

GREEN JOBS- GREEN NY OUTREACH AND MARKETING OPERATING PLAN -- DRAFT 3/4/2010

Executive Summary

The Green Jobs- Green NY (GJGNY) Outreach and Marketing initiatives outlined in this Operating Plan are designed to support the GJGNY Program for the first two years. These efforts will be monitored and evaluated against defined milestones and deliverables on an ongoing basis and will be calibrated as appropriate.

An overarching Outreach and Marketing effort will build awareness of the program and target small businesses, not-for-profit organizations (NFPs), and residential and multi-family building owners across New York State. Program awareness building initiatives will make the program broadly accessible through NYSERDA's hotline, Web site, participating contractors, and defined delivery channels. Priority audiences outlined in the GJGNY Legislation will be targeted via a coordinated community outreach effort, led by consortia of constituency-based organizations¹. Selection of targeted communities will be coordinated with the Department of Environmental Conservation (DEC) and the Department of Housing and Community Renewal (DHCR). Communities will be targeted based on available demographic and socio-economic data. An effort will be made to reach out to minority- and women-owned businesses to target businesses that serve economically distressed communities and to add contractors in targeted geographic regions and areas where contractor coverage is currently limited. A competitive solicitation will be issued to select constituency-based organizations to conduct Outreach and Marketing to support the GJGNY Program. This two-pronged approach, a Statewide effort to build awareness combined with targeted community outreach, will ensure budgets are aligned to deliver against GJGNY goals.

Early action Outreach and Marketing activities will support the continued growth of a strong foundation of accredited contractors and encourage workers to leverage training opportunities currently in place. Marketing messages will target contractors not currently BPI Accredited and will encourage additional companies to become accredited. These contractors will be targeted based on an assessment of regional coverage and the needs of the expanded GJGNY Program. Communication through networks of alliances, partnerships, and organizations supporting job placement will help develop the pipeline with workers prepared for green collar jobs. In addition, research will be conducted to better understand audience motivators and drivers; to determine the most effective messages; and to determine the challenges, opportunities, and barriers associated with accomplishing GJGNY objectives.

The GJGNY Outreach and Marketing effort will be designed to complement other Outreach and Marketing initiatives, including current NYSERDA Program Marketing and the Statewide Outreach and Education campaign.

¹Constituency-based organization is defined in the GJGNY Act as an organization incorporated for the purpose of providing services or assistance to economically or socially disadvantaged persons within a specified community and that is supported by, or whose actions are directed by, members of the community in which it operates.

Green Jobs- Green NY Overview

Program Offering

GJGNY will launch in spring 2010. GJGNY targets New York State residential building owners, small businesses, and NFPs, offering financing through a revolving loan fund and job training to support the growth of a workforce deployed to deliver and implement energy-efficiency projects. The goal of the program is to develop the infrastructure to support the completion of energy-efficiency improvements in residential properties and commercial properties occupied by small businesses and NFPs across the State.

A Financing Structure Analysis shows that the initial \$112 million budget will support approximately 57,000 audits, resulting in retrofit projects supported by approximately 18,810 loans.

Program components include:

- Energy Audits will be offered with fees determined on a sliding scale based on household income as compared to median county household income
- Financing options may potentially include: Property Assessed Clean Energy (PACE), on-bill payment recovery, and direct consumer loans
- Residential and Commercial retrofits to be conducted by program-approved, accredited, and affiliated contractors
- Workforce Development programs to work with partners to create qualification standards and to provide job training, apprenticeships, and job placement.

The GJGNY Program is focused on extending the accessibility of energy efficiency programs through the implementation of a revolving loan fund to make the program accessible to a wider range of NYS residents and businesses. The GJGNY Program will align with existing NYSERDA and, where possible, with utility energy-efficiency programs to be identified in the GJGNY Operating Plan.

Target Audiences

Program Participants:

- Small businesses, NFPs, and residential building owners can take advantage of GJGNY. It is estimated that 70% of the resources will be deployed to target residential buildings and 30% to target small business and NFP owners. No less than 50% of resources will be allocated for residential retrofits.
- The program is available to all New York State residents. Audits will be offered on a sliding scale based on income, with free audits offered to residents earning 200% or less of median county household income.
- In addition, GJGNY requires the selection and targeting of communities through constituency-based outreach and marketing that reaches economically distressed communities².

Contractors:

- Existing BPI Accredited Contractors (also known as participating contractors) will support delivery of home energy audits and help increase the number of potential program participants.
- Additional BPI Accredited Contractors are needed to ensure adequate program delivery in all regions of the State.
- Qualified auditors for small businesses and NFPs will deliver audits statewide. In the short term, audits will be delivered through the current NYSERDA FlexTech Audit Program.

