



Central Hudson Gas & Electric Corporation

Commercial Natural Gas Program

2012-2013 Process Evaluation • February 2015



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Executive Summary

Applied Energy Group, Inc. (AEG) was retained by Central Hudson Gas & Electric Corporation ("Central Hudson") to conduct a process evaluation of its Commercial Natural Gas Program. The Commercial Natural Gas Program targets non-residential customers with an annual natural gas usage of less than 10,000 ccf interested in purchasing and installing high efficiency space or water heating equipment. Measures that are eligible for rebates include efficient furnaces, boilers, boiler reset controls, indirect water heaters and programmable thermostats.

AEG designed the 2012-3 process evaluation to examine program processes and customer responses to the program. The evaluation identifies methods for gathering data and measuring program results, and makes recommendations for program improvements. To arrive at the final recommendations, AEG performed the following tasks:

- Reviewed program materials and data
- Reviewed program tracking methods
- Updated program logic model and assessed program flow
- Conducted interviews with Central Hudson staff and ICF
- Conducted focus groups/interviews with Trade Allies
- Conducted surveys of participating customers

Summary of Key Findings

Central Hudson spent approximately 80 percent of the 2012 budget and achieved 150 percent of the Dtherm savings target. Between January 1, 2013 and June 30, 2013, Central Hudson spent approximately 45 percent of the budget and achieved 115 percent of the Dtherm target.

Between January 1, 2012 and June 30, 2013, 62 customers participated in the Commercial Natural Gas Program and 189 measures were rebated.

- In 2012, 62 percent of furnaces rebated had an AFUE $\geq 90\%$ and 31 percent had an AFUE $\geq 95\%$ with an ECM. As of June 30, 2013, 46 percent of furnaces rebated had an AFUE $\geq 90\%$ and 54 percent had an AFUE $\geq 95\%$ with an ECM.
- Approximately 96 percent of boilers were water boilers AFUE $\geq 90\%$. Steam boilers accounted for only 2 percent of rebated boilers.
- 42 percent of installations were completed by Gold and Silver SavingsCentral Trade Allies. BPI certified SavingsCentral Trade Allies completed 37 percent of installations.

Overall, the program participants surveyed were very satisfied with the program. However, the types of eligible equipment had the lowest satisfaction rate. Participants are very satisfied with the performance of the new efficient equipment as compared to the equipment replaced.

Recommendations

AEG has several recommendations on how to improve the program. These include:

Modify Trade Ally Participating Contractor Agreement

Approximately 46 percent of the SavingsCentral Trade Allies did not submit a rebate application between January 1, 2012 and June 30, 2013. The Trade Allies interviewed expressed concern regarding

the list on the Central Hudson website, noting that the list is quite long and that there may be HVAC contractors that are not upselling energy efficient systems or performing quality work. Additionally, Central Hudson does not require proof that the HVAC contractors have insurance.

AEG recommends that Central Hudson and ICF consider modifying the Trade Ally Participating Contractor Agreement to (1) require proof of insurance and (2) require at least two customer references. ICF should require that all Trade Allies provide proof of insurance on an annual basis.

Continue Random Inspections of Trade Ally Projects

According to the participant survey, participants first became aware of the program via a referral (36 percent), the Central Hudson website (24 percent) and the SavingsCentral Trade Ally (21 percent). The majority of respondents reported that bill savings (88 percent) and the need for a new heating system (47 percent) were among the primary reasons for participating in the program.

AEG recommends that ICF continue to inspect the first four projects completed by a new Trade Ally and a random 10 percent of Trade Ally projects. The majority of program participants are made aware of the program via word of mouth or the Trade Ally. Therefore, it is crucial that customers are satisfied with the program and work completed by the Trade Ally.

Continue Aggressive Marketing Campaign

According to the participant survey, 24 percent of participants first became aware of the program via the Central Hudson website. Twenty-nine percent of respondents reported that they converted to natural gas from another fuel source and then participated in the Commercial Natural Gas Program. The program is not prominently displayed on the SavingsCentral website.

AEG recommends that ICF and Central Hudson continue to provide clear, accessible information to customers on the benefits of installing energy efficient equipment. Central Hudson should continue to aggressively promote this program as part of the SavingsCentral brand and increase the program information available on the SavingsCentral website.

Improve Application Processing QA/QC

The program requires that all work is completed by a SavingsCentral Trade Ally. Three (3) percent of measures rebated were installed by non-SavingsCentral Trade Allies. Programmable thermostat incentives are offered to participants installing a qualified heating system. Two customers received more programmable thermostats than boilers/furnaces installed.

AEG recommends that Central Hudson work with ICF to ensure the rebate processing system adheres to the requirement that systems are installed by a Trade Ally and programmable thermostats are installed with a qualifying heating system. The total quantity of programmable thermostats incentivized should not exceed the total quantity of heating systems installed.

Consider Modifying Equipment Offerings and Incentives

In 2012, 62 percent of furnaces rebated had an AFUE $\geq 90\%$ and 31 percent had an AFUE $\geq 95\%$ with an ECM fan. As of June 30, 2013, 46 percent of furnaces rebated had an AFUE $\geq 90\%$ and 54 percent had an AFUE $\geq 95\%$ with an ECM fan. Approximately 96 percent of boilers were water boilers AFUE $\geq 90\%$. Steam boilers accounted for only 2 percent of rebated boilers.

AEG recommends that Central Hudson work with ICF to determine if the furnace offerings and/or incentives should be modified. Central Hudson has not rebated any furnaces with an AFUE $\geq 92\%$ or AFUE $\geq 94\%$ with an ECM fan.

Remove the Central Hudson Logo from SavingsCentral Website

The Central Hudson logo is available for download on the SavingsCentral website. AEG recommends that Central Hudson remove the logo from the website to minimize access to the logo and unapproved use of the corporate logo. Participating SavingsCentral Trade Allies can request the Central Hudson logo from ICF as needed.

1. Introduction

Applied Energy Group, Inc. (“AEG”) was retained by Central Hudson Gas & Electric Corporation (“Central Hudson”) to conduct a process evaluation of its Commercial Natural Gas Program. The program is part of Central Hudson’s effort to help the State of New York meet its goal of reducing statewide electricity usage by 15 percent by 2015.¹ Central Hudson is a regulated transmission and distribution utility serving approximately 300,000 electric customers and 75,000 natural gas customers in New York State’s Mid-Hudson River Valley, which extends from the suburbs of metropolitan New York City to the Capital District of Albany.

This report describes the key findings from the Commercial Natural Gas Program process evaluation and provides recommendations for program improvement. Section 2 provides a program overview and Section 3 presents the evaluation approach. Section 4 presents the program flow and Section 6 presents the key process evaluation findings, including program performance, Trade Ally participation and program tracking. Section 7 describes opportunities for program improvement and Section 8 provides recommendations.

2. Program Overview

The Commercial Natural Gas Program targets non-residential customers with an annual natural gas usage of less than 10,000 ccf interested in purchasing and installing high efficiency space or water heating equipment.² Incentives are available for efficient furnaces, boilers, boiler reset controls, indirect water heaters and programmable thermostats. The program is implemented by ICF International (“ICF”). The program requires that all work is completed by a SavingsCentral Trade Ally (“Trade Ally”), a qualified contractor certified by Central Hudson to participate in the program.

Table 1 Program Rebates by Equipment Type

Equipment Type	Minimum Performance	Rebate
Furnace	AFUE ≥ 90%	\$500
	AFUE ≥ 92% with ECM Fan	\$700
	AFUE ≥ 94% with ECM Fan	\$900
Water Boiler	AFUE ≥ 85%	\$800
	AFUE ≥ 90%	\$1,200
Steam Boiler	AFUE ≥ 82%	\$800
Boiler Reset Control	n/a	\$100
Indirect Water Heater	n/a	\$300
Programmable Thermostat	Installed with qualifying furnace/boiler	\$25

¹ The New York State Department of Public Service (“DPS”) established the energy efficiency portfolio standard on June 23, 2008. As part of this portfolio standard, the DPS mandated New York State gas and electric utilities and the New York State Energy Research and Development Authority (NYSERDA) to administer energy efficiency programs.

² One ccf equals one hundred cubic feet.

The New York Department of Public Service (“DPS”) approved a program budget of \$627,600 for 2012-2015, with a cumulative program energy savings goal of 8,796 dekatherms (“Dtherm”).³

Table 2 Annual Program Goals

	2012	2013	2014	2015
Annual Energy Savings Goal (Dtherm)	2,199	2,199	2,199	2,199
Participants				
Furnace	45	45	45	45
Boiler	30	30	30	30
Boiler Reset Control	10	10	10	10
Programmable Thermostat	30	30	30	30
Indirect Water Heater	10	10	10	10

Table 3 Program Budget

	2012	2013	2014	2015
General Administration	\$17,903	\$17,903	\$17,903	\$17,903
Program Marketing	\$23,850	\$23,850	\$23,850	\$23,850
Trade Ally Training	\$6,886	\$6,886	\$6,886	\$6,886
Incentives & Services	\$65,050	\$65,050	\$65,050	\$65,050
Direct Program Implementation	\$35,366	\$35,366	\$35,366	\$35,366
Evaluation	\$7,845	\$7,845	\$7,845	\$7,845
Total Budget	\$156,900	\$156,900	\$156,900	\$156,900

Central Hudson is an active participant on the Energy Efficiency Program Administrator Collaborative with NYSERDA and the other New York State utilities. Central Hudson is an active participant on the Steering Committee and working groups discussing double dipping / counting, referrals, contractor qualifications, training, and collaborative outreach. Central Hudson has participated in numerous conference calls and meetings with the other utilities in New York State to discuss program operation and structure to minimize market confusion and promote best practices.

3. Evaluation Methodology

AEG designed the process evaluation to examine program processes and customer responses to the 2012-13 program. The focus of the process evaluation activities was to gain a better understanding of program operations, assess the overall effectiveness of program operations, and identify areas for program improvement. The process evaluation was designed to comply with the *New York Evaluation Plan Guidance for EEPS Program Administrators* and the *New York State Process Evaluation Protocols*.

The evaluation was guided by the following key researchable issues:

- Are Central Hudson’s requirements being effectively communicated to the program implementer and are those requirements adhered to?
- Does the program implementer have sufficient resources to effectively implement the program?
- Is the tracking system effective for documenting and reporting program progress?
- Have customer/Trade Ally participation rates improved as the program has developed?

