According to O&R's records you had planned to [READ "PROJECT TYPE" FROM ON SAMPLE LIST]. Which of these efficiency improvements did you make, even though you didn't continue to participate in O&R's program? [RECORD "YES" OR "NO" FOR EACH MEASURE ON SAMPLE LIST. IF NO EFFICIENCY IMPROVEMENTS MADE, SKIP TO Q12]

[IF PROGRAM RECORDS DOES NOT IDENTIFY PROJECT TYPE CONSIDERED TO BE IMPLEMENTED, ASK]: When you started the participation process with O&R, you probably had some specific efficiency improvements or equipment replacements in mind. Which, if any, of those efficiency improvements or equipment replacements did you go ahead and make, even though you dropped out of the program? [RECORD MEASURE/EQUIPMENT NAMES. IF NONE MADE, SKIP TO Q12]

[IF ONLY ONE PROJECT TYPE OR MEASURE/EQUIPMENT MADE, ASK ONLY Q11a-Q11c. IF MORE THAN ONE PROJECT TYPE OR MEASURE/EQUIPMENT MADE, ASK ONLY Q11d-Q11g.]

- 11a. Was the [MEASURE NAME] you ended up installing at an efficiency level that would have qualified for O&R's program?

1	Yes
2	No
99	Don't Know

- 11b. [IF Q11a=1 or Q11a=99] Did you install the [MEASURE NAME] through another program or did you install it outside of any program?

1	Installed through another program
2	Installed outside of any program and without program incentives
3	Other (Specify): _____
99	Don't Know

- 11c. [IF Q11b=1] Through which program did you install the [MEASURE NAME]?

1	NYSERDA's Existing Facilities program
2	Federal tax credit program
3	Other (Specify): _____
99	Don't Know

[IF MORE THAN ONE EFFICIENCY IMPROVEMENT MADE, ASK Q11d-Q11g]

- 11d. [ASK ONLY FOR EQUIPMENT THAT IS NOT MARKED "EFFICIENT BY DEFINITION", OTHERWISE, SKIP TO 11f] Was any of the equipment you ended up installing at an efficiency level that would have qualified for O&R's program?

1	Yes
2	No
99	Don't Know

11e. [IF Q11d=1] Which equipment would have qualified for the O&R program? [RECORD RESPONSE]

11f. [IF Q11d=1 or Q11d=99] Did you install any of the equipment through another program or did you install it outside of **any** program?

1	Installed through another program
2	Installed outside of any program and without program incentives
3	Other (Specify): _____
99	Don't Know

11g. [IF Q11f=1] Through which program did you install this equipment?

1	NYSERDA's Existing Facilities program
2	Federal tax credit program
3	Other (Specify): _____
99	Don't Know

45. [IF Q11a=1 OR Q11d=1 OR EQUIPMENT MARKED "EFFICIENT BY DEFINITION"] At the time that you first heard about the program, were you already planning on implementing the efficiency improvement(s) you had in mind when you started the [UTILITY] program participation process?

1	Yes
2	No
99	Don't Know

46. [IF Q11a=1 OR Q11d=1] When you started the participation process, were you replacing the equipment because it was failing or for some other reason?

1	Failing but still operating [GO TO Q49]
2	Equipment stopped working all together [GO TO Q49]
3	Other reason [GO TO Q47]
4	Differs by type of equipment [SPECIFY IN TABLE BELOW]
99	Don't Know [GO TO Q49]

	FAILING BUT STILL OPERATING	STOPPED WORKING ALL TOGETHER	OTHER REASON
Energy Management System	Y/N	Y/N	Y/N
Lighting Upgrade	Y/N	Y/N	Y/N
Air Conditioner Replacement	Y/N	Y/N	Y/N
Refrigeration Upgrade	Y/N	Y/N	Y/N
Cooling Tower Retrofit	Y/N	Y/N	Y/N
Chiller Replacement	Y/N	Y/N	Y/N
Compressor Upgrade	Y/N	Y/N	Y/N

Variable Frequency Drive	Y/N	Y/N	Y/N
Cold Storage Room Upgrade	Y/N	Y/N	Y/N

47. [IF Q46 = 3 OR 4] What was the reason? [PROBE TO CAPTURE RESPONSE IN ONE OF THE FOLLOWING CATEGORIES IF RESPONSE DIFFERS BY EQUIPMENT CATEGORY.]:

		Energy Management System	Lighting Upgrade	Air Conditioner Replacement	Refrigeration Upgrade	Cooling Tower Retrofit	Chiller Replacement	Compressor Upgrade	Variable Frequency Drive	Cold Storage Room Upgrade
1	You wanted to improve equipment performance.									
2	You wanted to lower your energy bill.									
3	You wanted to protect the environment.									
4	You were remodeling or expanding the facility.									
5	Other, specify: _____									
99	Don't Know/Refused [DO NOT ASK]									

Comments: _____

48. [IF Q11a=1 OR Q11d=1] At the time that you first heard about the program, were you already planning on purchasing the high efficiency equipment that you had in mind when you started the [UTILITY] program participation process?

1	Yes
2	No
99	Don't Know

49. Are there other types of equipment not covered by the program that O&R should provide rebates for?

Comments _____

OTHER PROGRAMS

50. Had you heard of NYSERDA's Existing Facilities Program, when you were in the process of participating in the O&R program? [IF NEEDED – NYSERDA is New York Energy Research and Development Administration]

1	Yes
2	No [go to Q54]
99	Don't Know

51. Did you either consider participating or actually did participate in the NYSERDA program for this project instead of the O&R program?

1	Yes - Considered
2	Yes – Considered and participated
3	No
99	Don't Know

52. [If Q51 = 1 OR 2] Why did you decide to participation in the NYSERDA program instead of the O&R program?

1	Incentive Amounts
2	Measures that get incentives
3	Information/Education provided
4	Application Process
5	Time to get incentives
6	NYSERDA's customer service
7	Other; Specify: _____
99	Don't Know

53. [IF Q51 = Yes] Overall, do you think it was a good thing or a bad thing that that there were multiple programs that you could participate in?

1	A good thing
2	A bad thing

3	Both good and bad
99	Don't Know

20a. [IF Q53=2 OR 3 OR 99] What was the down side of having more than one program available to you?

1	Hard to compare rebate offers
2	Each program had advantages and disadvantages
3	Not easy to understand which rules applied to which program
4	Too much of a hassle dealing with people trying to sell different programs
5	Didn't get that far in the process
6	Other, specify: _____
99	Don't Know

I just have a few final questions, to get a sense of your satisfaction with different parts of the program. On a scale of 1 to 10, where 1 means EXTREMELY DISSATISFIED and 10 means EXTREMELY SATISFIED, please rate your satisfaction with... [If dropped out before the process asked about, state N/A.]

54. The rebate amount(s) offered.

1	2	3	4	5	6	7	8	9	10	N/A
Extremely				Somewhat				Extremely		
Dissatisfied				Satisfied				Satisfied		

21a. [IF Q54 RESPONSE IS LESS THAN 5, ASK WHY DISSATISFIED]

Comments _____

55. The O&R program in general.

1	2	3	4	5	6	7	8	9	10
Extremely				Somewhat				Extremely	
Dissatisfied				Satisfied				Satisfied	

22a. [IF Q55 RESPONSE IS LESS THAN 5, ASK WHY DISSATISFIED]

Comments _____

56. On a scale of 1 to 10, where 1 is Not at All Likely, and 10 is Extremely Likely, how likely are you to recommend the O&R program to others in the future?

1	2	3	4	5	6	7	8	9	10
Not at all				Somewhat				Extremely	
Likely				Likely				Likely	

23a. [IF Q56 is less than 5] Why wouldn't you recommend the program to others?

57. Do you have any other comments or thoughts you would like to share about your experiences with the Program? [RECORD, AS APPROPRIATE]

58. And, finally, for classification purposes only, which of the following best describes your organization's annual revenues or budget?

1	Less than \$1 million
2	\$1—10 million
3	\$11-20 million
4	\$21-50 million
5	Greater than \$50 million
88	Refused
99	Don't Know

Have a good day/evening!



Non-Participant Survey

Con Edison and Orange & Rockland Commercial & Industrial Energy Efficiency Programs Non-Participant Survey

FINAL FOR PROGRAMMING with CATI checking edits 080212

INTRODUCTION

Hello, my name is _____, and I'm calling from Issues and Answers on behalf of [Con Edison/Orange & Rockland]. We're contacting business customers to understand how businesses are interacting with [Con Edison/Orange & Rockland] energy efficiency programs in order to improve them in the future. Could I please speak with the person who is the most knowledgeable about your organization's energy utilization and energy efficiency improvements at this facility (such as the facility manager, building manager, operations manager or chief engineer)?