Workforce Development:

- New jobs will use existing, emerging, unemployed, and disadvantaged workers.
- Training will support basic skills development to prepare emerging and existing workers for new opportunities.

²The legislation directs NYSERDA to target communities included in "areas where energy costs are particularly high in relation to a measure of median household income as determined by the authority or which have been designated as non-attainment areas for one or more pollutants pursuant to section 107 of the Federal Clean Air Act." Section 1894(2)(A).

Alignment with NYSERDA, LIPA, and Utility Programs

The GJGNY Program elements align closely with existing NYSERDA Programs.

Residential: Homeowners and building owners will leverage existing NYSERDA program opportunities and work with BPI accredited companies to complete projects financed through the GJGNY Loan Fund. NYSERDA's Home Performance with ENERGY STAR® (HPwES) and Assisted Home Performance with Energy Star (AHPwES) programs

currently offer home audits and financial assistance to complete energy-efficiency projects. LIPA also administers a HPwES Program on Long Island, and some municipal utilities also offer the program. A critical near-term step is to evaluate HPwES and make adjustments as needed to meet requirements of GJGNY, thereby minimizing confusion in the marketplace. This effort will be coordinated with LIPA, investor-owned, and municipal utilities.

Multifamily buildings will be served through NYSERDA's Multifamily Performance Program or through utility programs that meet the standards established for GJGNY.

Businesses: Small businesses and NFPs will initially leverage the existing NYSERDA FlexTech Audit Program; NYSERDA will expand the pool of qualified auditors.

Workforce Development: Job training components will target existing, emerging, unemployed, and disadvantaged workers and ultimately provide additional workers to existing companies and help build new energy efficiency companies. An effort will be made to reach out to minority- and women-owned businesses, to target businesses that serve economically distressed communities, and to add contractors in targeted regions and areas where contractor coverage currently is limited.

Green Jobs- Green NY Program Positioning

Programs aligned under GJGNY will retain a unique program brand name and will be identified with a GJGNY “brand stamp.” The GJGNY “brand stamp” will convey a unique umbrella benefit position supported by features that include audits, offered free or on a cost-shared basis, and creative financing options. For example:

- The Home Performance with ENERGY STAR Program will be identified with “Featuring Green Jobs- Green NY Financing”
- Small Business/NFP Energy Efficiency Program will be identified with “Featuring Green Jobs-Green NY Financing”

In addition, aligned messaging and a unique visual identity will be created to support program roll-out, ensure consistency, and quickly build program awareness. Messaging framework documents will be developed for the program overall and for each priority target audience.

This approach will:

- Ensure flexibility
- Position GJGNY as a brand and reinforce that aligned programs provide value
- Elevate and communicate the State’s leadership position in delivering energy efficiency programs
- Facilitate efforts to reintroduce aligned programs while using the GJGNY brand to generate publicity
- Enable multiple program administrators to promote GJGNY
- Encourage additional contractor participation
- Continue to align NYSERDA and New York State with efforts to grow jobs in the State

Market Research and Image, Perception, and Awareness in Target Markets

The Outreach and Marketing effort will target previously untapped customers, and GJGNY will be launched as a new program feature. A residential and commercial benchmark and an annual on-going tracking study will be conducted to help measure and track awareness and marketing effectiveness.

Outreach and Marketing Strategy and Objectives

Strategy

Increase penetration of energy efficiency retrofits and financing by targeting previously untapped customers in priority regions.

Objectives

- ✓ Build awareness of the GJGNY Program
- ✓ Implement research to identify opportunity segments, drivers, barriers, and messages
- ✓ Build and grow participation in GJGNY
 - Number of target neighborhoods/communities reached
 - Number of audit leads
 - Number of audits conducted
 - Audit conversion to retrofit projects financed and implemented
- ✓ Grow number of accredited contractors
- ✓ Build the pipeline of New Yorkers participating in Green Jobs training

Program-wide Tactics

The following overarching activities are planned and will support the targeting of all program audiences:

- Extensive outreach, marketing, and education through constituency-based organizations will reach targeted communities. (The Outreach Plan is detailed later in this document.)
- A mini-bid will be conducted among prequalified NYSERDA Full Service Marketing and Public Relations contractors to select a Contractor(s) to conduct research, to develop a visual identity/brand, and to support the implementation of GJGNY Marketing programs.
- A comprehensive suite of collateral materials will be developed to support Outreach and Marketing and will include materials targeting priority audiences. Based on input from CBOs and Contractors, a toolkit of the most needed materials will be developed, including materials that can be customized for events and meetings. All materials will be based on the messaging framework documents developed.
- Multi-lingual materials will be developed and made available based on the prioritization of targeted communities.
- A public relations (PR) campaign will be launched throughout the State to gain earned media exposure in relevant traditional and on-line vehicles. The PR plan will include monthly localized story pitches designed to initially highlight the program and then to highlight work under way in communities across the State, as well as seasonal and calendar-generated opportunities that provide a backdrop for educating the public about energy efficiency (i.e. Earth Day, etc.). Features will showcase program participants (residents and businesses) from all sectors, as well as CBOs supporting the effort. PR will be a primary campaign tactic enabling ongoing, cost-effective exposure.
- A GJGNY Web site will help promote the program and serve as a primary information delivery mechanism. Promotional materials, PR, and Advertising will drive prospects to the Web site for more information. Content features will support the PR and advertising messages and track back to existing NYSERDA and utility programs.
- A targeted media plan will be developed for each primary audience -- residential, small Business/NFP, workforce, and contractors. The media mix will vary and will include the most cost-effective and efficient vehicles available. A mechanism to measure response rate by media vehicle will be incorporated to enable ongoing tracking of effectiveness and inform need for necessary shifts in media.
- A formal referral program will be launched to encourage residential and business program participants to refer friends, neighbors, and colleagues to the program.

- All segments will develop a disciplined approach capitalizing on the current outreach activities in the Energy Smart Communities Program^{*3} and the Business Partners Program, and with Commercial and Industrial Outreach Project Consultants.
- Alliances with Centers of Influence (COIs) will be developed to extend the reach of the GJGNY outreach and marketing activity. COIs include organizations that serve targeted constituencies such as Small Business Development Centers, local governments, trade organizations, and educational centers. A list of primary COIs will be created for each primary audience. A coordinated "communication stream" will build relationships and leverage the benefit of partnerships with COIs.
- Events will create an opportunity to build GJGNY awareness, engage prospects, and build program participation. A targeted list of events will be developed and coordinated for each primary audience through NYSERDA's Consumer Services and Events Management Team.
- The NYSERDA Hotline will be leveraged to serve as a primary response mechanism. Hotline staff will be trained to answer questions and direct callers appropriately.

^{*3} Energy Smart Communities offers local community-based access to NYSERDA's programs through ten Community Coordinators strategically located throughout the State.

Residential Programs

The Residential sector, particularly those residing in economically-distressed communities, face challenges that include:

- Ability or willingness to take on additional debt -- this may become a barrier to program participation
- Confusion about options and programs available – lack of confidence in ability to make the best decision
- Skepticism regarding program benefits

Residential Research

Focus group research is recommended immediately to determine reaction to program features and the most effective motivators, messages, and marketing tactics. The research will be structured to gain insight into how the existing Home Performance with ENERGY STAR Program is perceived, determine what motivates consumers and contractors to participate, collect feedback on program experience/desired improvements, and test reaction to new program features/benefits being developed under the GJGNY Initiative.

Research Objectives

Conduct qualitative research to gather insights and get feedback from targeted residents, specifically:

- Understand the needs and behaviors related to energy efficiency improvements and financing
- Identify motivators and triggers related to energy efficiency improvements and financing
- Test understanding, perceived benefits, and appeal of product features and enhancements included in GJGNY
- Uncover barriers to participation in the program and get insights regarding messages and delivery mechanisms
- Determine how to best position and market GJGNY to each audience, including reaction to past and potential new marketing approaches

Methodology

Focus Groups will be conducted in New York City, Westchester, and two upstate areas, ensuring a mix of metropolitan and rural participants across income strata -- above and below the 80% AMI by county. Each focus group will include eight to 10 participants and be approximately 75 to 90 minutes in length. An honorarium will be required to incent participation and will vary by audience and region.

Priority Residential Audiences and Tactics

The table below details the target audiences, methods and resources to support identification, and the primary marketing tactics recommended.