³ Central Hudson Gas & Electric Corp. Energy Efficiency Program Portfolio Implementation, Marketing, Outreach & Education Plan Authorized Programs for 2012 – 2015. Revision August 2013.

- Is the program achieving participation and energy savings goals?
- What marketing/promotional efforts resonate with customers? Trade Allies?
- Are Trade Allies sufficiently knowledgeable about Central Hudson programs?
- What types of training/education do Trade Allies receive?
- Is the rebate processing system effective in managing the application and rebate payment process?
- Are rebate applications processed, approved and paid on a timely basis?
- Are customers/Trade Allies satisfied with the program?
- What are the areas for improvement?
- What are the barriers to program participation? How can those barriers be overcome?
- Would customers recommend the program?
- Has program participation generated interest in other Central Hudson programs? In other energy efficiency actions?

To arrive at the final recommendations in this report, AEG undertook the following activities:

Program Materials and Data

AEG reviewed current program documents and processes including, but not limited to, the customer application, marketing materials, the 2012-2015 implementation plan, and program performance data. The review served as the basis for understanding whether the program has been implemented as planned and is on track to meet its energy savings goals.

Program Flow

AEG developed a program logic model based on interviews with Central Hudson program staff and the third-party implementer. The model shows the linkages among the program's activities, outputs, key program stakeholders and outcomes, and highlights potential external influences.

Program Tracking System

AEG reviewed ICF's program tracking and reporting, including the monthly reports provided by the third-party implementer, summarizing rebate applications received, incentives paid, and applications denied. AEG also reviewed Central Hudson's tracking database and the reports submitted to the New York DPS.

Central Hudson Staff Interview

AEG conducted a comprehensive, group interview with Central Hudson program staff in August 2013 to get staff impressions of program implementation activities, program performance, marketing and customer awareness, and opportunities for program improvements. Individual interviews with program staff, as well as informal discussions, were conducted between August and October 2013. The individual interviews focused on program delivery issues, program performance, potential areas of improvements and overall program effectiveness.

Third-Party Implementer Interview

As third-party implementation contractor, ICF International ("ICF") is responsible for program delivery, Trade Ally recruitment, rebate processing, program tracking, managing a customer call center, and assisting CHGE with marketing. AEG interviewed ICF in October 2013. The interview provided

information on program implementation activities, Trade Ally participation, tracking methods, and barriers to increased participation. An interview guide can be found in Appendix A.

Participating Customer Surveys

AEG administered a 10 to 12 minute telephone survey to a sample of program participants to assess program experience and awareness, customer satisfaction, barriers to participation, free ridership and areas for potential program improvement. A survey guide can be found in Appendix B.

Between January 1, 2012 and June 30, 2013, Central Hudson rebated 189 measures to 62 participants for the Commercial Natural Gas Program. Central Hudson provided data for all 189 measures rebated, including business name, account number and telephone number. AEG scrubbed the participant data to remove duplicate electric Central Hudson account numbers from the participant list, thereby accounting for customers that received more than one rebate. The scrubbed participant data included 62 unique participants. AEG calculated the sample size at a 90 percent confidence interval with an error margin of +/-10 percent. The sample size was calculated at 33.

Participants were then randomly selected based on unique identifiers determined by Microsoft Excel's random number generator. Program participants were contacted based on the unique identifier, beginning with the smallest number. Thirty-four (34) surveys were completed, exceeding the necessary sample size.

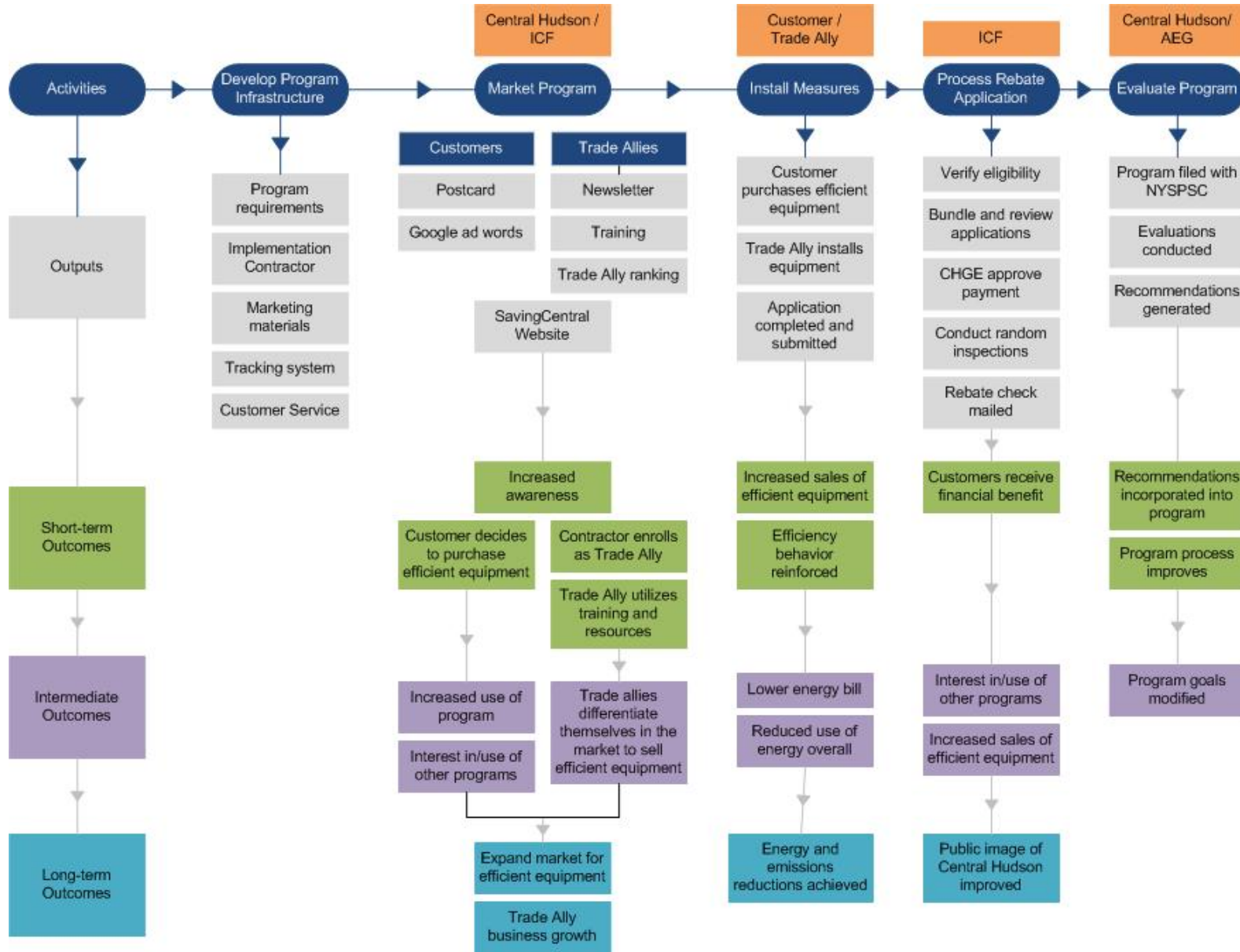
Trade Ally Interviews

AEG held two focus groups with nine individuals representing seven Trade Allies and administered a five minute telephone survey to an additional 10 Trade Allies to assess their experience with the program, customer satisfaction and potential areas for program improvements. The focus group provided anecdotal information regarding the Central Hudson program. A survey guide can be found in Appendix C and the focus group guide in Appendix D.

4. Program Flow

The *New York State Process Evaluation Protocols* requires that a process evaluation assess program flow. Logic models are graphic representations of a program and its processes. Logic models make the program's assumptions explicit, showing the causal relationships or linkages among the problem or situation the program is designed to address, the intervention (inputs and outputs), and program impact (short, medium and long-term outcomes). Logic models also serve to identify handoffs of processes and relationships that are critical to the program's performance.

Figure 1 Program Logic Model



4.1 Program Activities

The program activities and their corresponding outputs help to establish linkages between the situation the program is designed to address and the program's intended outcomes. Program activities include:

Develop Program Infrastructure

Activities include gathering market knowledge, setting program goals, designing the program, developing marketing tactics, and establishing an operating structure. The Commercial Natural Gas Program was launched in October 2010. Central Hudson designed the program and established program goals and utilizes a third-party implementation contractor to deliver the program, recruit Trade Allies, process rebates, track program progress and assist with marketing. As of July 1, 2012, ICF has been the program implementation contractor. Prior to ICF, Honeywell was the implementation contractor. A Customer Service line is operated Monday through Friday. Calls are received by a CHGE toll-free number and routed to an ICF Customer Service Representative ("CSR") through a phone tree.

Market Program

Central Hudson markets the program to non-residential customers, HVAC contractors and HVAC distributors as part of the SavingsCentral brand. ICF assisted CHGE in developing marketing tactics. Marketing activities to customers include, but are not limited to, postcards and Google ad words.

ICF does not actively recruit HVAC contractors. However, contractors may submit the Trade Ally Participating Contractor Agreement to participate in the program. ICF promotes the program to Trade Allies via monthly newsletters and training events. ICF provides education and training on:

- Central Hudson program, including qualifying measures, verification of efficiency levels through the Air Conditioning, Heating and Refrigeration Institute ("AHRI") and application submittal.
- How to use energy efficiency as a sales tool.
- New and emerging technologies supported by the program.

Install Measures

The customer purchases qualifying energy efficient equipment and has it installed by a Trade Ally. The Trade Ally completes the rebate application and gathers the required supporting documentation, including a dated sales receipt and AHRI certificate and/or Manufacturer's specification sheet. The application and supporting documentation are mailed to ICF's rebate processing center in Virginia.⁴

Process Rebate Application

A participant record is created in VisionDSM to verify customer eligibility and track participation. The supporting documentation is converted to PDF and uploaded to the participant record. ICF verifies participant eligibility, matching the participant address and account number against a database of eligible customers provided by Central Hudson. The Central Hudson database is uploaded to a secure FTP site and updated in VisionDSM every two weeks. If the account cannot be verified, ICF notifies Central Hudson. ICF verifies the participant VisionDSM record to ensure the equipment qualifies.

