

# **Economic Development Growth Extension Process Evaluation**

*Final Report*

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**The New York State Energy Research and Development Authority**

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## Notice

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## Executive Summary

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The Economic Development Growth Extension (EDGE) uses partnerships with local businesses and organizations to identify potential energy and economic development projects, and matches these potential projects with available NYSERDA funding opportunities. The EDGE program seeks to address technical, economic, informational, and institutional barriers that prevent potential customers from participating in NYSERDA programs. It is designed to expand the lines of communication between NYSERDA and local businesses, organizations, and individuals.

Under the Clean Energy Fund (CEF), NYSERDA will develop future community-based initiatives and pilot projects. NYSERDA aims to inform these efforts by reviewing lessons learned from the EDGE program. Several recommendations for future NYSERDA community-based initiatives emerged from the findings of this evaluation, as outlined below.

The evaluation is framed around four evaluation questions related to identifying: (1) successful community-based strategies and best practices implemented by the EDGE program; (2) areas where future community-based initiatives could improve upon the framework developed by EDGE; and (3) best practices and lessons learned from EDGE's approach to data management.

### ES.1 Project Scope and Methods

The primary data source for this evaluation was in-depth interviews with EDGE program staff, contractors and partners. IEC conducted in-depth interviews with the following groups:

- The EDGE Program Manager (NYSERDA staff);
- All three EDGE Project Managers (NYSERDA staff);
- Both Territory Contractors (One for both Western Upstate and Eastern Upstate, and one for Downstate);
- The Program Support Services Contractor;
- 20 Regional Outreach Contractors (ROCs), with at least one ROC from each region; and
- 11 of the most active EDGE partners in terms of referrals

In addition, IEC conducted a customer survey with customers that have interacted with EDGE program staff, partners, or contractors, as well as a review of the program's Salesforce database that tracks program activities.

### ES.2 Recommendations

As documented in the Findings section, IEC found that contractors, partners, and customers were generally satisfied with the EDGE program structure and offerings. IEC's recommendations for building upon EDGE's success, and optimizing the function of future community-based programs, include the following:

1. NYSERDA should continue to contract, partner, or collaborate with organizations with geographic diversity and established regional relationships in future community-based initiatives. This was a strength of the EDGE program. Furthermore, NYSERDA should leverage EDGE's vast network of partners and experienced contractors to the extent the expertise gained and relationships formed within the EDGE program are beneficial to the goals of future NYSERDA community-based initiatives.
2. NYSERDA should ensure all community outreach staff and/or contractors receive regular updates regarding application or project outcomes. This feedback will help outreach staff identify patterns in successful and unsuccessful project applications. This recommendation could be implemented either by (1) integrating the database that contains outreach data with the database(s) that contains application and project outcome data, or (2) establishing a regular line of communication between the outreach database manager and the application and project outcome database manager(s).
3. Future NYSERDA community-based initiatives should reserve a period of time at the outset to develop goals, metrics, and data requirements and approaches. This will ensure all of the data needed to track progress towards program goals are collected, and will limit burdensome requests of program participants for data that may not be used.
4. Any future NYSERDA community-based initiatives with a similar design to EDGE should centralize the development of outreach materials or templates that regional staff and/or contractors could potentially leverage and reproduce. Furthermore, future community-based initiatives should require contractors and program staff to disseminate any marketing materials produced by individual contractors or staff and/or approved by NYSERDA's marketing department to other contractors and program staff. These steps will reduce duplicative efforts and should result in faster approval of program materials by NYSERDA's marketing department.