Audience	Priority	Identification	Primary Tactics
<ul style="list-style-type: none"> Residents of economically distressed communities Influencers: churches, local community organizations, elected officials, local government, contractors, program participants, local support organizations (food pantries, etc.) 	A	<ul style="list-style-type: none"> List of potential communities will be developed in consultation with DEC and DHCR RFP recommendations from CBOs NYSERDA analysis of State demographics and other economic indicators 	<ul style="list-style-type: none"> Outreach conducted by CBOs Earned media/publicity Communications stream to influencers
<ul style="list-style-type: none"> Moderate-income residents with identified high propensity triggers in communities with adequate depth of participating contractor coverage; Triggers include: Age of home, availability of on-bill/PACE financing 	A	<ul style="list-style-type: none"> Analysis of HPwES customers to-date Availability of direct response lists Test segments to be expanded based on ROI 	<ul style="list-style-type: none"> Direct response Earned media/publicity Community newspapers/local TV/radio/Internet Social Media
<ul style="list-style-type: none"> Other NYS residents 	B	<ul style="list-style-type: none"> Media efficiency and opportunity to target 	<ul style="list-style-type: none"> Earned Media/Publicity Social Media/Internet

In addition to GJGNY Program-wide tactics detailed:

- Social Media and on-line vehicles will be an important and cost-effective component of the GJGNY program targeting participants. Moderate income residents with a high propensity to participate will be targeted. In addition, Social Media will be used to reach those NYS residents most likely to participate.
- Direct Response will be used to test response rates of various demographic and attitudinal segments.

Multifamily Buildings

The Multifamily Performance Program (MPP) will leverage the energy audit aspect of GJGNY as part of its overall program. Outreach and marketing elements will be delivered through the MPP partner network of consultants and engineering firms, some of whom are also non-profits serving as Weatherization Assistance Program (WAP) sub-grantees serving DHCR’s affordable housing program. Due to the popularity and high participation rate for MPP, it is anticipated many of the multifamily buildings will not require direct outreach from NYSERDA or CBOs.

Participating Contractors

The HPwES Program is delivered through a network of Building Performance Institute (BPI) Accredited Contractors. Exhibit 1 shows NYSERDA’s current coverage network by NYS Economic Development Region. Currently, there are 208 BPI Accredited Contractors participating; the goal is to increase the amount of accredited contractors by 20% over the next 12 months.

Initial activity will target contractors to encourage participation and build program infrastructure; this activity will be rolled out as early as possible. Communications will encourage additional contractors to become BPI Accredited to prepare for business growth opportunities delivered by GJGNY. Based on regional characteristics, current coverage, and program activity levels, additional participating contractors are needed to support the Metro NYC, Southern Tier, and North Country regions. All areas will be evaluated in partnership with the 1-4 Family Working Group and goals will be set.

Exhibit 1 – Participating BPI Accredited Contractors by Region

Empire State Development Region	E\$C Region	Region Population	% of total NYS Population	Current Participating BPI Accredited Contractors	% of participating Contractors by Region
North Country	North Country	411,089	2.10%	17	8.17%
Mohawk Valley	N/A	434,424	2.20%		NA
Capital Region	Capital/Saratoga	1,061,782	5.40%	14	6.73%
Central New York	Central New York	771,919	4%	28	13.46%
Finger lakes	Finger Lakes	1,192,301	6.10%	25	12.02%
Western New York	Western New York	1,387,435	7.10%	34	16.35%
Southern Tier	Southern Tier	721,672	3.70%	11	5.29%
Mid-Hudson	Mid-Hudson	2,282,116	11.70%	31	14.90%
New York City	Downstate - East	8,363,710	42.90%	17	8.17%
	Downstate - North			22	10.58%
	Downstate-South			9	4.33%
Long Island*	N/A	2,863,849	14.70%	23	0.00%
Total		19,490,297		208	

*Currently not participating in NYSERDA program

Priority Contractor Audiences and Tactics

The table below details the target audiences, methods, and resources to support identification and the primary marketing tactics recommended.

Audience	Priority	Identification	Primary Tactics
Contractors not currently BPI Accredited and participating Influencers: Organizations, trade associations, trade schools	A	<ul style="list-style-type: none"> • Direct response lists • BPI and other organizations 	<ul style="list-style-type: none"> • Outreach conducted by organizations • Information posted on relevant Web sites • Communications stream to contractors

Workforce Development

Marketing and Outreach efforts will focus on ensuring target audiences are aware of training, education, job placement, and certification opportunities and will increase the number of New Yorkers participating in training and ultimately employed.

Priority Workforce Development Audiences and Tactics

The table below details the target audiences, methods and resources to support identification and the primary marketing tactics recommended.

Audience	Priority	Identification	Primary Tactics
New entrants Emerging workers Veterans Underemployed workers Long term unemployed and displaced workers Potential employers (focus on women, minorities, low-income individuals, and populations with barriers to employment)	A	<ul style="list-style-type: none"> Working Group insight Energy \$mart Communities Coordinators develop lists by region On-line searches Community organizations State employment offices 	<ul style="list-style-type: none"> Outreach conducted by CBOs Outreach and information delivery through labor organizations, organized trades, and government agencies such as Unemployment Targeted advertising through job placement organizations and on Web sites reaching workers seeking opportunities Develop database to support ongoing communication
Current workers who wish to expand training and increase skills	B	<ul style="list-style-type: none"> Resources above Existing contractor base BPI 	<ul style="list-style-type: none"> Outreach and delivery through labor organizations and organized trades

Small Business and Not-for-Profit Organizations

The Small Business and NFP sector is currently challenged by:

- A lack of awareness, knowledge, and understanding among business owners of the profit potential, equipment necessary, and business practices required to benefit from program participation
- Competing needs for capital
- Lack of reliable information on energy-efficient choices and how they may apply to a given building or business
- Ownership issues (many are tenants).

