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| Program REPORT  New Jersey Natural Gas C&I Direct Install Program Evaluation – Program Year 1  **Date:** March 25, 2023 |
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Abstract

DNV conducted an initial “snapshot” evaluation of New Jersey Natural Gas's (NJNG) Commercial and Industrial (C&I) Direct Install (DI) program for the period beginning July 1, 2021, and ending June 30, 2022 (Project Year 1, or PY1) to develop a more integrated view of the portfolio as a whole and to prioritize resources for more in-depth enhanced process evaluation activities in the subsequent years.

Results

**Process Evaluation Findings**

* The DI program received 46 applications and completed 2 projects with 3,580 therms in PY1, compared to a goal of 225 completed projects with savings of 309,350 therms. This is partly due to the lengthy “sales cycle” for DI projects, which can last up to 9 months from initial customer outreach to final project completion.
* The program “onboarded” and approved 39 commercial contractors to be able to complete projects within the program.
* NJNG-identified barriers to participation and completed projects include initially lower incentives, a public bidding requirement for municipalities and schools, pandemic effects, leased properties, and supply chain impacts.
* DNV-identified barriers to participation included some key shortfalls of the program website.

**Impact Evaluation Findings:**

* As a part of impact evaluation, DNV completed an evaluability assessment due to limited participation in PY1.
* Overall, NJNG was collecting extensive data to perform a detailed evaluation in the future.
* DNV noted one exception: Measures that were **recommended by the program** but **not installed or performed** are not included in the tracking files.
* The DI tool was estimating tracking savings appropriately per algorithms and assumptions provided in the Coordinated Measure List (CML).
* The independent variables defined in TRM algorithms/ CML and utilized in the DI tool were site-specific.
* The electric savings calculated by the DI spreadsheet tool for installed measures where NJNG is the lead utility was reasonable and followed algorithms and assumptions provided by CML.

Recommendations

* Continue and expand the program’s varied marketing and outreach channels.
* As NJNG revamps its website in 2023, consider adding a stand-alone page for the DI program, which includes additional ways to sign up or acquire program information, such as an easily fillable embedded form including potential applicant contact information.
* Conduct additional research to investigate general program awareness and reasons for nonparticipation. This could include surveys of nonparticipating customers and/or interviews with ”onboarded” contractors.

Executive Summary

This document represents the process evaluation and impact evaluability assessment for New Jersey Natural Gas's (NJNG) Commercial and Industrial (C&I) Direct Install (DI) program for the period beginning July 1, 2021, and ending June 30, 2022 (Project Year 1, or PY1).

Process Evaluation

Across select programs, including DI, DNV conducted an initial 'snapshot' evaluation in PY1 to develop a more integrated view of the portfolio as a whole and to prioritize resources for more in-depth enhanced process evaluation activities in the subsequent years.

Summary of methods

DNV conducted both primary and secondary data collection to assess DI program processes. Primary data collection consisted of in-depth interviews (IDIs) with NJNG program staff regarding roles and responsibilities with the programs; program design and processes, including marketing and outreach; how (and if) program delivery has changed since NJNG assumed implementation from the New Jersey Board of Public Utilities (BPU) New Jersey’s Clean Energy Program (NJCEP); program metrics and performance; key program activities during and after PY1; and program challenges and opportunities. Secondary review included the SAVEGREEN Project Program Plan (Settlement 12/21/2020, approved on 3/3/2021), the program website, program application forms, and the Annual Progress Report for PY1.

Key findings and recommendations

**Findings**

* The DI program received 46 applications and completed 2 projects with 3,580 therms in PY1, compared to a goal of 225 completed projects with savings of 309,350 therms. This is partly due to the lengthy “sales cycle” for DI projects, which can last up to 9 months from initial customer outreach to final project completion.
* The program “onboarded” and approved 39 commercial contractors to be able to complete projects within the program.
* NJNG-identified barriers to participation and completed projects include initially lower incentives, a public bidding requirement for municipalities and schools, pandemic effects, leased properties, and supply chain impacts.
* DNV-identified barriers to participation included some key shortfalls of the program website.

**Recommendations**

* Continue and expand the program’s varied marketing and outreach channels.
* As NJNG revamps its website in 2023, consider adding a stand-alone page for the DI program which includes additional ways to sign up or acquire program information, such as an easily fillable embedded form including potential applicant contact information.
* Conduct additional research to investigate general program awareness and reasons for nonparticipation. This could include surveys of nonparticipating customers and/or interviews with ”onboarded” contractors.