# 1 Introduction

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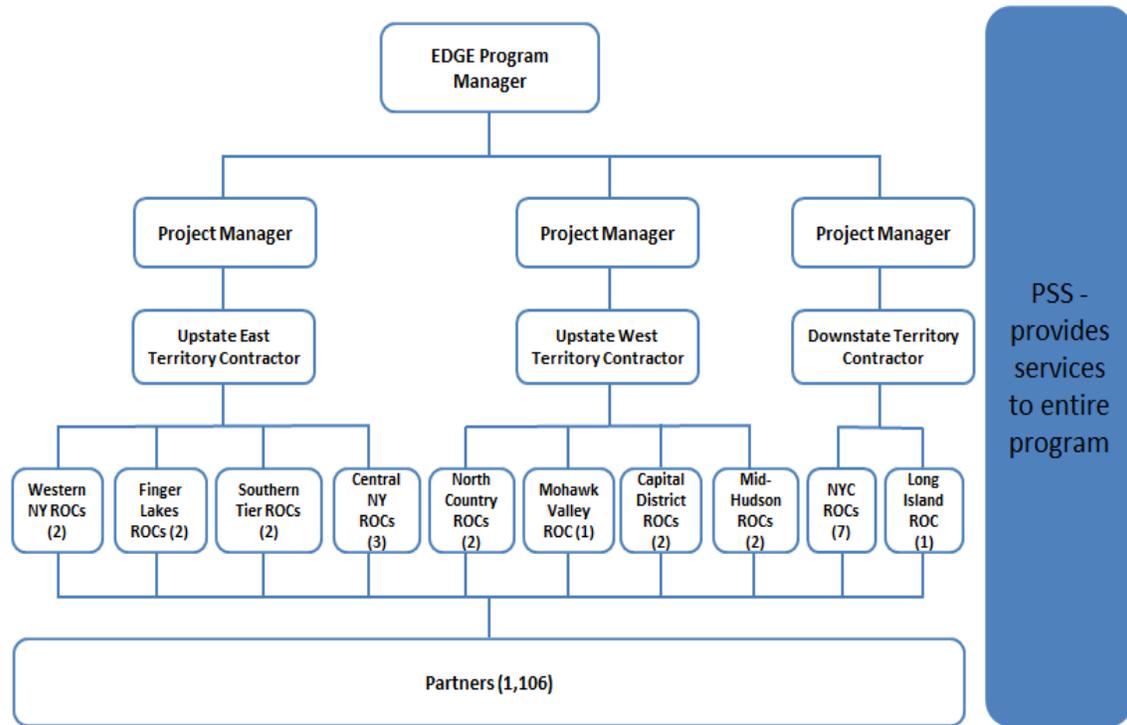
## 1.1 Program Overview

As part of NYSERDA’s Education to Change Behavior and Influence Choices Initiative, the EDGE program uses targeted community outreach, and involvement in regional economic development initiatives to promote changes in attitudes and behaviors surrounding energy use. Specifically, EDGE uses partnerships with local businesses and organizations to identify potential energy and economic development projects, and matches these potential projects with available NYSERDA funding opportunities. The EDGE program seeks to address technical, economic, informational, and institutional barriers that prevent potential customers from participating in NYSERDA programs. It is designed to expand the lines of communication between NYSERDA and local businesses, organizations, and individuals, especially those conducting economic development projects that are aligned with NYSERDA’s programmatic interests.

The EDGE program engages in on-the-ground outreach and information dissemination activities through 24 strategically-located ROCs, which are distributed across three territories in New York State. The ROCs work to build public-private partnerships at the local level; they learn of opportunities where NYSERDA programs might benefit the local community and inform local market actors about these programs and how to take advantage of them. The ROCs are charged with identifying and securing local-level partners who refer potential customers to NYSERDA program offerings. These partners might include economic development agencies, chambers of commerce, business associations, business leaders, utilities, and non-profit agencies.

The ROCs are overseen by two Territory Contractors (one Territory Contractor is responsible for two territories) and the statewide Program Support Services (PSS) Contractor, who are in turn overseen by NYSERDA program staff. The boundaries of the three territories are closely aligned with those of the State’s 10 Regional Economic Development Councils (REDCs), which develop and implement strategies for regional economic development. In particular, the EDGE program seeks to support economic development activities that the REDCs have identified as “regionally significant” or “priority” projects. The ROCs participate in REDC meetings and workgroups to learn about regional economic development projects that would benefit from NYSERDA program support. **Figure 1-1** summarizes the EDGE program structure.

**Figure 1-1. EDGE Program Structure**



\*Note: One organization holds a contract for two territories.

## 1.2 Purpose and Scope of the Evaluation

Under the Clean Energy Fund (CEF), NYSERDA will develop future community-based initiatives and pilot projects. NYSERDA aims to inform these efforts by reviewing lessons learned from the EDGE program. This evaluation is not a comprehensive process evaluation of all EDGE program activities. Instead, this evaluation focuses on issues related to the applicability of EDGE’s community-based approaches to future initiatives. This evaluation only considers information learned from the EDGE program, and does not consider outside literature related to community-based programs or strategies.