LOCATE PROPER RESPONDENT:

Are you the person who is most familiar with your organization's energy utilization and energy efficiency improvements at this facility? I'd like to ask you some questions about your awareness of energy efficiency programs that are available to organizations like yours. This is not a sales call; it is market research, sponsored by [Con Edison/Orange & Rockland]. The Survey will take about 10 -minutes. If you qualify for and complete this interview, [Con Edison/Orange & Rockland] will send you an honorarium of fifty dollars to thank you.

YES, GO TO SCREENER

NO/REF/DK, ASK TO BE TRANSFERRED TO APPROPRIATE RESPONDENT

[REPEAT INTRO IF NEW PERSON COMES TO PHONE, THEN CONTINUE]

SCREENER

1. Have you ever heard of the [Con Edison Commercial and Industrial Energy Efficiency/Orange and Rockland Big Energy Solutions] program, which provides businesses of all sizes with rebates and other assistance to help them make energy efficiency improvements?

1	YES
2	NO
96	REFUSED
97	DON'T KNOW

2. Have you made any energy-using equipment improvements to your facility in the last year or two, such as high-efficiency HVAC or lighting equipment upgrades, installing premium efficiency motors or variable frequency drives, energy management systems or lighting controls, equipment tune-ups, or other upgrades?

1	YES
2	NO [SKIP TO INSTRUCTIONS BEFORE Q13]
96	REFUSED [SKIP TO INSTRUCTIONS BEFORE Q13]
97	DON'T KNOW [SKIP TO INSTRUCTIONS BEFORE Q13]

3. Now I'm going to ask you what types of efficiency improvements you made. Did you . . .
 - a. Install lighting upgrades or controls?
 - b. Install new heating, ventilation or air conditioning?
 - c. Install motors or variable frequency drives?
 - d. Install an energy management system?
 - e. Tune up existing equipment?

f. Did you do any other efficiency improvements? **[IF YES, SPECIFY]**

1	YES
2	NO
96	REFUSED
97	DON'T KNOW

[PROGRAMMER NOTE: IF NO, DK, REF TO ALL Q3a-Q3f, SKIP TO INSTRUCTIONS BEFORE Q13]

[ASK Q4 IF Q1=Yes & ANY Q3a-Q3f=1, ELSE SKIP TO Q5]

4. Did you participate in [Con Edison's Commercial and Industrial Energy Efficiency/Orange & Rockland's Big Energy Solutions] program when you made those improvements?

1	YES [THANK AND TERMINATE]
2	NO
96	REFUSED [THANK AND TERMINATE]
97	DON'T KNOW

THANK AND TERMINATE TEXT: Unfortunately, you do not qualify for this survey. Thank you for your time and have a nice day.

PROGRAM AWARENESS

5. Why didn't your organization participate in [Con Edison's Commercial and Industrial Energy Efficiency/Orange & Rockland's Big Energy Solutions] program? **[DO NOT READ LIST, RECORD ALL RESPONSES]**

1	EQUIPMENT DIDN'T MEET EFFICIENCY LEVELS
2	EQUIPMENT NOT ELIGIBLE FOR OTHER REASONS
3	EQUIPMENT NOT COVERED IN THE PROGRAM
4	PROJECT NOT ELIGIBLE
5	FACILITY NOT ELIGIBLE
6	NO NEED – IMPROVEMENTS PAID FOR THEMSELVES WELL ENOUGH WITHOUT INCENTIVES
7	TOO MUCH HASSLE/PAPERWORK
8	INCENTIVES AVAILABLE AREN'T BIG ENOUGH TO MATTER
9	PARTICIPATED IN ANOTHER PROGRAM INSTEAD
10	TO AVOID DISCLOSURE OF TRADE SECRETS
11	DIDN'T KNOW ABOUT CON EDISON'S/O&Rs PROGRAM(S)
12	DON'T BELIEVE UTILITY/GOVERNMENT PROGRAMS ARE NEEDED
95	OTHER [SPECIFY]
96	REFUSED
97	DON'T KNOW

[IF Q5 = 9, ASK Q5a]

- 5a. What was the name of the program that you participated in?