Impact Evaluation

Since the overall participation in the program for PY1 was insufficient to perform an in-depth impact evaluation, DNV performed an evaluability assessment of the program from an impact evaluation perspective in PY1.

Summary of methods

DNV identified and collected project documentation for two completed and six other DI projects that were initiated in PY1 to perform the evaluability assessment. This documentation allowed DNV to assess the following:

* Data that are collected by the program to estimate tracking savings
* Completeness of program data collection by reviewing the inventory of project documentation available
* Tracking savings estimation methodologies
* Electric savings estimation for shared measures where NJNG is the lead utility to ensure they are reasonable and follow industry best practices

Key findings

* Based on project documentation reviewed for each of the eight DI projects that were initiated in PY1, DNV determined that NJNG was collecting extensive data to perform a detailed evaluation in the future.
* DNV noted one exception: Measures that were **recommended by the program** but **not installed or performed** are not included in the tracking files.
* Evaluators verified that the DI tool was estimating tracking savings appropriately per algorithms and assumptions provided in Coordinated Measure List (CML).
* Evaluators also verified that the independent variables defined in TRM algorithms/CML and utilized in the DI tool were site-specific.
* Evaluators also identified that the electric savings calculated by the DI spreadsheet tool for installed measures where NJNG is the lead utility was reasonable and followed algorithms and assumptions provided by CML.

# Introduction

This document represents the combined impact and process evaluation for New Jersey Natural Gas's (NJNG) Energy Solutions for Business, Commercial and Industrial (C&I) Direct Install (DI) program for the period beginning July 1, 2021, and ending on June 30, 2022 (Project Year 1, or PY1).

The C&I DI program focuses on installing efficiency measures for small businesses, non-profit organizations, municipalities, schools, and faith-based organizations ("eligible customers") that typically lack the time, knowledge, or financial resources necessary to investigate and pursue energy efficiency. NJNG offers incentives to encourage these customers to invest in energy efficiency.

This is a Core program that focuses on addressing all measure retrofits that comprise a cost-effective project. Examples of end-use categories covered by the program include lighting, HVAC, controls, refrigeration, food service, motors, low-flow devices, pipe wrap, and domestic hot water equipment.

## Program design and implementation

NJNG administers and promotes this program. All participants receive a site visit, including a free on-site energy assessment, to identify energy efficiency improvement opportunities. The program is divided into two tiers of eligibility, determined by the customer facility's peak electrical demand over the last 12 months. Tier 1 serves the smallest eligible customer base, specifically focusing on customers with an average individual facility peak electrical demand of up to 100 kW. Tier 1 also includes customers up to 200 kW within an Urban Enterprise Zone ("UEZ"), within an Opportunity Zone, or owned or operated by a local government, and K-12 public schools. Additionally, customers with average peak demand from 101 to 200 kW located within designated opportunity zones or UEZ may qualify for Tier 1 status. Tier 2 serves the larger segment of small non-residential customers, with an average individual facility peak electrical demand of 101 to 200 kW.

Following the energy assessment, all participants are provided with a report assessing the site and recommending investments that could further improve the energy efficiency of the facility. Based on the results of the energy assessment report, the program offers to initially pay a percentage of the project cost to install the recommended energy efficiency measures with the participating customer (and/or landlord).

The DI program is marketed to customers through a combination of direct outreach by program staff and program-approved contractors, web-based engagement and customer information analytics, digital advertising, and hard-copy materials to promote awareness among trade allies and customers.

## Program goals

Per the NJNG’s approved program plan[[1]](#footnote-2), the DI program’s gas savings and participant goals from PY1 through PY3 are listed in Table 1‑1. For the first triennium, NJNG has projected 1.01 million therms saved from 733 projects in the DI program.