## 1.3 Evaluation Questions

IEc developed evaluation questions in coordination with EDGE program staff and NYSERDA evaluation staff. Evaluation questions for this process evaluation include the following:

1. How effective were:
  - a. The program’s multi-tiered organizational structure that included partners, ROCs, contractors, and program staff, and

- b. Each of the community-based approaches utilized by the EDGE program and partners (e.g. cold calls, attendance at local events, etc.) in progressing toward the program's long-term goals of partnering with local organizations and reaching new potential NYSERDA customers?
2. Which community-based approaches utilized by the EDGE program have the highest potential to be successful if employed by future NYSERDA pilots?
3. How could the community-based approaches utilized by the EDGE program be modified to be more successful if utilized in future pilots?
4. What are some best practices and lessons learned from the EDGE program to capture and retain data obtained through community-based approaches?

## 1.4 Report Organization

The remainder of this report is organized as follows. Chapter 2 provides an overview of the evaluation methodology. Chapter 3 presents analysis and results. Conclusions and recommendations are provided in Chapter 4. Several appendices provide additional methodological and analytical detail.

## 2 Methodology

The primary data source for this evaluation was in-depth interviews with EDGE program staff, contractors and partners, supplemented by a customer survey and review of the data and structure of EDGE’s Salesforce database.

IEc conducted in-depth interviews regarding partnerships, customers, data collection and metrics, program structure, and satisfaction with the program with the following groups:

- The EDGE Program Manager (NYSERDA staff);
- All three EDGE Project Managers (NYSERDA staff);
- Both Territory Contractors (One for both Western Upstate and Eastern Upstate, and one for Downstate);
- The PSS Contractor;
- 20 ROCs, with at least one ROC from each region; and
- 11 of the most active EDGE partners in terms of referrals.

**Table 2-1** crosswalks evaluation questions, interview question categories, and interviewee groups.

**Table 2-1. Interview Question Categories Mapped to Interviewees and Evaluation Questions**

Question Category	Interviewee Groups	Supported Evaluation Questions	Description
Partnerships	ROCs; Program Staff; Partners; Territory Contractors	1,2,3	Questions focused on the approaches taken to identify and secure partnerships; challenges encountered identifying and securing partnerships; NYSERDA’s role in establishing partnerships; recommended strategies to recruit partners; the entities that typically make the most productive partners in terms of identifying NYSERDA customers; and best practices for community outreach.
Customers	ROCs; Partners	1,2	Questions focused on approaches taken to identify and secure customer relationships; the most active types of partnerships; and assistance provided to customers to apply to NYSERDA programs.
Data Collection and Metrics	ROCs; Program Staff; PSS Contractor; Territory Contractors	4	Questions regarding the effectiveness of the Salesforce database; metrics tracked within the database; and ideas for improving data quality for community-based programs and pilots.

Question Category	Interviewee Groups	Supported Evaluation Questions	Description
Program Structure	Program Staff; PSS Contractor; Territory Contractors	1,3	Questions regarding the effectiveness of the multi-tiered program structure and organization by region; recommendations for future community-based programs and NYSERDA staff's role in community-based programs.
Satisfaction with Program	ROCs; PSS Contractor; Territory Contractors;	N/A: Added in support of overall NYSERDA customer satisfaction metrics	Questions regarding EDGE staff's adequacy of communication, comprehensiveness of knowledge about NYSERDA's offerings and options, resolution of program issues, and overall satisfaction with the EDGE program.

In addition, IEC conducted a customer survey with customers that have interacted with EDGE program staff, partners, or contractors, as well as a review of the program's Salesforce database and monthly reports that track program activities. **Appendix A** provides a more detailed discussion of each method employed.

## 3 Results

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This chapter presents the results of the evaluation, organized by evaluation question.

### 3.1 Evaluation Question 1: How effective was the program's:

- a) Multi-tiered organizational structure that included partners, ROCs, contractors, and program staff?
- b) Each of the community-based approaches utilized by the EDGE program and partners (e.g. cold calls, attendance at local events, etc.) in progressing toward the program's long-term goals of partnering with local organizations and reaching new potential NYSERDA customers?