Business goals include conducting approximately 6,950 audits and implementing 1,850 loans within the commercial small business and NFP sector in a three-year period.

Specific marketing objectives to achieve these goals are to:

- Generate awareness and education among small businesses and NFP decision makers
- Determine priority small business and NFP customers and target regions
- Engage and encourage implementation of energy efficiency measures by delivering benefits of audits, incentives, and financing options available through NYSEDA and utility programs
- Ensure message and program consistency with overall Statewide GJGNY campaign.

Messaging

Planned efforts to motivate this audience will include a strong emphasis on attractive financing options available through the GJGNY program. Audits should increase the level of engagement and increase interaction in this highly cost-sensitive sector. Ensuring follow through with audit participants to encourage implementation will be addressed through marketing and CBOs outreach programs.

NYSEDA research⁴ indicates that messages also will need to address other ongoing customer challenges within this sector including:

- Lack of reliable information on energy-efficient choices and how they may apply to a given building or business
- Resistance to new and innovative technologies or unfamiliar contractors
- Performance uncertainties (uncertainty of savings)
- Undervaluing energy efficiency (creating a perceived high upfront cost barrier) on the part of end-users
- Perception of risk on the part of borrowers uncertain that new energy technology or efficiency projects are profitable for their specific properties.

*4Program Logic Model Report: Loan Fund and Financing Program, GDS Associates, July 2007

Additional qualitative research will be conducted to help identify and confirm opportunity segments/sectors, program drivers, and barriers to inform the development of compelling program messages that will resonate with target audiences.

Confirmed through research, marketing will reflect the following core messages:

- Audits to identify energy efficiency/savings opportunities
- Incentives to reduce costs
- Attractive financing options including on-bill payments (no cash outlay)
- Working with trusted, experienced, and objective personnel to facilitate the study and implementation processes
- Improved operating costs
- Improved productivity and delivery of mission.

Consideration for sector specific messages also will be necessary, given that unique factors and needs vary among target prospects (i.e., many potential small businesses pay their utility bills but rent their facility).

NYSERDA and some utilities currently offer commercial small business and NFP energy audit and energy efficiency services programs. These programs and their marketing and outreach activities will be aligned closely with, and in some cases modified to incorporate, the GJGNY audit and financing components and will deliver a coordinated enhanced portfolio to serve this important sector.

For the NYSERDA FlexTech Audit Program, existing implementation contractors operating in four regions on behalf of NYSERDA will continue to administer the program in the short term. Expansion of contractors/auditors will be solicited through a modification of the existing FlexTech Audit Program.

In addition, coordination of this effort through the 700 NYSERDA Business Partners currently working with NYSERDA to deliver small business lighting, HVAC, and motors projects, will be considered for delivery of the program.

Priority Small Business/Not-for-Profit Audiences and Tactics

The table below details the target audiences, methods, and resources to support identification and the primary marketing tactics recommended.

Audience	Priority	Identification	Tactics
Small Businesses/NFP in economically distressed communities	A	<ul style="list-style-type: none"> • CBOs, E\$CC, Business Partners to develop targeted lists generated from Empire Zones, municipal utilities, BIDs and other business groups, tenants, churches, oil and propane customers, LIPA, coordination with utilities 	<ul style="list-style-type: none"> • Outreach conducted by CBOs • Coordinated effort among NYSERDA’s contracted Energy \$mart Community Coordinators, Business Partners (distributors, contractors and vendors), utilities, and business improvement districts/community development groups • Earned media/publicity • Dissemination of GJGNY program materials by partners identified by the program • Web links from partner sites to the GJGNY website • Annual meetings/conferences
As affordable, Small Businesses/NFP in general community	B	<ul style="list-style-type: none"> • E\$CC, Business Partners to develop targeted lists generated from Empire Zones, municipal utilities, BIDs and other business groups, tenants, churches, oil and propane customers, LIPA, coordination with utilities 	<ul style="list-style-type: none"> • Coordinated effort among NYSERDA’s contracted Energy \$mart Community Coordinators, Business Partners (distributors, contractors, and vendors), utilities, and business improvement districts/community development groups • Earned media/publicity • Dissemination of GJGNY program materials by partners identified by the program • Web links from partner sites to the GJGNY website • Annual meetings/conferences
Small Business/NFP companies in high opportunity industry, facility types, etc.	A	<ul style="list-style-type: none"> • Recommendation of NYSERDA EES Program • Utility company identification (same as above) 	<ul style="list-style-type: none"> • Direct response • Earned media/publicity • Community newspapers/local TV/radio/Internet • Communications stream to influencers • Content placement on relevant organization Web sites
Economic Development Agencies, local government, chambers of commerce, small business organizations, and other constituency-based entities	A	<ul style="list-style-type: none"> • Identify list source 	<ul style="list-style-type: none"> • Communications stream to influencers • Content placement on relevant organization Web sites