Table 1‑1: C&I Direct Install program triennial goals (natural gas only)

|  |  |  |  |
| --- | --- | --- | --- |
| Metric | PY1 | PY2 | PY3 |
| Estimated Participants[[2]](#footnote-3) | 225 | 248 | 260 |
| Projected Net Annual Natural Gas Savings (therms) | 309,350 | 340,285 | 357,299 |
| Avg. therms/participant | 1,375 | 1,372 | 1,374 |

Table 1‑2 presents the actual participation at the end of PY1 based on the Annual Progress Report filing[[3]](#footnote-4). NJNG had 2 completions with a net savings of 3,580 therms, which is about 0.9% of the participant and 1.2% of the annual therms savings goal. According to the Annual report, NJNG also received 46 applications for which the projects were not completed in PY1.

Table 1‑2. C&I Direct Install PY1 actual participation

|  |  |  |  |
| --- | --- | --- | --- |
| PY1 metrics | Target | Achieved | % Achieved |
| Estimated Participants | 225 | 2 | 0.9% |
| Projected Net Annual Natural Gas Savings (therms) | 309,350 | 3,580 | 1.2% |
| Avg. therms/participant | 1,375 | 1,790 | 130% |

# Process Evaluation

DNV conducted an initial 'snapshot' evaluation of the DI program in PY1 to develop a more integrated view of the portfolio as a whole and to prioritize resources for more in-depth enhanced process evaluation activities in the subsequent years of the triennium.

## Research conducted

To assess DI program processes, DNV conducted both primary and secondary data collection. Primary data collection included in-depth interviews (IDIs) with NJNG program staff in June and December 2022. We used these interviews to both learn about and document staff perceptions of the following:

* Roles and responsibilities with the programs
* Program design and processes, including marketing and outreach
* How, if at all, has program delivery changed since NJNG assumed implementation from the New Jersey Board of Public Utilities (BPU) New Jersey’s Clean Energy Program (NJCEP)
* Program metrics and performance against goals
* Key program activities during and after PY1
* Challenges and opportunities

The DNV evaluation team also conducted a secondary review of the following documents:

* The SAVEGREEN Project Program Plan (Settlement 12/21/2020, approved on 3/3/2021)
* Program application forms
* The program website[[4]](#footnote-5)
* NJNG’s Quarterly Reports
* Annual Progress Report for PY13

### Program theory and design

The DI program is a comprehensive program for “smaller” customers (those under 200 kW average demand), with a focus on small businesses (such as restaurants, small offices, and convenience stores), non-profit organizations, municipalities, schools, and faith-based organizations. The program aims to fill a utility-identified gap in the private market for energy efficiency services among these customer types. According to the approved plan, the program is designed to make energy efficiency investment decisions easier for eligible customers through the no-cost energy assessment (which mitigates customer knowledge barriers), significantly reduced up-front costs, and repayment options.

The program aims to address several market barriers, including:

* *Customer awareness and engagement:* Specifically, the no-cost energy assessment is intended to mitigate these customer barriers.
* *Initial cost of efficiency investments:* The significantly reduced up-front costs of both directly-installed measures and additional energy efficiency opportunities are intended to mitigate this customer barrier.
* *Landlord/tenant agreements:* The program aims to market to both landlords and tenants to help deal with the challenge of split incentives (meaning, who pays for energy use and will thus reap the benefits of participating versus who owns the energy-using equipment).

### Program delivery and changes

NJNG does not utilize third-party implementers for the DI program, instead implementing it in-house primarily with a team of six staff members (who are involved in all C&I programs). NJNG’s Director of Energy Efficiency expressed a preference for this internal delivery approach, stating that it fosters an ability to cultivate closer customer relationships as well as provide information and address any complaints directly with the customer.

While the NJNG staff administers and implement the DI program, approved contractors conduct most energy assessments. After their assessments, program participants contract directly with these contractors (who serves as general contractor and may bring in subcontractors) for additional energy efficiency opportunities.

According to NJNG staff, under the previous BPU administration, the DI program employed a system in which specific contractors were assigned to different geographic territories. A sliding scale was used to determine customer incentives based on inputs to a cost-effectiveness tool, and costs were negotiated such that schools and municipalities could participate in the program without going to public bidding. Lighting measures “dominated” the program.

Because it is a “core” program, NJNG implements the DI program in a similar fashion as other investor-owned utilities in the State (the “joint utilities”). As such, NJNG cannot unilaterally make changes to the program without approval by the joint utilities. Additionally, while NJNG does not work directly on DI projects with customers’ electric utilities, those utilities are responsible for covering the costs of any electric savings achieved through NJNG projects through the statewide coordinator system[[5]](#footnote-6).