**The program's multi-tiered structure eased the burden on program staff compared to predecessor programs in that NYSERDA project managers had fewer contractors reporting directly to them. However, this structure resulted in tradeoffs. NYSERDA project managers had little control over subcontractors, many of which operated several tiers below NYSERDA in the EDGE program structure. In addition, contractors could not effectively communicate with NYSERDA staff working in programs other than EDGE.**

**In evaluating the efficacy of community-based approaches, EDGE contractors identified in-person contact as the most effective means of identifying and recruiting EDGE partners. Similarly, EDGE ROCs and partners identified in-person contact as the most effective mode of communication to recruit customers. Customers surveyed were most commonly contacted by EDGE through in-person contact to establish an initial relationship. Customers approached initially through in-person contact also had the more successful application submissions to NYSERDA programs when compared to customers approached through other means of contact. After a customer has been recruited, e-mail was identified as the most effective method of communication to inform existing customers of future NYSERDA opportunities.**

#### 3.1.1 Additional Detail on Part A:

Most interviewees found the current program structure efficiently streamlines communication between contractors and EDGE staff, especially compared to the predecessor program, Energy Smart Communities. All four program staff compared the current structure to Energy Smart Communities. Each agreed that it is easier and more efficient to coordinate directly with just two to three Territory Contractors under the EDGE program rather than the ten or more contractors under the previous program structure. Additionally, one Territory Contractor expressed that EDGE contractors are generally in communication with the correct

individuals day-to-day, and monthly meetings enable coordination amongst individuals not in day-to-day contact.

In addition to improving coordination for program staff, interviewees indicated that the multi-tiered structure improved outreach activities within each geographical region. According to the PSS Contractor, because EDGE project managers focus on a small number of ROCs, they are able to gain more familiarity with the specific regions of their assigned ROCs, allowing them to help make introductions to potential customers and partners.

While interviewees identified improved coordination of efforts and outreach activities within each region as an advantage of the multi-tiered organizational structure, some interviewees identified the tiered structure as a barrier to efficient communication with NYSERDA staff outside of the EDGE program. EDGE contractors do not have direct access to NYSERDA staff working in programs other than the EDGE program. Instead, if contractors need to contact other NYSERDA program staff, they need to do so through their EDGE Project Manager. According to EDGE contractors, this caused certain processes to take more time than they might otherwise (e.g., obtaining approvals for materials and answering program-specific questions).

Lack of contractor accountability to NYSERDA staff was also identified as a disadvantage of the multi-tiered program structure. All of the ROCs are subcontractors to Territory Contractors; moreover, some ROCs are subcontractors to other ROCs. Two of the four program staff found it difficult to remove an ineffective ROC due to this system, as they were several tiers removed from this ROC.

Overall, IEC finds that the current program structure is appropriate. While the structure may appear to have many layers and potential for inefficiencies, program staff and contractors agree that it efficiently streamlines communication between contractors and EDGE staff. Contractors' chief complaint was that they do not have direct access to NYSERDA staff working for other NYSERDA programs. Instead, EDGE staff members serve as liaisons between contractors and other NYSERDA program staff. While this system may seem inefficient from the contractors' perspective, it limits the number of different individuals requesting information from other NYSERDA program staff.

### 3.1.2 Additional Detail on Part B:

Face-to-face contact was identified by multiple EDGE program participants as a key strategy for recruiting and retaining partners. More than half of the contractors and program staff interviewed (12 of 21) mentioned in-person meetings or presentations at local events when asked to identify the most effective approach to recruiting potential partners. Conversely, no interviewees mentioned in-person meetings or presentations at local events when asked for the *least* effective approach to identifying and recruiting new partners. Additionally, in-person outreach was the most frequently recommended recruiting strategy for

future NYSERDA community-based programs or pilots (14 interviewees). Cold-calling was consistently identified as the least-effective approach to recruit potential partners (13 interviewees).

Similarly, as shown in **Table 3-1**, EDGE ROCs and partners identified in-person communication through venues such as outreach events and in-person meetings to be the most effective approach to recruiting NYSERDA customers (9 interviewees). In-person communication allows ROCs and partners to learn more about potential customers and work with them to determine which NYSERDA programs would best meet their needs. Many EDGE ROCs and partners also added that consistently following-up with potential customers from in-person meetings via e-mail or phone is essential in successfully engaging customers.

EDGE ROCs and partners also identified directly e-mailing and/or sending e-mails as an effective mode of communication to recruit customers (7 interviewees). Much like the success of engaging customers through in-person communication, EDGE ROCs and partners emphasized that consistently following up and responding promptly to e-mails is essential in successfully engaging and recruiting customers.