In addition to GJGNY Program-wide tactics detailed:

- Direct response and purchase of targeted lists will be used to reach high-opportunity businesses.

Outreach through Constituency-based Organizations

The GJGNY Program has been designed to deliver services in targeted communities through CBOs. CBOs will conduct outreach, marketing, and education through a coordinated approach that targets priority communities. Outreach, marketing, and education will target residents, businesses, NFPs, multifamily building owners, and potential workforce participants in designated communities. A subgroup of the Outreach and Marketing Working Group is evaluating regions to be targeted. NYSERDA will issue a competitive solicitation to select CBOs in each of the regions identified as a priority.

Targeting and Selecting Priority Communities

Priority communities will be selected through an assessment of data sources including but not limited to:

- List of Environmental Justice areas
- Designated Nonattainment Areas
- Percent of income spent on energy bills and electricity (see Table 3)
- Total population by county (see Table 2)
- Home ownership by county
- Median household income by county
- Housing stock built pre-1980
- Percentage of Households with fuel oil, electric heat, and gas heat
- NYS demographic and socio-economic data

The data for residential consumers is being evaluated on a county level based on information from the 2000 U.S. Census and updated three-year estimates from 2006-2008, NYSERDA's Patterns and Trends Report, environmental information from U.S. EPA NYS DEC and NYS DHCR. This information will be analyzed and cross referenced to identify counties and regions where there is a clear opportunity or need for GJGNY resources.

The outreach data for small business and NFPs includes broad information from the Small Business Administration, including the number of businesses, owner demographics, and the types of businesses by size. Other information from New York State Empire State Development Corporation and U.S. Census Bureau will be useful for studying the economic activity by business type for each county and analyzing economic changes over time.

Table 2 -- NYS Population by Region

This data will be combined with DEC/DHCR and Empire State Development data to determine investment and priority communities. Note that some of the regions below overlap, and therefore the percentages add up to more than 100%.

Empire State Development Region	EŞC Region	Region Population	% of NYS Population
North Country	North Country	411,089	2.1%
Mohawk Valley	N/A	434,424	2.2%
Capital Region	Capital/Saratoga	1,061,782	5.4%
Central New York	Central New York	771,919	4.0%
Finger lakes	Finger Lakes	1,192,301	6.1%
Western New York	Western New York	1,387,435	7.1%
Southern Tier	Southern Tier	721,672	3.7%
Mid-Hudson	Mid-Hudson	2,282,116	11.7%
New York City	Downstate-East	8,363,710	42.9%
	Downstate-North		
	Downstate-South		
Long Island	N/A	2,863,849	14.7%
Total		19,490,297	

Table 3 -- Percentage of Income Spent on Electricity (Counties where % of Income Spent on Electricity is >4% is indicated in bold)*.

County	Utility	2005 Personal Income \$	Average Annual Electric Bill per Customer (2007)	% of 2005 Annual Income spent on Electric Bill
Allegany	RGE	21,669	1,203	5.6%
Franklin	National Grid	22,763	1,203	5.3%
Saint Lawrence	National Grid	22,871	1,028	5.3%
Bronx	ConEd	23,435	780	5.1%
Cortland	National Grid	24,772	1,203	4.9%
Herkimer	National Grid	25,268	1,049	4.8%
Washington	National Grid	25,581	780	4.7%
Delaware	NYSEG	26,181	1,203	4.6%
Livingston	National Grid	26,458	1,203	4.5%
Schoharie	National Grid	26,656	1,176	4.5%
Clinton	NYSEG	26,782	1,049	4.4%
Essex	National Grid	26,880	1,203	4.4%
Orleans	National Grid	23,982	1,049	4.4%
Chemung	NYSEG	27,567	1,203	4.4%
Fulton	National Grid	27,757	1,203	4.3%
Genesee	National Grid	27,827	1,049	4.3%
Montgomery	National Grid	27,955	1,049	4.3%
Niagara	National Grid	28,022	1,049	4.3%
Yates	NYSEG	24,557	1,028	4.3%
Oswego	National Grid	24,578	1,049	4.3%
Chautauqua	National Grid	24,807	1,049	4.2%
Hamilton	National Grid	28,706	1,049	4.2%
Wyoming	NYSEG	25,096	1,028	4.2%
Schuyler	NYSEG	25,676	1,203	4.1%
Chenango	NYSEG	25,697	1,203	4.1%