When the joint utilities assumed program administration, and with a goal of encouraging more comprehensive energy efficiency projects (focusing less heavily on lighting), they implemented a new cost-effectiveness test. However, the joint utilities lost the ability to complete projects with municipalities and schools without going to public bids. NJNG and other utilities were interested in pursuing an approach that satisfied the competitive solicitation requirements for municipalities and school districts and initially approached the New Jersey Division of Consumer Affairs and the New Jersey Board of Public Utilities in the summer of 2021 about possible pathways to accomplish this. It is NJNG’s understanding that these state agencies, along with the state agencies responsible for the procurement of goods for state faciliaites, are still considering the request but believe there are regulatory hurdles.

### Marketing and outreach

NJNG program staff reported using various methods to market the DI program (both to customers and contractors), in large part through two program liaisons “pounding the pavement.” The liaisons engage with local and regional chambers of commerce and appear at sustainability events and other town events or fairs.

The program website (currently being revamped) also includes DI-specific content. Additionally, a C&I portfolio “one sheet” marketing material includes DI program information, and a DI program-specific “one sheet” was in development as of December 2022. A quarterly bill insert for commercial customers also includes program information.

Finally, approved contractors can also market and offer the program directly to customers without direct NJNG involvement.

### Tracking metrics and performance

Program staff explained that NJNG is bound by the June 10, 2020 BPU order to report program metrics within 75 days[[6]](#footnote-7) of each program year’s close, which run from July 1 through June 30. The DI program tracks metrics related to gas savings, customer participation, invested dollars, administrative costs, and other qualitative performance indicators. NJNG is also required to track the relative participation of overburdened communities. NJNG files quarterly reports to the BPU and the annual evaluation report.

The SAVEGREEN Project Program Plan forecasted 225 participants in PY1, with an estimated net annual gas savings of 309,350 therms. The program received 46 applications and completed 2 projects in PY1. Per the Annual filing3 NJNG claimed 3,580 therms of natural gas savings from 2 participants in PY1.

According to NJNG staff, the large disparity between applications and completed projects is partly due to the lengthy “sales cycle” for projects incentivized through the DI program. From initial customer outreach to final project completion, staff said that this cycle could last 9 months, which means that many projects were partway through this cycle upon the close of PY1. Evaluators confirmed that, at the time of reporting, there were 7 projects that were near completion (per the iEPM system/tracking system) and had an average duration of 218 days (7.3 months) in NJNG’s tracking system.

### Key program activities

Despite the relative lack of completed projects, NJNG staff mentioned a few key activities accomplished during PY1 to set it up for greater success in PY2. Firstly, the program “onboarded” and approved 39 commercial contractors to be able to complete projects within the program.

Secondly, when the joint utilities launched the updated program in July 2021, the updated incentive structure resulted in significantly lower financial incentives for customers compared to the previous DI program. As a result, contractors reported to NJNG and the other New Jersey utilities that they had difficulty converting conversations with potential participants into actual projects. Taking this feedback, the joint utilities then modified the incentive structure (those modifications went into effect for PY2 on July 1, 2022), and according to NJNG staff, more customers are moving ahead with projects in PY2 compared to the previous year.

Lastly, the program developed relationships with a major healthcare provider and a large liquor store chain in PY1, each resulting in 15 or more applications coming through the program pipeline in PY2.

### Barriers to participation

NJNG staff mentioned a few different barriers to customers participating in the DI program. These included:

1. *Lower incentives:* As mentioned previously, for PY1, the joint utilities modified incentive structures to better reflect program goals and cost considerations, resulting in lower incentives for DI participants. While NJNG and the other utilities took action during PY1 to alleviate this issue, incentive changes did not take effect until PY2.
2. *Public Bidding Requirement:* As mentioned previously, when the joint utilities assumed program administration, they lost the ability (which the NJCEP-run DI program had) to complete projects with municipalities and schools without going to public bids. Given the strong participation of these markets in the prior NJCEP-run DI program, NJNG is concerned about the ability to meet the goals for this program if this barrier is not addressed.
3. *Impacts of the pandemic:* NJNG staff explained that the COVID-19 pandemic changed the way people work, resulting in fewer people working from their employer’s physical workspace and less of a benefit to improving the energy efficiency of that space. Office buildings, in particular, saw a steep decrease in participation, but C&I programs across the board declined during the pandemic.
4. *Leased Properties:* Among commercial customers, a significant proportion of space is leased, and NJNG staff mentioned that tenants are generally apprehensive about making investments in properties they do not own, even at a significant discount.