The communication approaches identified to be most effective by EDGE ROCs and partners are summarized in **Table 3-1** below.

**Table 3-1. The Most Effective Communication Approaches to Recruit Customers as Identified by Partners and ROCs**

Identified Effective Communication Approach to Recruit Customers	Number of Partners and ROCs
In-person	9
E-mail	7
Existing relationships	4
Word of Mouth	2
Telephone	2
Referrals	2
Newsletters	2
Other (e.g., reaching out to previous EDGE partners)	13

Consistent with the feedback on effectiveness from EDGE ROCs and partners, customers also identified in-person communication as the most common method by which they were first contacted and informed about NYSERDA programs, followed by e-mail. As shown in **Table 3-2** below, 60 out of 160 customers responded that they were first contacted by EDGE through in-person communication and 44 out of 160 customers responded that they were first contacted by EDGE through e-mail.



While in-person contact was identified as the most effective method of communication to first establish contact with and recruit customers, directly e-mailing was identified as the most effective method of communication to contact existing customers of future NYSERDA opportunities. As shown in **Table 3-3**, when asked to score the effectiveness of communication approaches to inform existing customers of future NYSERDA opportunities on a scale from one to five with five being most effective, existing customers scored directly e-mailing as the most effective method of communication with an average score of 4.4. Direct telephone calls followed second with an average score of 3.7, although all methods after direct e-mail scored similarly.

**Table 3-3. Scores of Most Effective Methods of Communication to Inform Existing Customers of Future NYSERDA Opportunities as Identified by Existing Customers**

Communication Approach	Score (out of 5)
Direct E-mail	4.4
Direct Telephone Call	3.7
Posting Information on NYSERDA Website	3.6
Information at Public Meeting	3.5
Information Published on Social Media	3.1

### 3.2 Evaluation Question 2: Which community-based approaches utilized by the EDGE program have the highest potential to be successful if employed by future NYSERDA pilots?

Through in-depth interviews and Salesforce review, IEC found that several of EDGE’s current core practices are viewed favorably by EDGE staff and contractors, and have shown positive results in identifying and securing partnerships and potential customers throughout New York State. Specifically, IEC found that the following strategies were successfully implemented by the EDGE program and would likely be successful if implemented by future similar NYSERDA initiatives:

- Contracting with organizations with a broad geographic diversity across New York State
- Contracting with organizations with pre-existing relationships with individuals and organizations that have potential to serve as partners

Moreover, the EDGE program’s established statewide network of partners and experienced contractors is a valuable asset for future NYSERDA community-based initiatives. NYSERDA can use it as a starting place for recruitment for many future efforts.

### 3.2.1 Contractor Geographic Diversity

The EDGE program was implemented by regional contractors in each of the three territories of New York State: Western Upstate, Eastern Upstate, and Downstate. These Territory Contractors hired ROCs who were locally-based representatives expected to live and work within the region they serve. Ultimately, the EDGE program contracted with two Territory Contractors: Solar One for both Western Upstate and Downstate, and New York State Economic Development for Eastern Upstate. As of October 2014, the Territory Contractors had hired 24 ROCs across New York State distributed in the following areas<sup>2</sup>:

- Capital District (2)
- Central New York (3)
- Finger Lakes (2)
- Long Island (1)
- Mid-Hudson (2)
- Mohawk Valley (1)
- New York City (7)
- North Country (2)
- Southern Tier (2)
- Western New York (2)

IEc asked program staff, Territory Contractors, and the PSS Contractor about the advantages and disadvantages of organizing the program’s outreach and engagement activities by geographic region. All of the interviewees agreed with the program’s approach to contract with ROCs on a geographic basis. Interviewees stated the advantages to this structure include ROCs’ ability to tailor their activities to the needs of their region and ROCs becoming the regional “face of NYSERDA.”

Only three interviewees identified any disadvantage of organizing the ROCs geographically. One stated a disadvantage was that ROCs could not focus their expertise on any one area of NYSERDA’s programming. Two others stated a disadvantage was that the ROCs had difficulty coordinating between regions; one said ROCs are so focused on their own region that they do not know what is happening elsewhere, and the other said ROCs cannot work with communities and organizations that are adjacent to, but not within the assigned region.