Otsego	NYSEG	25,528	1,203	4.0%
Seneca	NYSEG	26,596	1,049	3.9%
Cattaraugus	National Grid	26,646	1,203	3.9%
Warren	National Grid	30,844	1,203	3.9%
Ulster	CenHud	30,367	1,049	3.9%
Cayuga	NYSEG	27,107	1,203	3.9%
Tioga	NYSEG	27,492	1,203	3.8%
Orange	O&R	31,849	1,176	3.8%
Broome	NYSEG	27,950	1,049	3.8%
Tompkins	NYSEG	28,088	1,028	3.7%
Ontario	RGE	32,550	1,049	3.7%
Erie	NYSEG	32,711	1,049	3.7%
Greene	CenHud	28,076	1,049	3.7%
Madison	NYSEG	28,378	1,176	3.6%
Sullivan	NYSEG	29,921	780	3.5%
Jefferson	National Grid	30,092	1,049	3.5%
Onondaga	National Grid	33,751	780	3.4%
Schenectady	National Grid	35,528	1,203	3.4%
Steuben	NYSEG	31,266	1,028	3.4%
Queens	ConEd	31,603	1,028	3.3%
Lewis	National Grid	23,899	1,203	3.3%
Saratoga	National Grid	36,985	1,203	3.3%
Dutchess	CenHud	37,103	1,203	3.2%
Rensselaer	National Grid	31,736	1,203	3.2%
Columbia	NYSEG	32,451	1,203	3.2%
Richmond	ConEd	37,960	1,203	3.2%
Rest of State	National Grid	39,506	1,028	3.0%
Monroe	RGE	36,476	1,049	2.8%
Oneida	National Grid	27,930	1,049	2.8%
Kings	ConEd	28,281	1,203	2.8%
Putnam	NYSEG	44,743	1,203	2.7%
Albany	National Grid	39,034	1,203	2.7%
Wayne	RGE	29,128	1,157	2.7%
Rockland	O&R	47,352	1,049	2.4%
New York City	ConEd	43,047	1,028	2.4%
Suffolk	ConEd*	43,625	1,203	2.4%
Nassau	ConEd*	57,671	1,157	2.1%
Westchester	ConEd	65,265	1,028	1.6%
New York	ConEd	100,375	1,203	1.0%

*No data available for LIPA customers. Nassau and Suffolk counties used ConEd's utility rates.

SOURCE: United States Department of Commerce, Bureau of Economic Analysis; material compiled by Empire State Development.

Role of Constituency-based Organizations

The GJGNY Working Groups and stakeholder organizations have provided feedback to help further define the role of CBOs. The tasks CBOs may be required to perform include the following:

- ✓ Provide a strategic plan on how they would accomplish outreach and education within targeted communities, through:
 - Building partnerships with local community-based groups
 - Identify community partners
 - Conduct joint meetings to introduce programs and encourage participation
 - Follow up with meeting attendees to determine interest and next steps
 - Conducting one-to-one “grassroots” outreach efforts

- Identify target areas, i.e. neighborhoods, business districts
- ✓ Outreach and Consumer Education
 - Educating prospects on the benefits of energy efficiency
 - Qualifying residents for a free or reduced-price audit
 - Prescreening the home to assess the need for energy efficiency work
 - Prescreening to assess the homeowner's willingness to pay for energy efficiency work
 - Providing program information including:
 - Retrofit process, benefits (whole house approach)
 - List of network of participating contractors (handout by county or referral to Web site)
 - Financing options and incentive programs available and high-level, general information on standard qualifications
 - Loan qualification resource/financial partner
 - Other programs as appropriate for their circumstances
 - CBO contact information for follow up questions
 - Recruit and aggregate, where feasible, customers to participate in GJGNY. Note that it is not anticipated that all participants will be part of an "aggregation."
 - Facilitate a fair and open process for regional participating contractors to access retrofit work
 - Follow up with prospects to determine interest, whether an audit was scheduled, or any next steps
 - Contact prospects who plan to participate in an audit to determine interest and potential to move project to retrofit
 - Maintain customer list to move customers through process and guide customers to appropriate resources and programs
 - Collect customer information to manage referral process and report on accomplishments
- ✓ Provide information about energy efficiency workforce training opportunities and career pathways