Every two weeks, the applications are bundled into a batch and reviewed by ICF Customer Service and ICF's Management Team. The batch and an invoice are sent to Central Hudson for approval. Upon

⁴ According to ICF, the program size and budget does not justify an online application offering at this time.

approval, ICF issues incentive checks to customers and is reimbursed by Central Hudson within 30 days. According to ICF,

On average, it takes 3 to 4 weeks to process an application.

ICF inspects the first four projects completed by a new Trade Ally and then a random 10 percent of Trade Ally projects thereafter. The ICF Inspector runs a monthly report in VisionDSM to determine the number of projects completed by Trade Ally. If a participant is selected for inspection, the participant's VisionDSM record is flagged and the rebate is not issued. ICF schedules an appointment with the participant. The ICF Inspector visually inspects the work completed, gathers information on customer satisfaction, and matches the equipment serial and model number to the application data. The inspection findings are uploaded into the participant VisionDSM record and the rebate issued.

Evaluate Program

Evaluation activities include process, market and impact studies. Once evaluations are conducted, recommendations for program improvements are generated for Central Hudson and fed back into program design. Central Hudson is responsible for program filings with the New York DPS.

4.2 Outcomes

Outcomes are the result of program partners and target audiences responding to the outputs of the program. There are short-term, intermediate, and long-term outcomes of the program.

Short-term Outcomes

When the program is marketed and promoted, customers, contractors and HVAC distributors may become aware of and interested in the Commercial Natural Gas Program. Customers and contractors may become knowledgeable about the benefits of installing high efficiency HVAC systems. If contractors have the tools and resources, customers may choose to install efficient equipment.

Intermediate Outcomes

Intermediate outcomes may include increased use of the program by customers and contractors, interest in and use of other Central Hudson efficiency programs, increase in the number of contractors marketing high efficiency equipment to customers, and reduced energy consumption.

Long-term Outcomes

The long-term outcomes may include energy savings for Central Hudson, reduced utility emissions, market expansion for contractors that sell energy efficient equipment, and improved public image of Central Hudson as a utility that responds to customer needs and is considerate of environmental issues.

4.3 External Factors

There are a variety of factors outside the control of Central Hudson and ICF that may influence the program. Documenting these factors help improve program planning by identifying important program partners, the part(s) of the issue the program can realistically influence, which evaluation measures will accurately reflect project outcomes, and other needs that must be met to address this issue.

- Changes in political priorities (e.g. codes and standards, state and local regulations)
- Weather and associated impacts on customer actions and energy bills

- Economy and associated impacts on customer actions
- Energy prices and regulation
- Changes in utility rate structures
- Perceptions in the value of energy efficiency
- Competing interests among demand side customers
- Competition among contractors and HVAC distributors
- Cost, performance and availability of efficient technologies

5. Process Evaluation Findings

This section provides key process evaluation findings, including marketing, program performance, Trade Ally participation and program tracking.

5.1 Program Marketing

The Commercial Natural Gas Program is marketed to non-residential customers through direct mail, web advertising and the SavingsCentral Trade Allies. Central Hudson determines the marketing tactics and ICF assists with design and development. In 2012 and 2013, Central Hudson marketed the program through the following:

- **SavingsCentral Website.** Central Hudson's SavingsCentral website contains detailed information on customer rebates, the Trade Ally participation agreement and Trade Ally resources.
- **Postcards.** Postcards were sent to eligible customers promoting the program.
- **Google Ad Words.** Central Hudson paid to have SavingsCentral appear first when a customer near Central Hudson's service territory searched for specific key words, such as 'commercial furnace' or 'efficient HVAC.' The advertisements were paid on a 'per click' basis.
- **E-Newsletter.** Central Hudson distributed a monthly 'Energy Insider' newsletter to customers.

Figure 2 Postcard



There are more than 300 SavingsCentral Trade Allies participating in the Residential Electric HVAC Program, Residential Natural Gas HVAC Program and Commercial Natural Gas Program. SavingsCentral Trade Allies are listed on Central Hudson's webpage and can be sorted by Company Name, City, County,

Rank and BPI Certification.⁵ In early 2012, Central Hudson and Honeywell developed a ranking system to promote active SavingsCentral Trade Allies. Central Hudson distinguishes Trade Allies who demonstrate a serious commitment to program based on the number of projects completed, the number of training events attended, BPI Accreditation or Chamber of Commerce membership, and customer satisfaction. The ranking system and list of participating Trade Allies is updated on the SavingsCentral website every month. ICF provides a list of updates to Central Hudson's corporate office to implement.

Figure 3 Trade Ally Ranking System



Gold Trade Allies received \$500 towards the cost of a one-time co-branded newspaper advertisement in a local, daily newspaper. The ad had to mention at least one SavingsCentral rebate and be approved by Central Hudson staff.

ICF issued a monthly newsletter, *Trade Ally News*, to participating SavingsCentral Trade Allies. The newsletter, submitted via e-blast and mail, provided information on program changes, safety notices, upcoming events and trainings, and co-hosting trainings in addition to other topics.

SavingsCentral Trade Allies received education and training throughout the year:

- **HVAC Distributors.** ICF cultivated relationships with 9 to 10 HVAC Distributors throughout Central Hudson's service territory. ICF co-hosted events on new equipment offerings and eligible equipment supported by the program. Events are typically held during the off-season.
- **SUNY Ulster.** ICF partnered with SUNY Ulster in early 2013 to provide small business training one to two times per month.⁶ ICF promoted the programs to participating Trade Allies via a monthly newsletter. The events provided technical and non-technical training on items such as emerging technologies, building performance and development coordination.
- **ICF Training.** ICF and Central Hudson provided training on the Central Hudson program, including qualifying measures, the online application tool and program changes. Trade Allies recommended training topics.

Trade Allies also have access to resources on the SavingsCentral website, including:

- Trade Ally Participating Contractor Agreement
- Past issues of *Trade Ally News*
- Link to AHRI for appliance efficiency ratings
- SavingsCentral logo and SavingsCentral Trade Ally logo for Trade Ally websites and printed materials (mailers, flyers or newspaper advertisements)
- List of Participating Trade Allies
- Rebate Forms

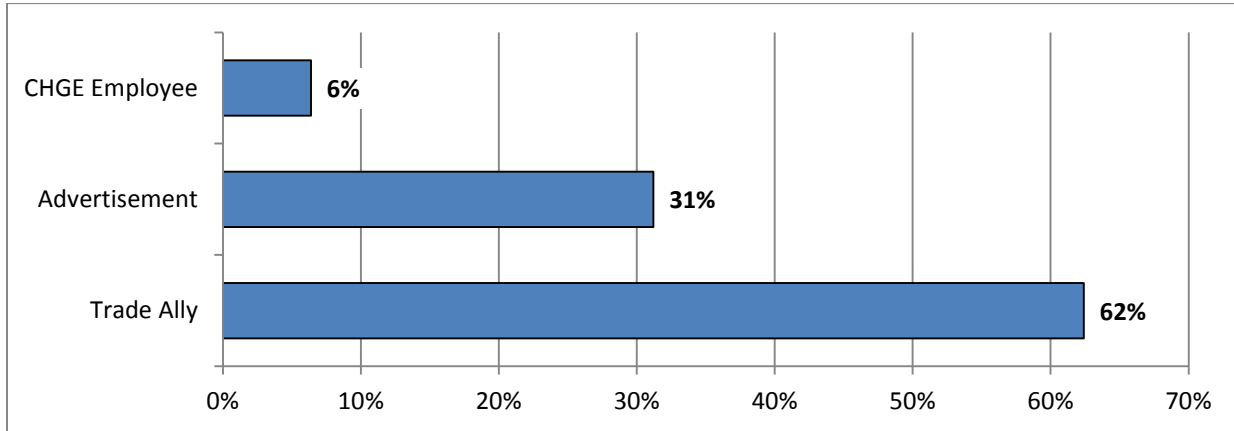
⁵ See <http://www.savingscentral.com/tradeallies/index.htm>

⁶ Target Trade Allies with less than seven employees.

- Building Performance Institute (“BPI”) training

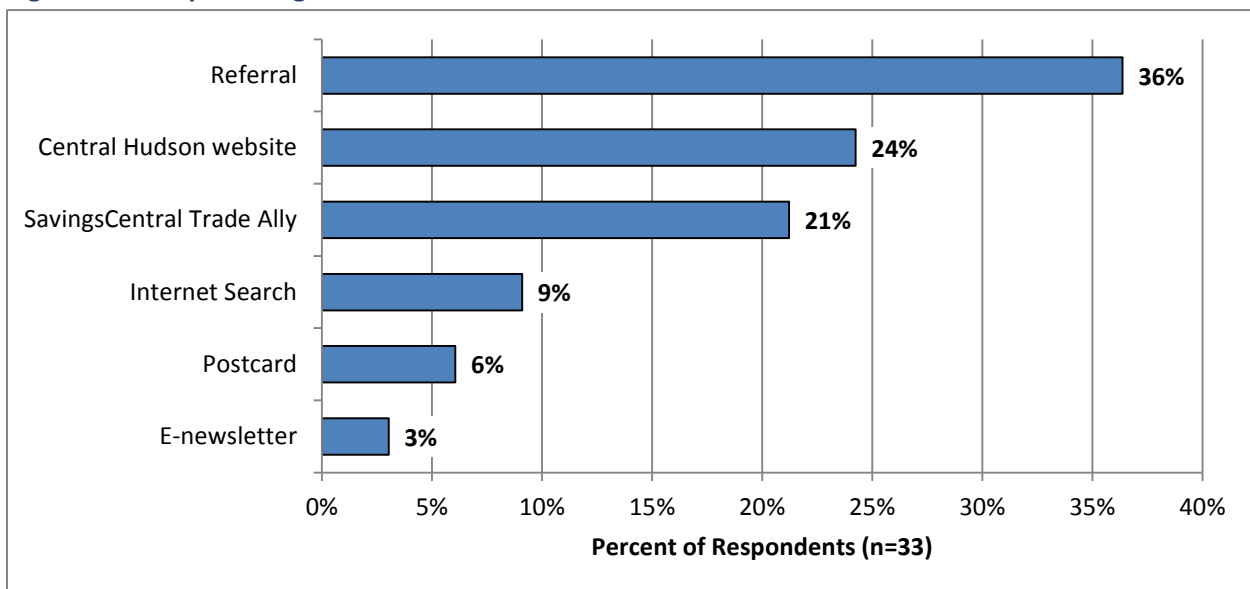
According to data collected from the participant application, the majority of participants learn about the program from a SavingsCentral Trade Ally.