Contracting with ROCs across New York also allows for increased face-to-face contact between EDGE contractors, potential partners, and potential NYSERDA customers. According to the program’s monthly reports, ROCs attended 251 local events or meetings in six months from October 2014 to March 2015. As

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<sup>22</sup> EDGE Fact Sheet, dated October 2014

explained in Section 3.1, face-to-face contact was consistently mentioned as the most effective method to engage with potential partners or customers.

### 3.2.2 Contractors' Pre-Existing Relationships with Potential Partners

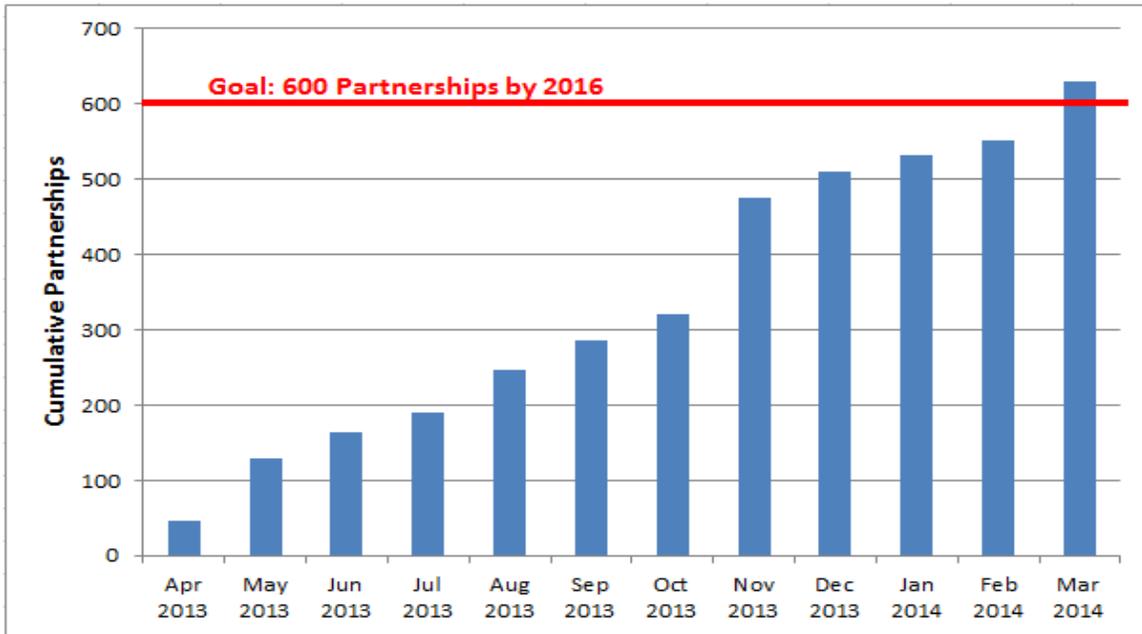
When the EDGE program launched in early 2013, program staff specifically focused on contracting with Territory Contractors and ROCs that had pre-existing relationships with potential partners, specifically: local economic development agencies, business associations, chambers of commerce, trade groups, technology development organizations, industrial development agencies, municipal governments, business leaders, incubators, regional planning boards, nonprofits, civic groups, utilities, residential associations, municipalities, college and university centers of excellence, and/or other NYSERDA contractors. Interviewees for this evaluation supported hiring contractors with existing relationships, responding that leveraging existing relationships was one of the key approaches used to form partnerships. Seven of 21 interviewees stated that pre-existing relationships was the most effective approach to recruit partners, while another eight interviewees stated that referrals from existing relationships, or “warm leads,” was the most effective approach. Additionally, six interviewees mentioned strong relationships with local partners when asked to recommend recruiting strategies or best practices for future community-based programs or pilots. These responses suggest existing relationships played a key role in the EDGE program and have potential to play an important role in future NYSERDA community-based programs or pilots.

Data tracked in the program's Salesforce database support interview findings that ROCs' pre-existing relationships were beneficial to achieving program partnership goals. EDGE's number of new partnerships increased rapidly directly after program inception and the program reached its new partnership goal far faster than it had originally planned, suggesting that many ROCs quickly partnered with familiar organizations. In NYSERDA's Operating Plan for the Technology and Market Development Programs published in February 2013, the EDGE program had just one performance milestone: to support 600 community partnerships by 2016. As shown in **Figure 3-2** of monthly cumulative partnerships, by May 2013, the first full calendar month during which EDGE ROCs were active and able to report on their activities in Salesforce, the EDGE ROCs had already achieved 130 cumulative partnerships, with “noticeably stronger results from experienced teams.”<sup>3</sup> The EDGE program achieved its goal for 600 partnerships far more quickly than had initially hoped; EDGE reached 629 partnerships by March 2014, just more than one year after the program's inception. It is likely that many of the partnerships achieved over the first year of the program were organizations that already had relationships with EDGE contractors.