1	NYSERDA EXISTING FACILITIES
95	SOME OTHER PROGRAM [SPECIFY]
96	REFUSED
97	DON'T KNOW

6. Why did your organization decide to make the efficiency improvement(s) you described? **[IF NEEDED SAY: the ones your organization made in the last year or two]** **[DO NOT READ LIST, RECORD ALL RESPONSES]**

1	TO REPLACE EQUIPMENT THAT WAS OLD OR OUTDATED BUT STILL WORKING
2	TO REPLACE EQUIPMENT THAT HAD FAILED AND WAS NOT WORKING AT ALL
3	REMODELING/EXPANDING/UPGRADING FACILITY
4	TO IMPROVE PERFORMANCE
5	TO REDUCE ENERGY COSTS/SAVE MONEY
6	TO GET A REBATE FROM THE PROGRAM/CON EDISON
7	TO GET THE LATEST TECHNOLOGY
8	TO PROTECT THE ENVIRONMENT/REDUCE GREENHOUSE GASES/GO GREEN
95	OTHER [SPECIFY]
96	REFUSED
97	DON'T KNOW

7. Did you make these energy efficiency improvements ~~purchase and install the equipment in~~ house or did you hire a contractor?

1	IN HOUSE
2	HIRED A CONTRACTOR
3	BOTH [IF VOLUNTEERED]
96	REFUSED
97	DON'T KNOW

[ASK Q7a IF Q7=2 OR 3; ELSE, SKIP TO Q8]

7a. What was your contractor's name?

[PROGRAMMER NOTE: LEAVE SPACE FOR UP TO FIVE RESPONSES]

- 01 **[RECORD RESPONSE PROVIDED]**
 96 REFUSED
 97 DON'T KNOW

8. Which of the following *best* describes the financial criteria you used for deciding whether to make these energy efficiency improvements? **[READ LIST. SELECT ONE]**

1	Lowest first cost,
2	Lowest operating cost,
3	Payback within a specified time period,
4	Positive net present value, or
9	ALL OF THE ABOVE [IF VOLUNTEERED]
95	Some other financial criterion? [SPECIFY]
96	REFUSED
97	DON'T KNOW

9. Did you expect your energy bill to increase, decrease or stay the same after you installed the new equipment?

1	INCREASE
2	DECREASE
3	STAY THE SAME
96	REFUSED

97	DON'T KNOW
----	------------

[IF Q9=1, 2 OR 3, ASK Q10, ELSE SKIP TO INSTRUCTION BEFORE Q11]

10. Did your energy bill **actually** [RESPONSE FROM Q9]?"

1	YES
2	NO
3	TOO SOON TO TELL
96	REFUSED
97	DON'T KNOW

[ASK Q11 IF Q5=9; ELSE SKIP TO Q12]

11. Did your organization receive any type of rebate or other financial incentive from a utility company or other organization for installing any of the equipment?

1	YES
2	NO
3	YES FOR SOME IMPROVEMENTS, NO FOR OTHERS
96	REFUSED
97	DON'T KNOW

[ASK Q11a IF Q11=1 OR 3; ELSE SKIP TO Q12]

11a. Which utility or company provided the rebate or financial incentive? **[PROGRAMMER, LEAVE SPACE FOR UP TO THREE RESPONSES]**

01 **[RECORD RESPONSE PROVIDED]**

96 REFUSED

97 DON'T KNOW

12. On a scale of 1 to 10, where 1 is extremely dissatisfied and 10 is extremely satisfied, how would you rate your overall satisfaction with your organization's (new equipment/ IF ONLY Q3e=YES, USE THIS WORDING: equipment tune-up?

1	2	3	4	5	6	7	8	9	10	96	97
Extremely				Somewhat				Extremely		REF	DK
Dissatisfied				Satisfied				Satisfied			

[ASK Q12a IF Q12<5, ELSE SKIP TO INSTRUCTION BEFORE Q13]

12a. Why were you dissatisfied with your organization's new equipment?