Figure 4 Commercial Natural Gas Referral Type from Program Application



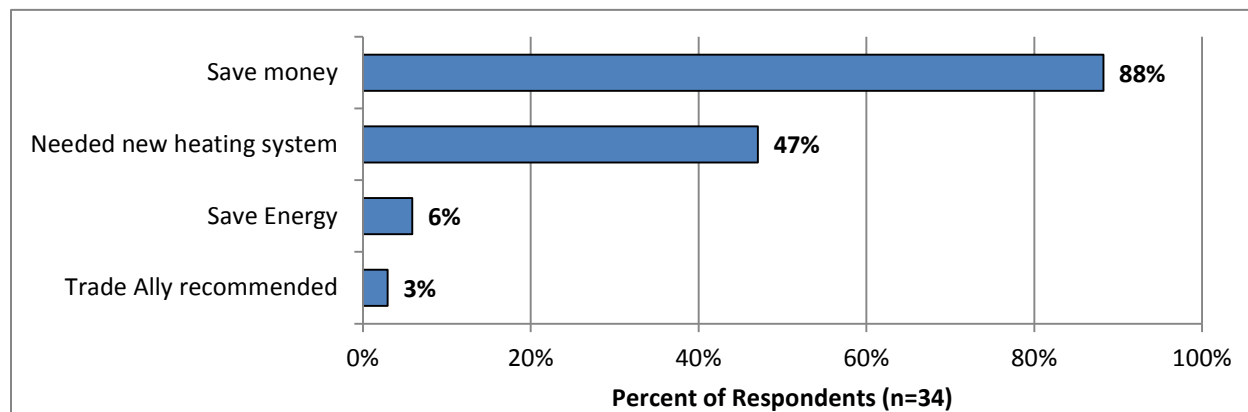
According to the participant survey, participants first became aware of the program via a referral (36 percent), the Central Hudson website (24 percent) and the SavingsCentral Trade Ally (21 percent). Respondents also reported hearing about the program through other promotional materials such as internet searches, postcards and the e-newsletter. Twenty-nine percent of respondents reported that they converted to natural gas from another fuel source and then participated in the Commercial Natural Gas Program.

Figure 5 Participant Program Awareness



The majority of respondents reported that bill savings (88 percent) and the need for a new heating system (47 percent) were among the primary reasons for participating in the program. Energy savings and the Trade Ally recommendation were less popular reasons for participating.

Figure 6 Participant Motivations



5.2 Program Performance

The Commercial Natural Gas Program was launched in October 2010 and implemented by Honeywell until ICF took over on July 1, 2012. Central Hudson and ICF staff held weekly conference calls.

Central Hudson spent approximately 80 percent of the 2012 budget and achieved 150 percent of the Dtherm savings target while achieving 58 percent of the participation goal. Between January 1, 2013 and June 30, 2013, Central Hudson spent approximately 45 percent of the budget and achieved 115 percent of the Dtherm target while achieving 77 percent of the participation goal. Based upon the participation achievements from January through June 2013, Central Hudson is on track to achieve the 2013 participation goal.

Table 4 Program Budget versus Expenditures

	2012			2013		
	Budget	Expenditures	% Spent	Budget	Expenditures (Jan - June)	% Spent
Administration	\$12,903	\$5,143	40%	\$25,663	\$4,720	18%
Marketing	\$23,850	\$11,213	47%	\$36,487	(\$1,656)	-5%
Trade Ally Training	\$11,886	\$7,396	62%	\$11,376	\$4,192	37%
Incentives	\$65,050	\$62,050	95%	\$68,050	\$42,775	63%
Implementation	\$35,366	\$34,968	99%	\$36,690	\$29,736	81%
Evaluation	\$7,845	\$8,587	109%	\$7,544	\$2,646	35%
Total Budget	\$156,900	\$129,357	82%	\$185,810	\$82,413	44%

Table 5 Program Savings Target versus Savings Achieved

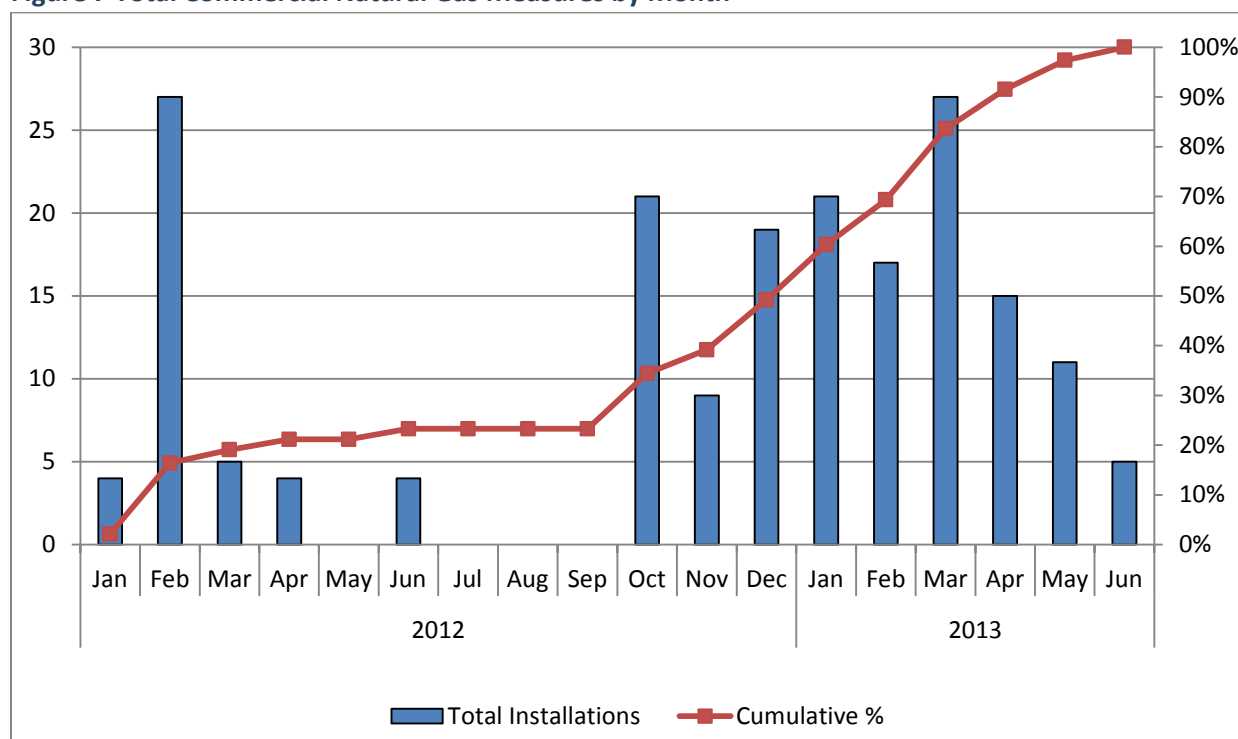
	2012	2013 (Jan - June)
Dtherm Savings Target	1,474	940
Dtherm Savings Achieved	2,199	1,100
% Achieved	149%	117%

Table 6 Participation Goals versus Actual

	2012			2013		
	Goal	Actual	% Achieved	Goal	Actual (Jan - June)	% Achieved
Furnace	45	29	64%	45	26	58%
Boiler	45	22	49%	30	28	93%
Boiler Reset Control	30	14	47%	10	10	100%
Programmable Thermostat	10	21	210%	30	24	80%
Indirect Water Heater	30	7	23%	10	8	80%
Total Participation	160	93	58%	125	96	77%

Between January 1, 2012 and June 30, 2013, 62 customers participated in the Commercial Natural Gas Program and 189 measures were rebated. The program experienced higher levels of activity during the fall and winter,⁷ suggesting a consistent seasonal trend in program activity.

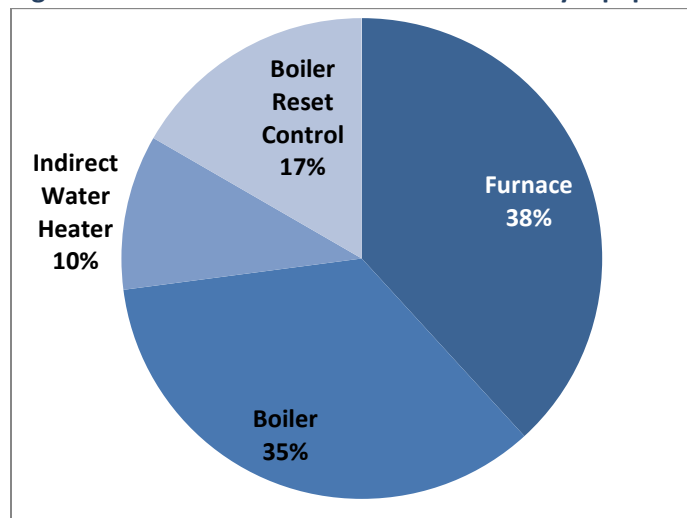
Figure 7 Total Commercial Natural Gas Measures by Month



⁷ There was a time lag in July and August 2012 during the Implementation Contractor transition.

Furnaces and boilers were the most popular measures, accounting for 38 and 35 percent of measures purchased and installed, respectively.

Figure 8 Commercial Natural Gas Measures by Equipment Type



The program offers several types of furnaces and boilers based on nameplate efficiency.

- In 2012, 62 percent of furnaces rebated had an AFUE $\geq 90\%$ and 31 percent had an AFUE $\geq 95\%$ with an ECM. As of June 30, 2013, 46 percent of furnaces rebated had an AFUE $\geq 90\%$ and 54 percent had an AFUE $\geq 95\%$ with an ECM.
- Approximately 96 percent of boilers were water boilers AFUE $\geq 90\%$. Steam boilers accounted for only 2 percent of rebated boilers.