Additionally, evaluators also identified that some key shortfalls of the program website might also be a barrier to participation. These included:

* Websites for other utilities in the State generally have their own stand-alone informational webpages about the DI program, which include links to additional information as well as easily fillable, embedded forms to request an energy assessment. By comparison, the SAVEGREEN website does not have a dedicated webpage for the DI program; customers need to directly contact specific NJNG staff via email or phone to learn more about the program, and a relatively hard-to-find link to “Click here to receive an electronic application” opens a DocuSign page (which may give customers an inflated impression of the level of commitment needed at that stage).
* A feature on the website for customers to enter their address to “search for a qualified contractor in your area” does identify nearby contractors, but relevant energy efficiency programs listed under each contractor are out-of-date and do not include the DI program, potentially giving the impression that no nearby contractors can assist with DI program participation.

It is worth noting that the SAVEGREEN website is currently being revamped. However, through PY1 and half of PY2, these factors regarding the website may have served as barriers to participation.

### Challenges and opportunities

Under the previous program structure delivered by the BPU, NJNG staff described the DI program as having strong participation among a variety of building types, including schools and municipalities. PY1, however, was a “transition year,” and program participation was described as “lagging” as a result of multiple factors. These included each of the barriers to participation mentioned above, as well as supply chain issues that caused C&I projects to experience longer delays. NJNG explained that, though the initial pandemic disruptions on the residential side mostly had mostly been resolved, on the C&I side, they continued into 2022. Some program-incented equipment was delivered as much as 30 weeks after ordering, and since projects are marked “completed” only when they are completely installed, and incentives or loans have been fully paid out to the participant, some project completions were pushed out into PY2.

## Process findings and recommendations

Based on the results of this evaluation, our key process findings and recommendations for the DI program are as follows:

**Findings**

* The DI program received 46 applications and completed 2 projects with 3,580 therms in PY1, compared to a goal of 225 completed projects with savings of 309,350 therms. This is in part due to the lengthy “sales cycle” for DI projects, which can last up to 9 months from initial customer outreach to final project completion.
* The program “onboarded” and approved 39 commercial contractors to be able to complete projects within the program.
* NJNG-identified barriers to participation and completed projects include initially lower incentives, a public bidding requirement for municipalities and schools, pandemic effects, leased properties, and supply chain impacts.
* DNV-identified barriers to participation included key shortfalls of the program website.

**Recommendations**

* Continue and expand the program’s varied marketing and outreach channels.
* As NJNG revamps its website in 2023, consider adding a stand-alone page for the DI program, which includes additional ways to sign up or acquire program information, such as an easily fillable embedded form including potential applicant contact information.
* Conduct additional research to investigate general program awareness and reasons for nonparticipation. This could include surveys of nonparticipating customers and/or interviews with ”onboarded” contractors.

# Impact Evaluation

In PY1, NJNG finalized and claimed impacts from two completed projects under the C&I Direct Install program. Since the overall participation in the program for PY1 was insufficient to perform an in-depth impact evaluation, DNV performed an evaluability assessment of the program from an impact evaluation perspective in PY1. DNV identified and collected project documentation for eight DI projects that were initiated in PY1 to perform the evaluability assessment. The evaluation assessed:

* Data that are collected by the program to estimate tracking savings
* Completeness of program data collection by reviewing the inventory of project documentation available
* Tracking savings estimation methodologies
* Electric savings estimation for shared measures where NJNG is the lead utility to ensure they are reasonable and follow industry best practices

According to the Program Application, the following types of measures are offered within the DI program:

* Lighting
* HVAC (gas and electric)
* Low-flow water fixtures
* Refrigeration

DI program data that are needed for the evaluation are summarized in Table 3-1.