01 **[RECORD RESPONSE PROVIDED]**

96 REFUSED

97 DON'T KNOW

PROGRAM AWARENESS

[ASK Q13 IF Q1 = 1 (YES) ELSE SKIP TO INSTRUCTION BEFORE Q14]

13. How did you first learn about the [Con Edison Commercial and Industrial Energy Efficiency/Orange & Rockland Big Energy Solutions] program? **[DO NOT READ LIST, RECORD ALL RESPONSES]**

1	MAILING FROM UTILITY COMPANY – UNSPECIFIED
2	NEWSLETTER FROM UTILITY COMPANY
3	BILL INSERT FROM UTILITY COMPANY

4	UTILITY COMPANY WEBSITE
5	FAMILY/FRIEND/COLLEAGUE
6	CONTRACTOR
7	UTILITY COMPANY REPRESENTATIVE/CON ED/O&R/LOCKHEED MARTIN
8	NEWS STORY
9	TELEVISION
10	RADIO
11	PRESENTATION AT AN INDUSTRY ASSOCIATION MEETING OR EVENT
12	CONFERENCE
13	REFERED FROM THE SMALL BUSINESS DIRECT INSTALL PROGRAM
14	CONSULTANT [TYPE NOT SPECIFIED]
15	ENERGY CONSULTANT
16	LIGHTING CONSULTANT
17	MANUFACTURER/VENDOR
18	INTERNET/WEBSITE/OWN RESEARCH
95	OTHER [SPECIFY]
96	REFUSED
97	DON'T KNOW

INTERACTION WITH UTILITY

[ASK Q14-Q15 TO ALL]

14. How would you suggest [Con Edison/Orange & Rockland] reach out to customers like you to provide information about its energy efficiency programs? **[DO NOT READ LIST, RECORD ALL RESPONSES, PROBE FOR ADDITIONAL RESPONSES; Anything else?]**

1	ACCOUNT REPS/PERSONAL CONTACT/FACE TO FACE MEETINGS
2	WITH FLYERS/ADS/MAILINGS
3	WITH BILL INSERTS
4	RAISE REBATES/MORE INCENTIVES
5	TARGET OWNERS/UPPER MANAGEMENT
6	THROUGH CONTRACTORS/EQUIPMENT INSTALLERS
7	THROUGH DISTRIBUTORS/MANUFACTURERS
8	OFFER ATTRACTIVE FINANCING
9	AT AN INDUSTRY ASSOCIATION EVENT/CONFERENCE
10	EMAIL
94	NONE/I DON'T HAVE ANY SUGGESTIONS
95	OTHER [SPECIFY]
96	REFUSED
97	DON'T KNOW

15. In your opinion, what do you think is the most critical information about this program that should be communicated to businesses like yours to get them interested in participating? **[DO NOT READ. CLARIFY AS NEEDED TO SELECT ONE RESPONSE.]**

1	EXAMPLES OF HOW TO SAVE ENERGY
2	TYPICAL ENERGY SAVINGS/BILL REDUCTION AMOUNTS
3	INFORMATION ABOUT CASH INCENTIVES
4	INFORMATION ABOUT FINANCING OPTIONS
4	HOW/WHERE TO BUY ENERGY EFFICIENT EQUIPMENT
6	HOW SAVING ENERGY IMPROVES ENVIRONMENT, REDUCES GREENHOUSE

	GASES
95	OTHER[SPECIFY]
96	REFUSED
97	DON'T KNOW

[ASK Q16 IF Q13=4; ELSE, SKIP TO Q17]

16. Earlier, you said you learned about the program through the program website. On a scale of 1 to 10, where 1 is Extremely Dissatisfied, and 10 is Extremely Satisfied, please rate your satisfaction with the *Commercial and Industrial Energy Efficiency* program website.

1	2	3	4	5	6	7	8	9	10	96	97
Extremely				Somewhat				Extremely		REF	DK
Dissatisfied				Satisfied				Satisfied			

[ASK Q16a IF Q16<5; ELSE SKIP TO Q17]

16a. Why do you feel that way? **[IF NEEDED, ASK: Why are you less than satisfied with the program website?]**

01 **[RECORD RESPONSE PROVIDED]**

96 REFUSED

97 DON'T KNOW

[ASK Q17 TO ALL]

17. Are you a member of any industry trade organizations or other industry groups?

1	YES
2	NO [SKIP TO Q18]
96	REFUSED [SKIP TO Q18]
97	DON'T KNOW [SKIP TO Q18]

17a. What is the name or names of the group(s) you belong to? **[RECORD FIRST FIVE MENTIONS ONLY]**

01 **[RECORD RESPONSE PROVIDED]**

96 REFUSED

97 DON'T KNOW

[ASK Q18 TO ALL]

18. In the last year, have you contacted a representative at [Con Edison/Orange & Rockland] regarding its energy efficiency programs for businesses? I'm not talking about billing or service reliability matters, but business energy efficiency programs in particular.