Figure 9 Furnaces Rebated by Efficiency

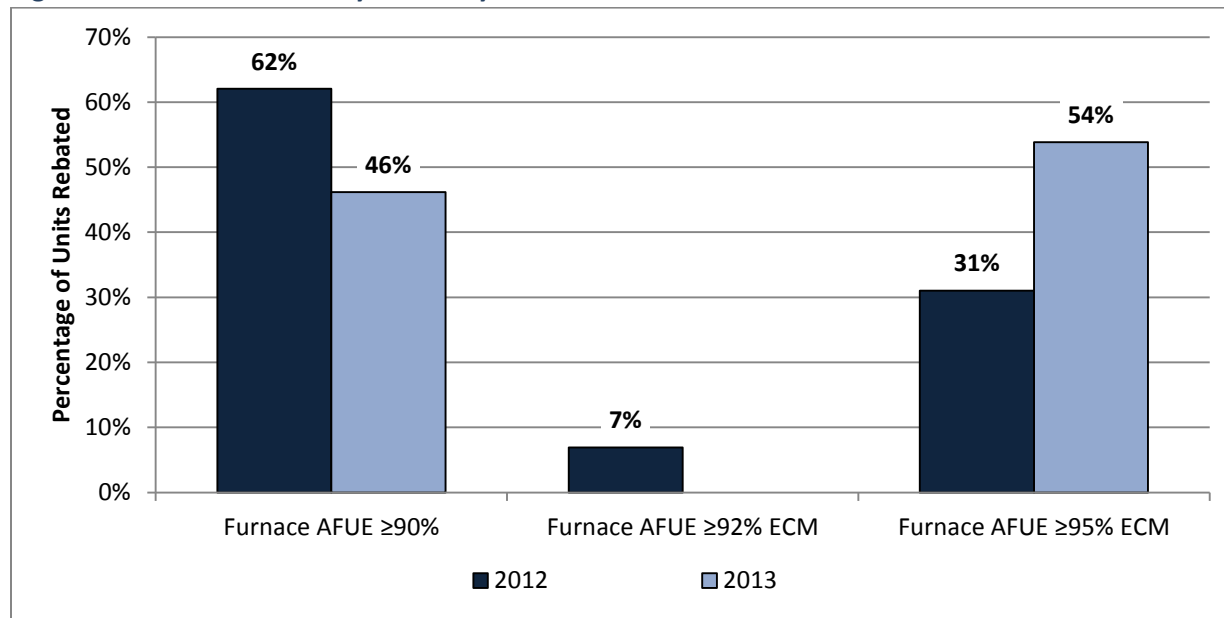
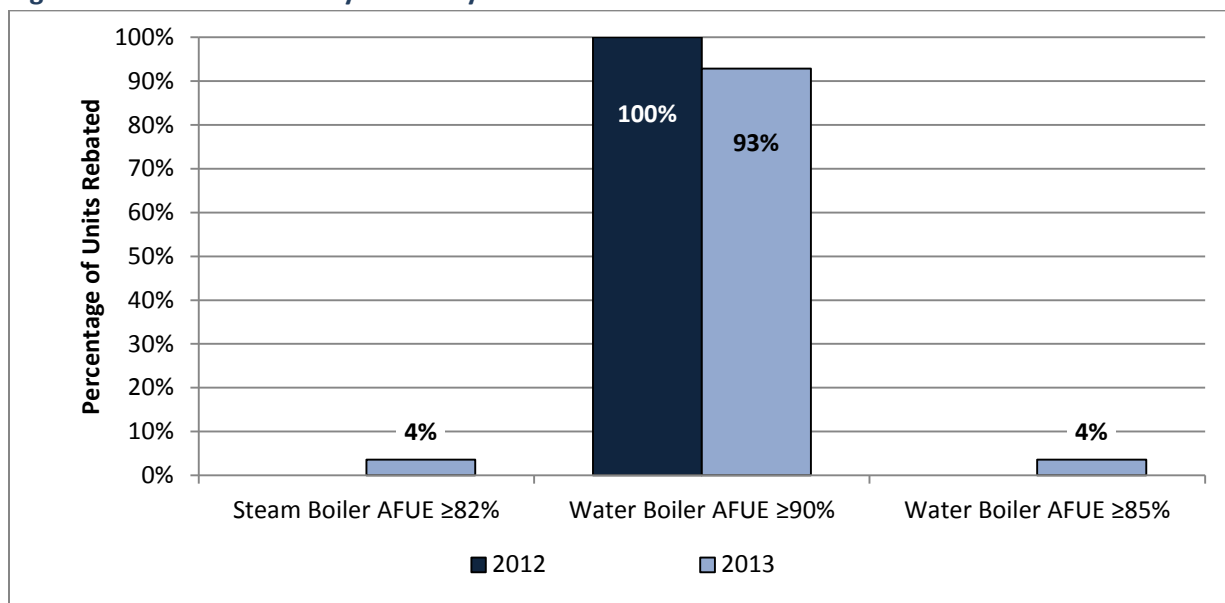


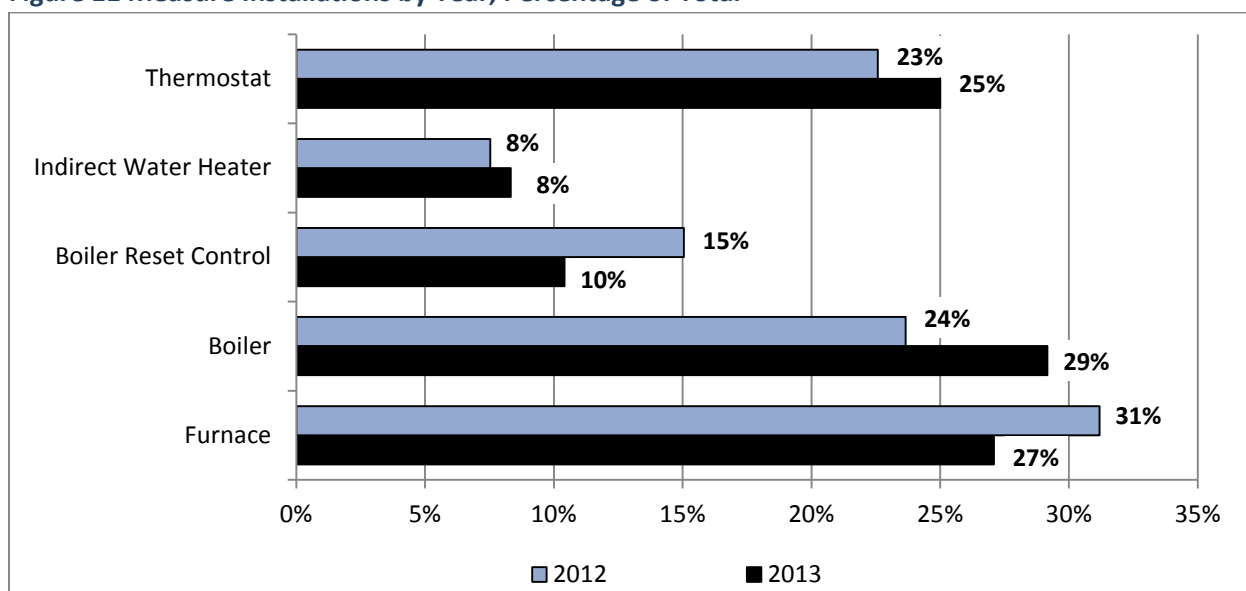
Figure 10 Boilers Rebated by Efficiency



Participants may receive an incentive for a programmable thermostat installed by a Trade Ally at the time of the qualifying furnace or boiler installation. Forty-two (42) percent of participants that installed a boiler or furnace also had a programmable thermostat installed. Two customers received more programmable thermostats than boilers/furnaces installed.

As of June 30, 2013, Central Hudson saw an increase in the number of boilers installed but a decrease in the number of boiler reset controls and furnaces installed. However, natural gas measures are typically installed in colder months so Central Hudson may see an increase in furnace installations towards the end of 2013.

Figure 11 Measure Installations by Year, Percentage of Total



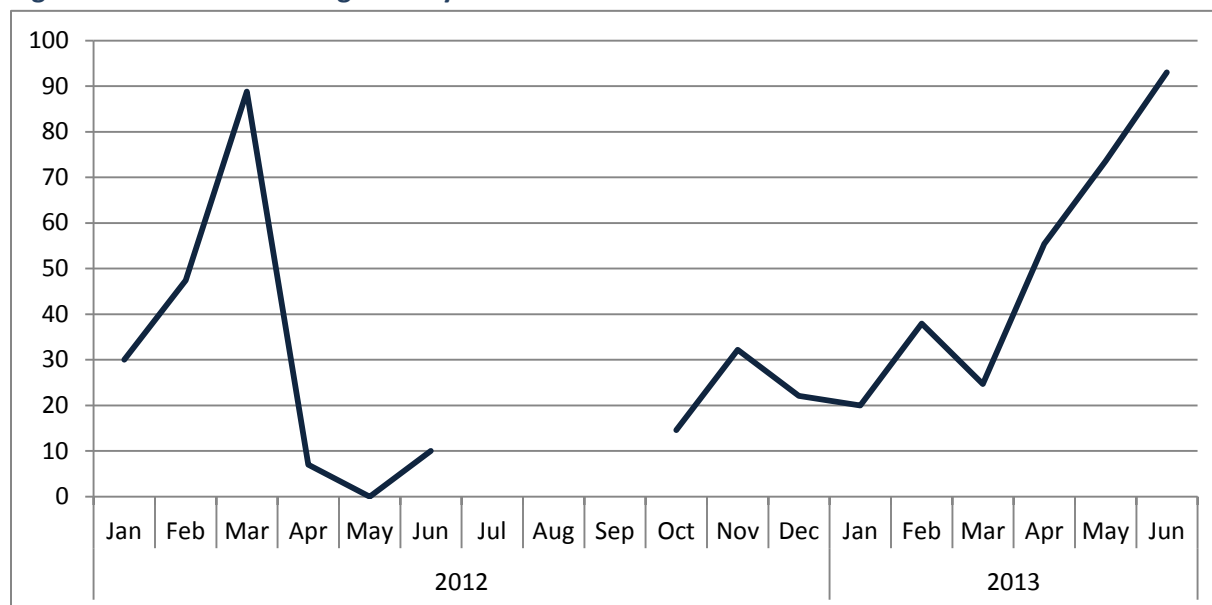
The majority of participants surveyed (58 percent) reported that the natural gas equipment rebated through the program was replacing operating equipment. Twenty-three (23) percent of respondents reported replacing failed equipment and 19 percent reported adding new equipment to the residence.

Table 7 Equipment Replacement Type

Measure	Add	Replace Operating	Replace Failed
Natural Gas Furnace	2%	15%	15%
Water Boiler	6%	21%	6%
Steam Boiler	4%	-	-
Indirect Water Heater	6%	10%	-
Boiler Reset Control	2%	12%	2%
Total	19%	58%	23%

As a result of the transition from Honeywell to ICF, customer applications were not processed in July and August 2012. There was an overall downward trend in the average rebate processing time for Honeywell, particularly in the months before ICF took over. The average ICF rebate processing time was significantly lower than those for Honeywell through March 2013, with average processing time around 25 to 30 days. Average ICF rebate processing times increased significantly between April and June 2013. The figure below presents the number of days between date on the participant application and the date the rebate check was issued.