Table 3‑1. DI program data assessment

|  |  |  |
| --- | --- | --- |
| Type | Use | Availability |
| Participant | Participant surveys | Customer application |
| Partial Participant | Partial participant interviews | iEPM |
| Program Dates | Process Analysis  Impact Analysis | iEPM project folder |
| Facility Type & Baseline Equipment | TRM Update | DI tool |
| Partner Utility Data | Match to the electric usage data for the consumption analysis, if necessary. | Project Documentation (*Bills* folder) |
| Recommended Measures | Missed Opportunities | Not available |
| Installed Measures | Impact evaluation analysis | DI tool |
| Installed Measure Characteristics | TRM Update | DI tool |
| Measure/Project Cost | Cost-effectiveness | DI tool |
| Monthly Energy Usage | Consumption analysis | Project Documentation (*Bills* folder) |
| Energy Savings | Realization Rate  TRM Updates | DI tool |

Based on project documentation reviewed for each of the two completed (in PY1) and 6 other DI projects that were initiated in PY1, DNV determined that NJNG was collecting extensive data to perform a detailed evaluation in the future. An exception on Recommended Measures is noted as follows.

* Measures that were recommended by the program but not installed or performed are not included in the tracking files, hindering evaluators’ ability to assess missed opportunities.

**Savings Calculation:**

Currently, NJNG utilizes a screening tool to estimate energy savings resulting from the installation of measures in business locations. The DI spreadsheet tool has worksheets for individual measures that estimate savings per guidance and algorithms from Coordinated Measure List (CML)[[7]](#footnote-8). Evaluators verified that the DI tool was estimating tracking savings appropriately per algorithms and assumptions provided in the CML. Evaluators also verified that the independent variables defined in TRM algorithms and utilized in the DI tool were site-specific. For example, boiler capacity and installed unit efficiencies for a gas-boiler replacement measure savings estimation were utilized from the actual installed boiler specification sheets provided in the project documentation.

Evaluators also verified that the electric savings calculated by the DI spreadsheet tool for installed measures where NJNG is the lead utility was reasonable and followed the algorithms and assumptions provided in the CML.

# Program Comparisons

This section reviews process and impact evaluation findings from a sampling of other direct install programs around the country. Table 4‑1 & Table 4‑2 display process and impact evaluation findings from a sampling of other programs similar to the Direct Install program around the country and compares them to NJNG.

Table 4‑1 Direct Install and similar programs from other states, process findings

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| State/Region | OK | PA | IL | IN | LA | NJNG |
| PY | 2020 | 2019-2020 | 2020 | 2020 | 2019 | 2021/2022 |
| FR | 0.2% | NR | NR | 7% | NR | NR |
| SP | 0% | NR | NR | 0% | NR | NR |
| NTG | 99.8% | 100% | 92% | 93% | 96% | NR |
| Participation Count | 412 | 3,045 | 430 | NR | 491 | 2 |
| Customers in Sector | NR | NR | NR | NR | NR | NR | |
| Participant Satisfaction | 94% (Satisfied) | NR | NR | 99% (very satisfied) | NR | NR | |
| Program Marketing | Contractors and vendors | NR | NR | NR | NR | Sustainability Events, Town events and fairs, website, contractors etc. | |

Table 4‑2 Direct Install and similar programs from other states, impact findings

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| State/Region | OK | PA | IL | IN | LA | NJNG |
| PY | 2020 | 2019-2020 | 2020 | 2020 | 2019 | 2021/2022 |
| Total Savings claimed | Reported: 10,187,945 (kWh/year) | 0 | Reported: 4,936 (therms/year) | Reported: 10,869,170 (kWh/year) | Reported: 8,258,264 (kWh/year) | Reported: 358 (Dth/year) |
| Energy Realization Rate (RR) | 105% | NA | 100% | 100% | 99.50% | NR |
| Demand Realization Rate (RR) | 88% | NA | NR | 99% | 98.77% | NR |
| Implementation Strategy/Program Design | Direct Install | Other | Direct Install | Direct Install | Direct Install | Direct Install |
| Measure Mix | Lighting & Non-lighting | Lighting, HVAC, Compressed air, Process Improvements, Refrigeration, Food service | Steam trap, boiler tune up | Lighting, Thermostats, Vending Machine Sensors | Lighting, Refrigeration, HVAC, Controls | Lighting, HVAC (Gas and Electric), Low-flow water fixtures, Refrigeration |
| Savings Methodology | TRM Algorithm | TRM Algorithm | TRM Deemed | TRM Deemed | TRM Deemed | TRM Deemed |

###### Program staff feedback

General information

1. Can you explain what your role and responsibilities are for this program and also for your company?
2. Is there anything, in particular, you are interested in having the evaluators study?
3. What has changed in program delivery – and what has stayed the same – comparing PY1 with previous implementation?