Through this solicitation, CBOs will **NOT**:

- Recommend specific contractors
- Perform energy audits
- Conduct quality assurance
- Mediate customer disputes
- Conduct workforce training
- Develop program marketing materials

One solicitation will be issued Statewide, and NYSERDA will award one (or more based on need) in each of the identified regions. The solicitation will encourage partnerships and leadership from groups (Convening Organizations) that can serve as Regional Coordinators and subcontract to CBOs with expertise in reaching priority communities.

The solicitation will be issued in April, with 90 days for preparation and submission of responses. A Web-based tool will allow CBO organizations to document their desire to participate and identify their expertise, enabling information sharing across organizations, and facilitating the development of consortia. A Technical Evaluation Panel (TEP) of internal NYSERDA staff and external reviewers of energy efficiency and/or marketing experts will evaluate proposals. The goal is to have contracts with CBOs in place by July/August, 2010.

Various compensation models will be evaluated, including pay-for-performance. The total outreach and marketing budget will be allocated in alignment with population of targeted regions, among other factors.

Supporting resources will include comprehensive training and access to a toolkit of promotional materials.

CBO Contractors will integrate with other NYSERDA contractors, including Energy Smart Communities, Focus Contractors, Business Partners, and Outreach Project Consultants.

Budget

The budget will need to cover the statewide effort and target multiple audiences including residents, businesses, and participating contractors. Overall, the budget for GJGNY is \$112 million. Because this is a new program with aggressive goals, the recommended outreach and marketing allocation for the initial two years is \$8,000,000 or approximately 7% of total program costs. The budget will provide marketing support for all components of GJGNY, as outlined in this Outreach and Marketing Operating Plan.

Because GJGNY will be closely aligned with existing NYSERDA programs, supporting budgets have been identified.

Fifty percent of the total budget, or \$4 million, will be allocated to support the activities of CBOs. This allocation will be driven by a Statewide analysis of each region. The remaining 50 percent of the budget will be spent on integrated statewide marketing.

Outreach and Marketing Budget Allocation and Breakdown

Primary Audiences – residents, workforce, commercial/industrial companies, participating contractors

Element	Description	Year 1 GJGNY	Year 2 GJGNY	Supporting Budget and Activity
Market Research	Qualitative research to understand drivers, messages – all audiences	\$175,000	\$100,000	
Community Outreach	CBO outreach to identified, targeted opportunities – residents, workforce CBO Training	\$2,000,000 \$50,000	\$2,000,000	\$2,000,000 Energy Smart Communities
Public Relations/Publicity	Earned media outreach, feature story placement, by-line articles, Annual Report – all audiences	\$275,000	\$150,000	
Events and Strategic Alliances	Residential, business, and workforce-targeted events	\$50,000	\$25,000	
Media -- Awareness and Education	Creative development, paid media/advertising On-line and traditional vehicles – all audiences	\$800,000	\$400,000	\$700,000 HPwES Media \$100,000 Workforce Development \$225,000 Community Newspapers \$500,000 Local TV Contracts
Direct Marketing	Creative development, targeted direct marketing, email and	\$600,000	\$600,000	

	traditional vehicles – all audiences			
Social Media and Networking	Proactive development and management of on-line vehicles and messages – all audiences with focus on residential and workforce	\$200,000	\$175,000	
Creative Development, Collateral, and Support Materials	Creative development and production of collateral and Contractor Toolkit Materials	\$200,000	\$100,000	\$200,000
Web Site Development and Maintenance		\$100,000		\$50,000
Total		\$4,450,000	\$3,550,000	\$3,775,000

Total Marketing and Outreach Budget Request—2 Years

\$8,000,000

- Notes:**
- Supporting budgets are allocated over two years and are managed outside of the GJGNY Program
 - Supporting budgets are an estimate of HPwES 1-4 Family Program Marketing activity allocated under SBC Residential Marketing Activity
 - Budgets for years 3-5 TBD based on program needs and evaluation of Year 1-2 Marketing and Outreach Activity
 - Approximately 30% of total \$4,000,000 will support Small Business/NFP Effort

Assumptions:

- Market research and analysis will drive final tactical plan and message development
- Budget will be front-loaded to build momentum early in the program
- Initial activity will be to target participating contractors to build program infrastructure; this activity will roll-out as early as possible
- Key milestones and timetable for implementation of outreach and marketing will be delivered to meet program launch schedule.