Figure 12 Rebate Processing Time by Month



A number of Trade Allies noted that rebate processing times improved with ICF as the implementation contractor. The participants surveyed noted that it took 1-2 months to receive the rebate after the equipment was installed (n=32). Approximately 53 percent of customers surveyed reported that they were planning to install the efficient natural gas equipment within three months of participating in the program.

5.3 Trade Ally Participation

Currently, there are 354 Trade Allies listed on SavingsCentral as eligible to install equipment through Central Hudson’s Residential Electric HVAC, Residential Natural Gas HVAC and Commercial Natural Gas Programs. Fifty-four (54) percent of the Trade Allies participated in at least one of the programs in 2012 and 2013. Six (6) percent of SavingsCentral Trade Allies participated in each the Residential Electric HVAC, Residential Natural Gas HVAC and Commercial Natural Gas Programs.

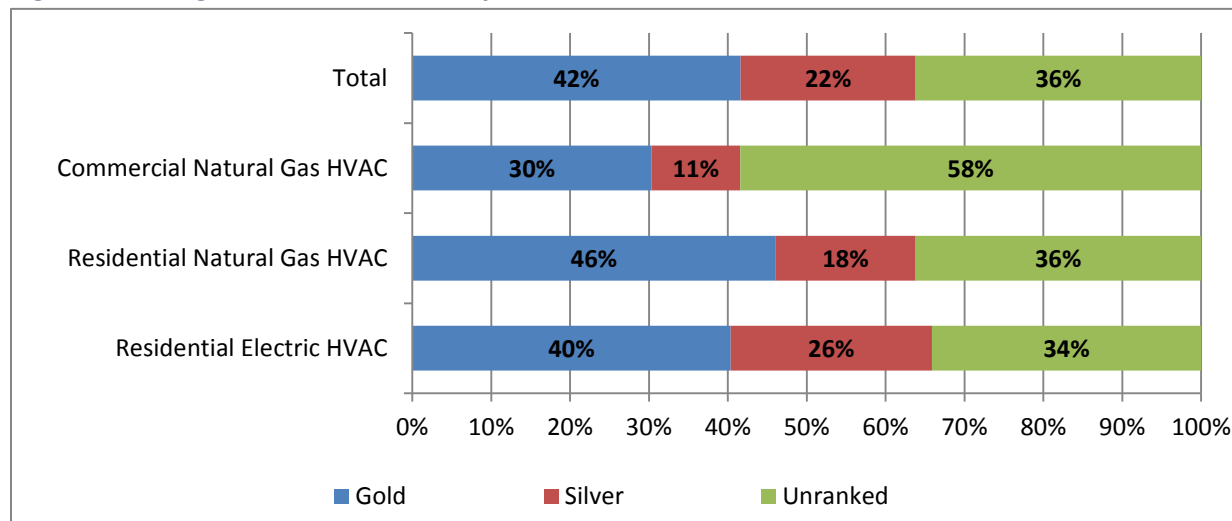
A total of 3,446 measures were installed through Central Hudson’s Residential Electric HVAC, Residential Natural Gas HVAC and Commercial Natural Gas Programs. Ninety-one (91) percent of the measures were installed by a SavingsCentral Trade Ally, 3 percent were installed by non-participating HVAC Contractors⁸ and 5 percent were self-installed heat pump water heaters.⁹

Table 8 Total HVAC Measure Installation and Participation

	HVAC Contractors	Total Measures Installed
SavingsCentral Trade Ally	192	3,123
Non-Participating Trade Ally	26	95
Self-Installed Heat Pump Water Heater	1	174
Unknown	1	54
Total	220	3,446

Gold SavingsCentral Trade Allies completed 42 percent of all installations and Silver completed 22 percent of all installations. More than 50 percent of Residential Electric HVAC and Residential Natural Gas HVAC Program installations were completed by Silver and Gold ranked SavingsCentral Trade Allies.

Figure 13 SavingsCentral Trade Allies by Rank



Between January 1, 2012 and June 30, 2013, 10 percent of SavingsCentral Trade Allies participated in the Commercial Natural Gas Program. Of the 189 measures installed in through the Commercial Natural Gas Program, 94 percent were installed by SavingsCentral Trade Allies and 3 percent by non-participating HVAC Contractors. Approximately 40 percent of installations were completed by Gold and

⁸ Non-participating HVAC Contractors are not listed on SavingsCentral as eligible to participate in the programs.

⁹ Two percent of measures were installed by unknown persons, due to a lack of information.

Silver SavingsCentral Trade Allies. Additionally, BPI certified SavingsCentral Trade Allies completed 37 percent of installations.

Table 9 Commercial Natural Gas Program HVAC Contractors and Measures

	HVAC Contractors	Total Measures Installed
SavingsCentral Trade Ally	37	178
Non-Participating Trade Ally	3	5
Unknown	1	6
Total	41	189

5.4 Tracking System

Central Hudson and ICF hold weekly conference calls to discuss the status of the Commercial Natural Gas Process Program. Central Hudson submits a monthly, quarterly and annual scorecard report to the New York DPS with each program’s progress to-date, including participation, energy savings and budget.

VisionDSM™ is a proprietary DSM/DR tracking system created and managed by AEG. VisionDSM enables utilities to rapidly deploy energy efficiency and demand reduction programs while securely managing efficient workflow, data, and access. The platform provides management functions around all program and portfolio components, including application intake, utility integration, analytics and reporting, customer service support (including online customer portal for self-service), and EM&V.

ICF utilizes VisionDSM for all DSM/DR clients. Central Hudson has read-only capabilities and receives the following on a weekly basis:

- Commercial Gas Fuel Switch Report
- Commercial Gas Measures Summary Production Charts Report
- Commercial Gas Measures Summary Production Data Report
- Hear About Program Report
- Commercial Invoice Report

VisionDSM provides an audit trail of each person that updates a project entry. The system captures supporting documentation, such as the Manufacturer’s specification sheet, and validates the measures against external lists (i.e. AHRI).

ICF collects a copy of the customer’s dated sales receipt, the Manufacturer’s specification sheet and a completed Federal W-9 form as well as the following information from the Commercial Natural Gas Program customer application:

- Customer Information
 - Customer name, address, email, phone number, fax number and Central Hudson account number
 - Trade Ally and phone number
 - Date of installation
 - Business type (multiple choice)
 - Building type (multiple choice)
 - Did you convert to natural gas from another fuel source and then make this installation?
 - How did you hear about this program?

- System Information (for each unit rebated)
 - Heating Capacity (kBtu/hr)
 - Manufacturer
 - Model and Serial Number
 - Old Natural Gas Furnace/Boiler Capacity (kBtu/hr) and AFUE
- Total Rebate Amount

In addition to the data collected on the rebate application, VisionDSM also tracks the following:

- Energy Savings, estimated utilizing the New York State Technical Manual
- Installation Date
- Rebate Application Date
- Application Approval Date
- Application Status
- Reason for Application Denial
- Payment Status

5.5 Quality Control/Quality Assurance

The VisionDSM customer record includes participant information, application data, notes and inspection status. All modifications to the customer record are time-stamped with the user ID. Each customer record is reviewed for customer eligibility and to ensure the equipment specifications meet the program requirements.

The purpose of the inspection process is to assure that the equipment specified on the application is installed and operational. ICF inspects the first four projects completed by a new Trade Ally and then a random 10 percent of Trade Ally projects thereafter. The ICF Inspector runs a monthly report in VisionDSM to determine the number of projects by Trade Ally. The customer VisionDSM records of the participants being inspected are flagged for inspection and rebates are not issued. ICF schedules an appointment with the customer. The ICF inspector visually inspects the work completed and matches the serial and model number of the HVAC equipment with the application data. The inspection findings are uploaded into the customer VisionDSM record and the customer rebate issued.

5.6 Program Satisfaction

AEG assessed program satisfaction through a participant survey, interviews with implementation staff and Central Hudson staff, as well as Trade Ally focus groups and surveys. Overall, all parties are very satisfied with the program. Central Hudson and the Trade Allies are very satisfied with ICF's performance. Central Hudson noted that the transition to ICF was fairly smooth. Central Hudson and the Trade Allies reported that ICF is easy to work with, knowledgeable, and very responsive. The two parties are particularly satisfied with the Trade Ally outreach, noting that the ICF staff is very helpful and responsive to requests for information and/or training.

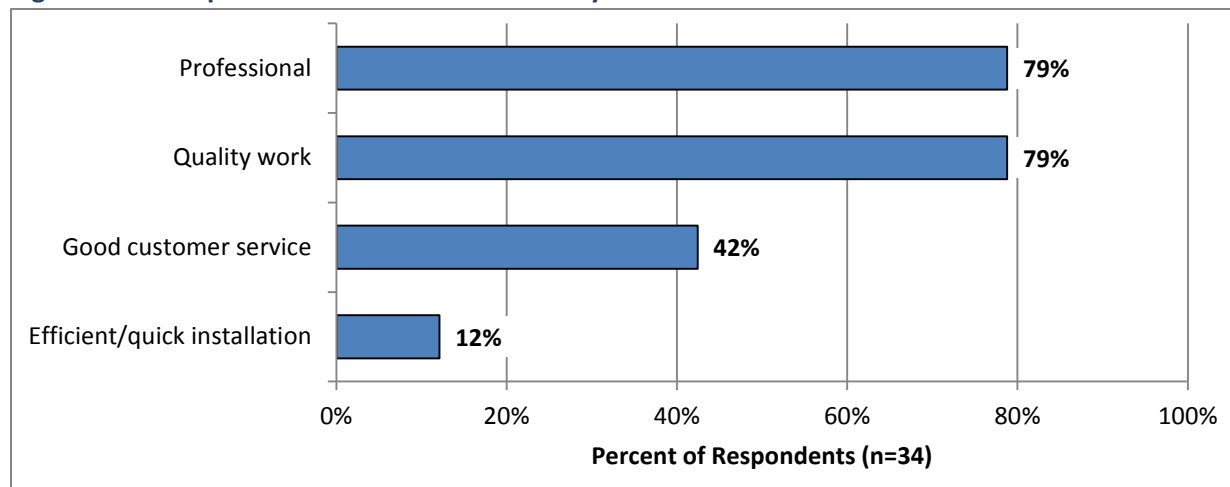
Overall, the program participants surveyed were very satisfied with the program. Participants were very satisfied with the performance of the new efficient equipment as compared to the equipment replaced. Customer satisfaction related to the types of eligible equipment was largely neutral.