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<sup>3</sup> EDGE Monthly Progress Report for May 2013, p. 2.

**Figure 3-2. Monthly Cumulative Partnerships**



### 3.2.3 The Value of EDGE’s Statewide Network of Partners and Contractors

IEc found that EDGE’s current network of partners and contractors have existing relationships and experience that would be valuable to any future NYSERDA community-based initiative with similar goals as the EDGE program, focused on extending NYSERDA’s outreach to residential, commercial, institutional, municipal, and/or industrial customers.

EDGE Territory Contractors and ROCs that first contracted with the program due to their expertise in regional energy projects and pre-existing relationships have over two years of additional experience identifying and working with projects that specifically align with NYSERDA’s offerings as a result of their participation in the EDGE program. EDGE ROCs partnered with 1,106 organizations and businesses across New York State and were responsible for implementing a program that referred 3,289 projects to NYSERDA programs between February 2013 and March 2015.<sup>4</sup>

EDGE partners were the lead source on 2,590 project referrals, or 63 percent of the potential projects identified by the program through March 2015.<sup>5</sup> It is likely these partnerships would continue to refer

<sup>4</sup> EDGE Monthly Progress Report for March 2015.

<sup>5</sup> EDGE Salesforce Database, Projects by Lead Source.

potential projects to NYSERDA if the relationships are maintained under future community-based initiatives.

Finally, EDGE's PSS Contractor was commended by many interviewees. This praise was unsolicited, as there are no specific interview questions that directly ask about the PSS Contractor. An experienced ROC stated that the current PSS Contractor is "head and shoulders" above other NYSERDA implementation contractors. One of the Territory Contractors stated that the PSS Contractor was fantastic and "the driver of the program." A member of NYSERDA's program staff stated that the PSS Contractor is so effective that NYSERDA is often thinking of additional ways in which the contractor could be used.

### 3.3 Evaluation Question 3: How Could the Community-Based Approaches Utilized by the EDGE Program be Modified to be More Successful if Utilized in Future Pilots?

**The most common critical feedback from EDGE's contractors interviewed related to time pressures. Several ROCs expressed a need for more ROCs in their region, while others discussed spending too much time on tasks that may have been duplicated by ROCs in other regions. NYSERDA has opportunities for future community-based initiatives to increase collaboration and centralization in the development of marketing materials to increase contractor efficiency.**

As explained in subchapters 3.1 and 3.2, interviewees were generally satisfied with the program structure and contractors. The majority of interviewees believe the EDGE program was successfully designed and implemented.

The most common suggestion IEC identified in the interviews was related to time pressures for ROCs and NYSERDA staff. Multiple ROCs stated they need additional contractors in their region to help with ongoing demands. One ROC mentioned NYSERDA should have a full-time staff person devoted solely to the region instead of one for the whole territory. Several ROCs stated that EDGE staff was often too busy to respond to questions in a timely manner during the satisfaction portion of the interview. Finally, many ROCs stated that NYSERDA's marketing department does not review marketing materials quickly enough. The information EDGE ROCs sent to the marketing department took as long as two weeks to be approved.

Interviewees offered solutions to make the EDGE program and similar NYSERDA community-based initiatives more efficient moving forward. Currently, ROCs are responsible for creating their own presentations, newsletters, and other marketing materials, which leads to significant duplication of effort. One solution offered by multiple ROCs was for NYSERDA or a centralized contractor to create pre-approved templates for presentations and other outreach and marketing materials that could be used by all of the contractors. ROCs would then tailor the templates for their region and would present similar information across the state. For example, NYSERDA or a centralized contractor could develop a template for a presentation about the NY Sun program. In March 2015, EDGE ROCs participated in 17

NY-Sun-related outreach events in all three territories.<sup>6</sup> In this particular example, some or all of the ROCs that participated in these 17 events could use the single pre-approved presentation at these events, with slight modifications to customize the presentations to the appropriate region or event.