1	YES
2	NO [SKIP TO Q20]
96	REFUSED [SKIP TO Q20]
97	DON'T KNOW [SKIP TO Q20]

19. On a scale of 1 to 10, where 1 is Extremely Dissatisfied, and 10 is Extremely Satisfied, please rate your satisfaction with your experience contacting a [a Con Edison/an Orange & Rockland] representative.

1 2 3 4 5 6 7 8 9 10 96 97
 Extremely Somewhat Extremely
 Dissatisfied Satisfied Satisfied REF DK

[ASK Q19a IF Q19 < 5; ELSE SKIP TO Q20]

19a. Why weren't you satisfied with your experience with this contact?

01 **[RECORD RESPONSE PROVIDED]**

96 REFUSED

97 DON'T KNOW

PROGRAM [NON-] PARTICIPATION

20. When replacing equipment, what factors typically would motivate your organization to purchase energy efficient equipment? [DO NOT READ, SELECT ALL, PROBE FOR ADDITIONAL.]

1	IMPROVE PERFORMANCE
2	REDUCE ENERGY COSTS
3	TO GET LATEST TECHNOLOGY
4	TO PROTECT THE ENVIRONMENT
95	OTHER [SPECIFY]
96	REFUSED
97	DON'T KNOW

[ASK Q21 IF Q2 = 1 AND Q11 = 2, HIGH EFFICIENCY EQUIPMENT INSTALLED AND NO REBATE RECEIVED; ELSE SKIP TO Q22]

21. Earlier you mentioned that you recently made some energy efficiency upgrades but you did not receive rebates or financial incentives for doing so. Why didn't you pursue energy efficiency program incentives for these efficiency improvements? [DO NOT READ, SELECT ALL, PROBE FOR ADDITIONAL.]

1	DON'T BELIEVE UTILITY/GOVERNMENT PROGRAMS ARE NEEDED
2	NO NEED – IMPROVEMENTS PAID FOR THEMSELVES WELL ENOUGH WITHOUT INCENTIVES
3	TOO MUCH HASSLE/PAPERWORK
4	INCENTIVES AVAILABLE AREN'T BIG ENOUGH TO MATTER OR OFFSET THE COST OF PARTICIPATING IN A PROGRAM
6	TO AVOID DISCLOSURE OF TRADE SECRETS
7	DIDN'T KNOW ABOUT PROGRAM(S)
8	EQUIPMENT NOT ELIGIBLE
95	OTHER [SPECIFY]
96	REFUSED
97	DON'T KNOW

[ASK Q21a IF Q21=8]

21a. Can you tell me why the equipment you installed wasn't eligible for any program incentives?

01 **[RECORD RESPONSE PROVIDED]**

96 REFUSED

97 DON'T KNOW

22. What factors would most influence the likelihood of your organization to participate in [Con Edison's/Orange & Rockland's] energy efficiency programs in the future? **[DO NOT READ, SELECT ALL, PROBE FOR ADDITIONAL BY ASKING 'Anything else?']**

1	INCENTIVE AMOUNTS
2	FINANCIAL RETURN
3	BEING ABLE TO GET INFORMATION ON HIGH-EFFICIENCY OPTIONS
4	THE PHYSICAL PROPORTIONS OR SIZE OF NEW EQUIPMENT ARE THE SAME AS THE EQUIPMENT IT REPLACED
5	SAME MAINTENANCE REQUIREMENTS AND COST
6	BEING ABLE TO GET TRAINING ON OPTIMAL USE & MAINTENANCE OF HIGH-EFFICIENCY EQUIPMENT
7	WHETHER MY ORGANIZATION'S POLICY ENCOURAGES/PRIORITIZES EFFICIENCY IMPROVEMENTS
8	WHETHER THE MARKETING/ACCOUNT MANAGEMENT PROCESS CAN IDENTIFY AND ACCOUNT FOR IMPLEMENTING EFFICIENCY IMPROVEMENTS.
9	INCREASED PROGRAM MARKETING/AWARENESS
95	OTHER[SPECIFY]
96	REFUSED
97	DON'T KNOW