Table 10 Participant Satisfaction

	Very Satisfied	Satisfied	Neutral
Rebate application	74%	21%	6%
Rebate processing time	79%	18%	3%
Types of equipment eligible	24%	30%	45%
Performance of the new equipment	94%	3%	3%
Overall Program	88%	12%	-

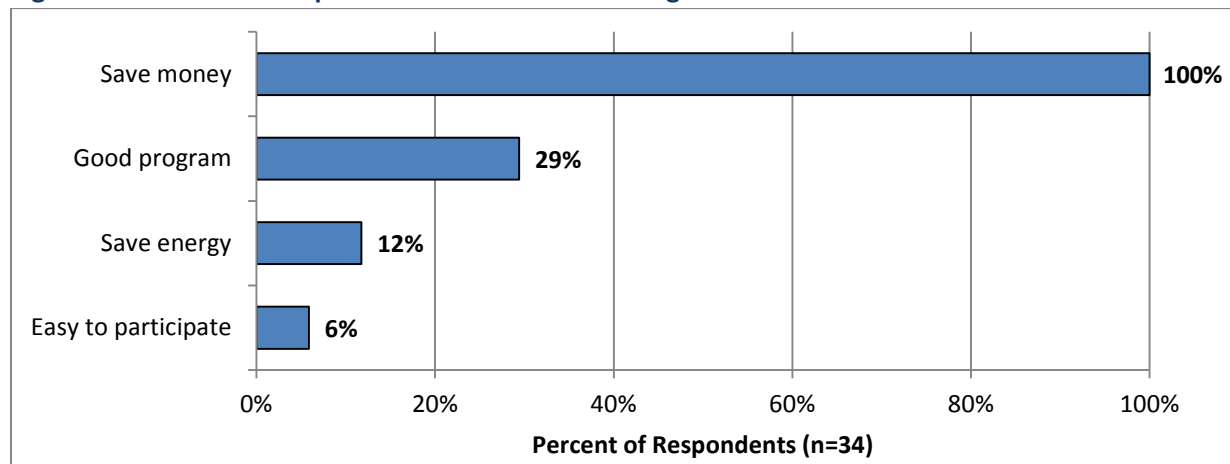
Nearly all participants surveyed (97 percent) reported that they would recommend the Trade Ally who performed the installation. Respondents were pleased with the professionalism displayed by the Trade Ally and the quality of the work. The one respondent that would not recommend the Trade Ally was dissatisfied with the Trade Ally’s unprofessionalism.

Figure 14 Participant Satisfaction with Trade Ally



All participants surveyed reported that they would recommend the program to other customers, primarily for the bill savings (100 percent). The figure below shows the key reasons participants would recommend the program.

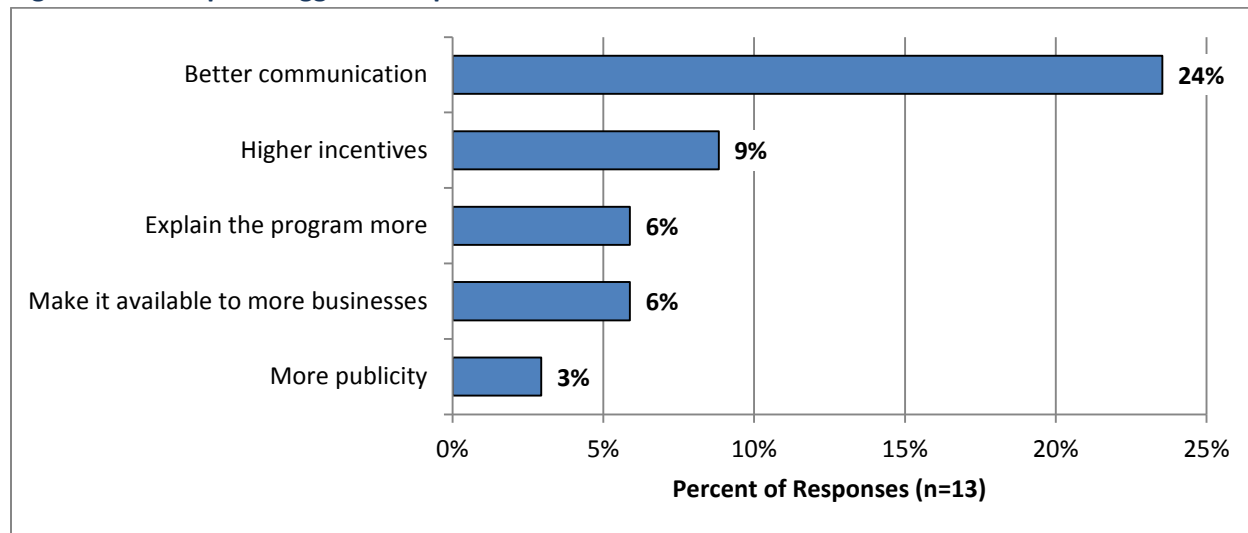
Figure 15 Reasons Participant Would Recommend Program



6. Opportunities for Improvement

Participants surveyed were asked if they had suggestions for program improvements. The primary suggestions included better communication, higher incentives, and increased customer outreach.

Figure 16 Participant Suggested Improvements



Some of the Trade Allies interviewed expressed concern regarding the list of SavingsCentral Trade Allies on the Central Hudson website. The Trade Allies noted that the list is quite long and that there may be HVAC contractors that are not upselling customers to energy efficient systems and that may not perform quality work. Additionally, Central Hudson does not require proof that the HVAC contractors have insurance or to provide references with the Participating Contractor Agreement. Trade Allies are typically not removed from the SavingsCentral website. However, the Trade Allies were asked to resubmit the Participating Contractor Agreement in January 2012 to remove any non-interested parties from the SavingsCentral website. ICF works with the Trade Allies to encourage participation, contacting Trade Allies a few times a year.

7. Conclusions and Recommendations

Central Hudson spent approximately 80 percent of the 2012 budget and achieved 150 percent of the Dtherm savings target. Between January 1 and June 30, 2013, Central Hudson spent approximately 45 percent of the budget and achieved 115 percent of the Dtherm target.

Between January 1, 2012 and June 30, 2013, 62 customers participated in the Commercial Natural Gas Program and 189 measures were rebated.

- In 2012, 62 percent of furnaces rebated had an AFUE $\geq 90\%$ and 31 percent had an AFUE $\geq 95\%$ with an ECM. As of June 30, 2013, 46 percent of furnaces rebated had an AFUE $\geq 90\%$ and 54 percent had an AFUE $\geq 95\%$ with an ECM.
- Approximately 96 percent of boilers were water boilers AFUE $\geq 90\%$. Steam boilers accounted for only 2 percent of rebated boilers.

- 42 percent of installations were completed by Gold and Silver SavingsCentral Trade Allies. BPI certified SavingsCentral Trade Allies completed 37 percent of installations.

Overall, the program participants surveyed were very satisfied with the program. However, the types of eligible equipment had the lowest satisfaction rate. Participants are very satisfied with the performance of the new efficient equipment as compared to the equipment replaced.

AEG has several recommendations on how to improve the program. These include:

Modify Trade Ally Participating Contractor Agreement

Approximately 46 percent of the SavingsCentral Trade Allies did not submit a rebate application between January 1, 2012 and June 30, 2014. The Trade Allies interviewed expressed concern regarding the list on the Central Hudson website, noting that the list is quite long and that there may be HVAC contractors that are not upselling energy efficient systems or performing quality work. Additionally, Central Hudson does not require proof that the HVAC contractors have insurance.

AEG recommends that Central Hudson and ICF consider modifying the Trade Ally Participating Contractor Agreement to (1) require proof of insurance and (2) require at least two customer references. ICF should require that all Trade Allies provide proof of insurance on an annual basis.

Continue Random Inspections of Trade Ally Projects

According to the participant survey, participants first became aware of the program via a referral (36 percent), the Central Hudson website (24 percent) and the SavingsCentral Trade Ally (21 percent). The majority of respondents reported that bill savings (88 percent) and the need for a new heating system (47 percent) were among the primary reasons for participating in the program.

AEG recommends that ICF continue to inspect the first four projects completed by a new Trade Ally and a random 10 percent of Trade Ally projects. The majority of program participants are made aware of the program via word of mouth or the Trade Ally. Therefore, it is crucial that customers are satisfied with the program and work completed by the Trade Ally.

Continue Aggressive Marketing Campaign

According to the participant survey, 24 percent of participants first became aware of the program via the Central Hudson website. Twenty-nine percent of respondents reported that they converted to natural gas from another fuel source and then participated in the Commercial Natural Gas Program. The program is not prominently displayed on the SavingsCentral website.

AEG recommends that ICF and Central Hudson continue to provide clear, accessible information to customers on the benefits of installing energy efficient equipment. Central Hudson should continue to aggressively promote this program as part of the SavingsCentral brand and increase the program information available on the SavingsCentral website.

Improve Application Processing QA/QC

The program requires that all work is completed by a SavingsCentral Trade Ally. Three (3) percent of measures rebated were installed by non-SavingsCentral Trade Allies. Programmable thermostat incentives are offered to participants installing a qualified heating system. Two customers received more programmable thermostats than boilers/furnaces installed.

AEG recommends that Central Hudson work with ICF to ensure the rebate processing system adheres to the requirement that systems are installed by a Trade Ally and programmable thermostats are installed with a qualifying heating system. The total quantity of programmable thermostats incentivized should not exceed the total quantity of heating systems installed.

Consider Modifying Equipment Offerings and Incentives

In 2012, 62 percent of furnaces rebated had an AFUE $\geq 90\%$ and 31 percent had an AFUE $\geq 95\%$ with an ECM fan. As of June 30, 2013, 46 percent of furnaces rebated had an AFUE $\geq 90\%$ and 54 percent had an AFUE $\geq 95\%$ with an ECM fan. Approximately 96 percent of boilers were water boilers AFUE $\geq 90\%$. Steam boilers accounted for only 2 percent of rebated boilers.