Communication and structure

1. [If not already mentioned] What are the goals of the program? How are they set? [PROBE: segment targets, measure targets, EE savings, geographic targets, customer satisfaction, etc.]
2. What metrics do you use to measure the success of the program?
   1. Are there any metrics you would like to see incorporated into measuring and reporting on this program?
3. How is the program currently progressing against its goals? How have they performed historically?
   1. Are you considering any revisions to program goals?
4. How are program tracking metrics shared? What is the frequency and format of this reporting?
5. What data tracking systems are used for tracking program outreach? Participation? Savings? Project status? How are those integrated, if at all?
6. How, if at all, has the COVID-19 pandemic affected participation in the program? (PROBE: Effects on participation, marketing, deployment of program specifics, events/engagement)

Program process

1. [FOR REBATES] Can you describe the participation process for the program from the customer’s perspective, from first contact through rebate payment (or program completion)? At what stage of participation/customer decision-making do you typically get involved?
2. Have you received any feedback on the participation process from customers?
3. How do you decide what energy savings measures are included in the program?
4. Does NJNG coordinate with electric utilities on claiming savings on electric measures (or coordinate in broader ways)?
5. What other measures, if any, have you thought about including in the program?

Marketing and outreach

1. How is the program currently marketed? What types of outreach activities does your team do?
2. Does the program target particular customer types or market segments with its outreach?
3. Do you conduct any community outreach or engagement? What do you do? [PROBES: how do they elicit input, WHO do they elicit it from, and do they make any special efforts to engage LI or minorities (certain programs target LI customers)?]
4. How do you measure/judge the effectiveness of program marketing? What metrics does the team capture, and how are they used? Do you have specific goals?
5. Is there any cross-marketing between other programs?
6. What do you believe are the most persuasive marketing messages/themes for your program? How is this different for different customers and measures?
7. Is there a particular time/event that is the most effective moment to market your program? How is this different for different customers and measures?

Barriers to participation

1. What do you see as some of the main barriers to getting a customer to participate in the program?
   1. Do you have any plans on how to address these barriers?

Opportunities

1. Are there any interesting trends you’ve encountered in implementing the program, or what kinds of feedback do customers provide about their experience?
2. Do you see other opportunities for program growth? If there were one thing you would add or change about the program, what would it be?

DNV

DNV is a global quality assurance and risk management company. Driven by our purpose of safeguarding life, property and the environment, we enable our customers to advance the safety and sustainability of their business. We provide classification, technical assurance, software and independent expert advisory services to the maritime, oil & gas, power and renewables industries. We also provide certification, supply chain and data management services to customers across a wide range of industries. Operating in more than 100 countries, our experts are dedicated to helping customers make the world safer, smarter and greener.

1. The SAVEGREEN Project Program Plan (NJNG) -12/21/2020 (approved in 3/22). [↑](#footnote-ref-2)
2. Count based on number of applications/projects completed, not account number [↑](#footnote-ref-3)
3. <https://www.njcleanenergy.com/files/file/UTILITY%20REPORTING/4Q%20FY22/NJNG%20-%20NJ%20Annual%20Report-Executive%20Summary%20-%2010_17_22.pdf> [↑](#footnote-ref-4)
4. https://savegreenproject.com/businesses [↑](#footnote-ref-5)
5. Note that NJNG provides incentives for electric measures directly to customers but the shared costs for those electric measures from other Utilities are transferred to the respective utility through the Statewide Coordinator System (SWC). SWC is still under development. The electric utilities have not claimed any savings in PY1. The savings will be rolled over into utilities’ PY2 estimates. NJNG is currently in the process of QC of that data and plans to deliver it the respective utilities by Spring 2023. [↑](#footnote-ref-6)
6. For PY1 filing, the utilities have been given an extension of 30 days and the annual progress report was filed on October 17, 2022. [↑](#footnote-ref-7)
7. The Coordinated Measure List is a compendium of protocols from FY20 Protocols, FY21 Amendment, and TRMs from neighboring states. The program evaluators used this list to review savings calculations for evaluated energy efficiency programs [↑](#footnote-ref-8)