[ASK Q23 TO ALL]

23. On a scale of 1-10, where "1" means "Not at all likely" and "10" means "Extremely likely", how likely are you to participate in one of [Con Edison's/Orange & Rockland's] energy efficiency programs in the next year, *based on what you know about them?*

1	2	3	4	5	6	7	8	9	10	96	97
Not at all				Neither Likely				Extremely		REF	DK
Likely				Nor Unlikely				Likely			

[ASK Q23a IF Q23<7; ELSE SKIP TO INSTRUCTION BEFORE Q24]

- 23a. Why aren't you very likely to participate in one of Con Edison's/Orange & Rockland's efficiency programs in the next year?

01[**RECORD RESPONSE PROVIDED**]

96 REFUSED

97 DON'T KNOW

MARKET PARTNER INTERACTIO

NS

[ASK Q24-25 TO CON EDISON SAMPLE ONLY]

24. Are you aware of Con Edison's Market Partner Network – contractors and other vendors who are trained to provide technical support to customers for the installation of energy efficient equipment and can assist with the program application process? **[DO NOT READ]**

1	YES
---	-----

2	NO [SKIP TO Q26]
96	REFUSED [SKIP TO Q26]
97	DON'T KNOW [SKIP TO Q26]

25. Based on what you know about the Market Partner Network, what Market Partner skills and services are of greatest value to you? **[DO NOT READ, SELECT ALL, PROBE FOR ADDITIONAL RESPONSES BY ASKING 'Anything else?']**

1	FINANCIAL ANALYSIS
2	ENGINEERING SERVICES
3	MANUFACTURER TIES/SUPPORT
4	TRAINING ON OPTIMAL USE & MAINTENANCE OF HIGH-EFFICIENCY EQUIPMENT
5	"GO-TO" FIRM THAT COMPLEMENTS OTHER TRADES WE USE
6	KNOWLEDGE OF OUR BUSINESS AND ENERGY PROCESSES
7	PERFORMING ENERGY AUDITS
95	OTHER [SPECIFY]
96	REFUSED
97	DON'T KNOW

OTHER PROGRAMS

[ASK Q26 IF Q5a≠1, ELSE SKIP TO INSTRUCTION BEFORE Q28]

26. Have you heard of NYSERDA's Existing Facilities Program? (IF NEEDED – NYSERDA is the New York State Energy Research and Development Authority)

1	YES
2	NO [SKIP TO Q30]
96	REFUSED [SKIP TO Q30]
97	DON'T KNOW [SKIP TO Q30]

[ASK Q27 IF Q26=1(YES) AND Q2 = 1(YES); ELSE SKIP TO INSTRUCTION BEFORE Q28]

27. Did you either consider participating or actually participate in the NYSERDA Existing Facilities Program for the project(s) we've been discussing during this interview?

1	CONSIDERED [SKIP TO Q30]
2	PARTICIPATED
3	NEITHER [SKIP TO Q30]
96	REFUSED [SKIP TO Q30]
97	DON'T KNOW [SKIP TO Q30]

[ASK Q28 IF Q27 =2 OR Q5a=1; ELSE SKIP TO Q29]

28. Why did you decide to participate in the NYSERDA program and not the [Con Edison/Orange & Rockland] program? **[DO NOT READ LIST, RECORD ALL RESPONSES]**

1	INCENTIVE AMOUNTS WERE HIGHER
2	THE NYSERDA MEASURES THAT GET INCENTIVES
3	TOO MANY INSPECTIONS FOR CON-EDISON PROGRAM
4	INFORMATION/EDUCATION PROVIDED
5	APPLICATION PROCESS WAS SIMPLER
6	LIKED NYSERDA CONTACT BETTER
7	AMOUNT OF TIME IT TAKES TO BE PAID THE INCENTIVES

8	NYSERDA'S CUSTOMER SERVICE WAS BETTER
9	HEARD ABOUT THAT PROGRAM AND NOT ABOUT CON EDISON'S/O&Rs
10	HEARD ABOUT THAT PROGRAM <i>BEFORE</i> HEARING ABOUT CON EDISON'S/O&Rs
95	OTHER [SPECIFY]
96	REFUSED
97	DON'T KNOW

29. Did you find it confusing that there are similar programs offered by multiple organizations in which you could participate?