AEG recommends that Central Hudson work with ICF to determine if the furnace offerings and/or incentives should be modified. Central Hudson has not rebated any furnaces with an AFUE $\geq 92\%$ or AFUE $\geq 94\%$ with an ECM fan.

Remove the Central Hudson Logo from SavingsCentral Website

The Central Hudson logo is available for download on the SavingsCentral website. AEG recommends that Central Hudson remove the logo from the website to minimize access to the logo and unapproved use of the corporate logo. Participating SavingsCentral Trade Allies can request the Central Hudson logo from ICF as needed.

Appendix A. Implementation Contractor Interview Guide

Program Operations

1. Describe ICF's roles/responsibilities.
2. How frequently do you interact with Central Hudson staff?
3. What changes have been made to the program since 2011?
4. Who operates the customer service line?
5. What are the hours of operation/staffing for the customer service line?
6. Are any data tracked from the customer service line?

Customer Marketing

7. How is the program marketed to customers?
8. How are marketing and outreach activities tracked?
9. What marketing and outreach methods are most effective in reaching customers?

Trade Allies

10. Describe Trade Ally recruitment.
11. Do Trade Allies receive any education/training? Describe.
12. How often do you reach out to Trade Allies once they are enrolled?
13. Do Trade Allies market the program to customers? What resources are provided?

Participation Process

14. How do customers enroll?
15. How is eligibility verified? Are all HVAC systems required to receive a quality installation?
16. Who submits the rebate application?
17. Describe rebate processing.
18. What reports does CHGE have access to?
19. Describe the QA/QC policies.

Program Satisfaction/Barriers

20. Have you received any customer feedback regarding the program, satisfaction and opportunities for improvement?
21. Do you have an indication of the level of customer satisfaction with the service and quality of work provided by the Trade Allies?
22. What do you see as the biggest barriers to program participation? How could the program be improved?
23. Have you considered expanding the program to include additional measures?

Comments

Appendix B. Program Participant Survey Guide

Hello, my name is _____ and I’m calling on behalf of Central Hudson Gas & Electric. According to our records, your business participated in Central Hudson’s Commercial Gas HVAC Program.

Do you recall participating in the program?

- Yes
- No (“The program provides rebates to customers that purchase and install energy efficient heating equipment for their businesses.” If they still do not remember, ask if there is someone else you can speak to. If no, **Terminate Interview.**)

May I ask you a few questions about your participation?

- Yes
- No (See if they agree to another date/time: If “No,” thank them for their time, and exit.)

Survey Questions

1. How did you first become aware of the program?

- SavingsCentral Trade Ally
- Central Hudson website
- Postcard
- E-newsletter
- Internet search engine
- Word of Mouth

2. Why did you decide to participate?

- Trade Ally recommended
- Needed a new heating system
- Wanted to save money
- Seemed like a good deal/offer from the utility
- Wanted to save energy

3. Did you add this equipment to your business, replace operating existing equipment, or replace failed equipment?

	Add	Replace Operating	Replace Failed
Natural Gas Furnace			
Water Boiler			
Steam Boiler			
Indirect Water Heater			
Boiler Reset Control			

4. About how long did it take to receive the rebate from the time you installed the equipment?

- 1 week
- 2 weeks
- 3 weeks
- 1-2 months
- 2-4 months
- More than 4 months

5. Rate your satisfaction with the following program components on a five-point scale, where “5” means “Very Satisfied” and “1” means “Very Dissatisfied.” How satisfied are you with the:

	Satisfaction
Rebate application	
Rebate processing time	
Types of equipment eligible for the program	
Performance of the new equipment installed as compared to the equipment replaced	
Program as a whole	

6. Would you recommend the Trade Ally to someone else?

- Yes
- No

7. Why do you say that?

- Quality work
- Professional
- Efficient/quick installation
- Good customer service
- Did not finish on time
- Unprofessional
- Poor customer service

8. Had you been planning to purchase a new {measure} with the EXACT SAME efficiency, within three months of participating in the program?

	Furnace	Water Boiler	Steam Boiler	Boiler Reset Control	Indirect Water Heater
Yes					
No (skip to Q10)					

9. What factors had kept you from purchasing and installing a new {measure}?

	Furnace	Water Boiler	Steam Boiler	Boiler Reset Control	Indirect Water Heater
Cost concerns					
Wasn’t sure how long I would remain at this location					
Wasn’t sure what type of system/brand to install					
Was not convinced I would save more					
Did not have a contractor I felt I could trust					

10. If Central Hudson had NOT offered the rebate, how likely is it that you would have purchased and installed { } with the EXACT SAME efficiency within 3 months of participating in the program?

	Furnace	Water Boiler	Steam Boiler	Boiler Reset Control	Indirect Water Heater
Very likely					
Somewhat likely					
Neutral					
Somewhat unlikely					
Very unlikely					

11. As a result of your participation in the program, have you taken any other steps to reduce your energy use?

- Yes
- No (skip to Q13)

12. Have you taken the following actions?

If YES, “How much influence did the program have in this decision?”

Action	No	Yes	Program Influence (1-4)
Upgrade to Energy Star Appliances			
Replace incandescent light bulbs with CFL			
Replace incandescent light bulbs with LEDs			
Install new efficient doors			
Install new efficient windows			
Install / upgrade insulation (walls, ceiling, attic)			
Insulate water heater/installed pipe insulation			

13. Would you recommend this program to other businesses?

- Yes
- No

14. Why do you say that?

- It saves natural gas/we need to conserve it
- It saves money
- It’s easy to do
- It’s a good program
- It’s time consuming
- Difficult to participate in the program

15. How could the program be improved?

- Make it available to more businesses
- Higher incentives
- More publicity
- Faster incentive processing
- Explain the program more
- Better communication
- No suggestions

16. What other energy efficiency products would you like Central Hudson to provide incentives for?

- HVAC tune-up
- Insulation
- Refrigeration equipment
- Food service equipment

17. Does your business own or lease the building where it is located?

- Own
- Lease

18. Did you convert to Natural gas from another fuel source and then participate in the program?

- Yes
- No

19. How would you describe the nature of your business?

- Office
- Retail
- School Building
- Health Center
- Restaurant

Appendix C. Trade Ally Survey Guide

Hello. My name is _____ and I’m calling on behalf of Central Hudson Gas & Electric. We are currently conducting an evaluation of Central Hudson’s Commercial and Residential HVAC energy efficiency programs and would like to ask you a few questions about your participation as a Trade Ally.

Program Awareness

1. How did you first hear about Central Hudson’s HVAC Programs?
 - a. Central Hudson
 - b. Advertisement
 - c. Internet
 - d. SavingsCentral Website
 - e. Customer
2. How long have you been a Trade Ally?
3. How often do you interact with Central Hudson/ICF personnel?
 - a. Daily
 - b. Weekly
 - c. Monthly
 - d. Never

4. How satisfied are you with:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Central Hudson staff					
ICF staff					

5. What is the best way to for Central Hudson/ICF to communicate program information?
 - a. In-person meetings
 - b. Email
 - c. Telephone

Customer Participation/Satisfaction

6. How are customers typically made aware of the HVAC programs?
 - a. Trade Ally
 - b. SavingsCentral website
 - c. Central Hudson
 - d. Advertisement
7. In your opinion, how satisfied are Central Hudson customers with the HVAC programs?
 - a. Very Satisfied
 - b. Satisfied
 - c. Neutral
 - d. Dissatisfied
 - e. Very dissatisfied
8. What is the most common feedback that customers have about the program? Please describe.
9. What barriers exist that may prevent a customer from participating in the program? Please describe.

Application/Program Tracking

10. Do you feel rebate applications are processed in a timely manner? Please describe.
11. Is there any information missing that you feel would be valuable to track? Please describe.

12. How satisfied are you with the:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Eligible measures					
Incentives					
Program Overall					

13. What aspects of the program could be improved? How?

14. Do you have any additional comments about the program?

Appendix D. Trade Ally Focus Group Guide

Good morning and welcome. My name is _____ and I am the moderator for this morning's discussion. I am here on behalf of Central Hudson Gas & Electric to conduct a focus group to obtain feedback on the Residential & Commercial HVAC Programs.

Program Awareness and Participation

1. How did you first hear about Central Hudson's *Residential and/or Commercial HVAC Program(s)*? What made you decide to participate as a Trade Ally?
2. Do you feel you were properly informed about the *Residential and/or Commercial HVAC Program(s)* when becoming a Trade Ally?
 - a. How are you kept abreast of current program information?
 - b. Would you like to see any changes regarding how program information is communicated to you? Please describe.
3. What do you believe are the most effective aspects of the *Residential and/or Commercial HVAC Program(s)*?
4. Do you feel any changes could be made to the program to make it more attractive to customers? Please describe.
5. Describe any barriers that you've seen which cause customers not to participate in the program. How could these barriers be removed?
6. How would you describe your interaction with Central Hudson or ICF in regards to the *Residential and/or Commercial HVAC Program(s)*? What would you consider some of ICF's strongest features?

Customer Interaction

7. Describe the feedback heard from Central Hudson customers in regards to the *Residential and/or Commercial HVAC Program(s)*.
8. Describe the feedback heard from Central Hudson customers in regards to interaction with ICF.
9. Describe the type of energy efficiency measures that you installed as a result of this program?
 - a. Have you seen a noticeable increase of installation for a specific type of measure?
 - b. Have you seen a noticeable decrease of a requested measure?
10. What customer issues occur on a regular basis in regards to the program and/or installation process?
 - a. How are such issues resolved?
 - b. What would you like to see happen when the issues arise?
11. Can you describe a positive and/or negative encounter with a Central Hudson customer?

Application Processing/Program Tracking

12. Is the application easy to complete? What information is missing from the application that you would like to see included?
13. Do you feel applications are processed in a timely manner? Is payment received in a timely manner?
14. Describe any problems that arose when processing a customer application.
 - a. What were the issues?
 - b. How were the issues resolved?

15. What has customer feedback been in regards to the application process?
16. How would the application process be improved?
17. How do you monitor program participation at your company?
18. Do you ever request information from ICF or Central Hudson?
 - a. If so, what is the process for requesting information?
 - b. What type of information do you request?
 - c. How long does it take to receive this information?
 - d. Describe how the process can be improved in any way.

Closure of Discussion

19. Do you have any messages for Central Hudson or ICF?
20. How can Central Hudson, ICF, or a Trade Ally improve their image in the community?