1	YES
2	NO [SKIP TO Q30]
96	REFUSED [SKIP TO Q30]
97	DON'T KNOW [SKIP TO Q30]

29a. What was confusing to you?

01 **[RECORD RESPONSE PROVIDED]**

96 REFUSED

97 DON'T KNOW

30. To wrap up, I'd like to ask you some basic information regarding your business.

a. My records indicate that the physical address of your facility is: **[INSERT ADDRESS]**. Is that correct?

1	YES
2	NO – What is the address? [RECORD ADDRESS GIVEN; STREET ADDRESS. CITY AND ZIP]
96	REFUSED
97	DON'T KNOW

b. What type of facility is this? **[DO NOT READ]**

1	OFFICE,
2	RETAIL STORE,
3	FULL-SERVICE RESTAURANT,
4	QUICK-SERVICE RESTAURANT,
5	MEDICAL - HOSPITAL, CLINIC, OR DOCTOR'S OFFICE, NURSING HOME
6	REFRIGERATED WAREHOUSE,
7	UNREFRIGERATED WAREHOUSE,
8	MANUFACTURING PLANT, COMMERCIAL
9	KINDERGARTEN THROUGH HIGH SCHOOL
10	COLLEGE OR UNIVERSITY
11	RESIDENCE (APARTMENT, COOP, CONDO, RESIDENCE HALL, HOTEL)
12	PUBLIC ASSEMBLY (CHURCH, THEATRE, COMMUNITY CENTER)
95	OTHER [SPECIFY:]
96	REFUSED
97	DON'T KNOW

c. How old is this facility? **[DO NOT READ]**

1	LESS THAN 2 YEARS,
2	2 TO JUST UNDER 5 YEARS,
3	5 TO JUST UNDER 10 YEARS,
4	10 TO JUST UNDER 20 YEARS,

5	20 TO JUST UNDER 30 YEARS, OR
6	30 OR MORE YEARS OLD?
96	REFUSED
97	DON'T KNOW

- d. And what is the approximate square footage of this facility? **[IF NEEDED: Only the square footage of the portion of the building that your business occupies] [DO NOT READ]**

1	LESS THAN 5,000 SQ FT
2	5,000- JUST UNDER 10,000 SQ FT
3	10,000- JUST UNDER 20,000 SQ FT
4	20,000- JUST UNDER 30,000 SQ FT
5	30,000- JUST UNDER 40,000 SQ FT
6	40,000- JUST UNDER 50,000 SQ FT
7	50,000- JUST UNDER 100,000 SQ FT
8	100,000 SQ FT OR LARGER
95	OTHER
96	REFUSED
97	DON'T KNOW

31. Are you planning on making any energy efficiency improvements at this site in the next year?

- 01 YES
 02 NO **[SKIP TO Q32]**
 96 REFUSED **[SKIP TO Q32]**
 97 DON'T KNOW **[SKIP TO Q32]**

31a. What type or types of improvements are you planning? **[DO NOT READ. RECORD ALL THAT APPLY]**

- 01 LIGHTING UPGRADES OR CONTROLS
 02 NEW HEATING, VENTILATION OR AIR CONDITIONING
 03 MOTORS OR VARIABLE FREQUENCY DRIVES
 04 AN ENERGY MANAGEMENT SYSTEM
 05 TUNE UP OF EXISTING EQUIPMENT
 06 GAS BOILER OR OTHER GAS EQUIPMENT
 95 OTHER **[SPECIFY]**
 96 REFUSED
 97 DON'T KNOW

Before we finish, do you have any other comments or thoughts you would like to share with [Con Edison/Orange & Rockland] regarding their business energy efficiency programs or how they could be improved?

- 01 **[RECORD RESPONSE PROVIDED]**
 94 NO/NONE
 96 REFUSED
 97 DON'T KNOW



Thank you for taking the time to complete this important survey. To what address should Con Edison / Orange & Rockland mail the fifty dollar honorarium for your participation?

Name:

Street Address:

City:

State:

Zip Code:

96 – REFUSED INCENTIVE

Have a good day/evening!