These templates would serve two purposes. First, using these templates to tailor newsletters, presentations, and other marketing material would be far more efficient than creating these materials from scratch, as formatting and statewide program information can be universally applied across regions. Second, templates would allow for faster review by NYSERDA's marketing department. The marketing department would not need to review the formatting of the document, and would be familiar with much of the content. The changes the ROCs made to the document to tailor it to their region would be the only elements the marketing department would need to review.

Another solution interviewees offered to make the program more efficient was to increase collaboration between ROCs. Interviewees stated that the collaboration that already exists between ROCs has been effective. When asked, "How have EDGE program or contractor staff have helped you in identifying and/or securing partnerships?" the most common answer (8 interviewees) was project or partner referrals from neighboring ROCs. Several ROCs identified areas where collaboration could be improved, however. Two ROCs stated that other EDGE contractors hold events and webinars that could be shared with other regions to avoid duplicative work. Two others stated that it would be helpful if ROCs shared partner information to partner with additional organizations or avoided duplicative recruiting of other ROCs' partners. Interviewees felt that the necessary framework for collaboration was in place with the program's Salesforce database, but there could be requirements in place to make sure materials relevant to other ROCs are shared.

### 3.4 Evaluation Question 4: What are Some Best Practices and Lessons Learned from the EDGE Program to Capture and Retain Data Obtained through Community-Based Approaches?

**Any future community-based initiative similar to the EDGE program will need to keep an internal database similar to EDGE's Salesforce database to track all interactions with potential customers. The IEc team finds that that Salesforces serves as an appropriate tool for data collection, though additional planning at the outset of the program may have prevented the need for some burdensome data collection from contractors, and database changes over time. In addition, increased data collaboration between EDGE and other NYSERDA programs could provide application and project outcomes, which is the key data requested by program staff and contractors, and is currently missing**

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<sup>6</sup> EDGE Monthly Progress Report for March 2015

**from the Salesforce database. Additional oversight from NYSERDA could ensure that data are entered correctly so that data capture and retention is conducted accurately.**

The IEc team finds Salesforce to be an appropriate tool for the purposes of collecting and retaining information related to interactions between EDGE staff, contractors, partners, and potential projects. Of the 27 program staff, PSS, ROCs, and Territory Contractors that were interviewed, 21 thought that Salesforce was a good tool for collecting and recording information pertinent to the EDGE program. In particular, 10 interviewees thought that Salesforce worked well because of the level and detail of data collected for analysis and project tracking, and three interviewees thought that Salesforce worked well because the program allows users to share project details and leads, fostering collaboration. Five interviewees thought Salesforce worked well even though the data entry process was burdensome and inefficient.

Only six out of the 27 interviewees shared substantial complaints about the software. In particular:

- Five interviewees thought that Salesforce did not work well because it was not nuanced enough and did not capture the more qualitative information aspects of projects and activities. For example, one ROC mentioned that the bulk of ROC responsibilities involve serving as a community resource. In that vein, there are many one-off calls and emails conducted to refer potential customers to helpful resources or organizations. These one-off types of communications are not captured in Salesforce.
- One interviewee thought that Salesforce did not work well because of the potential for variance in data entry across partners. For example, due to lack of oversight and enforcement by NYSERDA, this interviewee reported that some ROCs reported only recruited partners as “partners” while some other ROCs reported both potential and recruited partners as “partners,” which would influence metrics.

IEc did not identify any areas of concern in Salesforce’s functionality for its use in future NYSERDA community-based initiatives. Salesforce is equipped to handle the issues identified by interviewees. In terms of the identified issue of tracking qualitative aspects of community outreach, the database has sections in which users can input notes and specific activities undertaken for each partner and project account. In terms of the identified issue of variance in data entry, the root of this issue is not with Salesforce itself, but rather with resources and time allocated towards oversight. While NYSERDA does have standardized definitions for Salesforce inputs, there currently is no auditing or oversight system in place to ensure that users are inputting data correctly and abiding by the definitions established by NYSERDA.

The most common data gap identified by interviewees is project application outcomes. Interviewees desire to know if projects submitted were ultimately funded by NYSERDA, as well as the actual project outcomes. This sentiment was echoed by:

- Eight out of 19 ROCs interviewed;
- One out of two Territory Contractors interviewed;
- Four out of four program staff interviewed; and
- The program's PSS.

The EDGE program's involvement in projects ends after an application is submitted to a NYSERDA program. While Salesforce has fields in which to input project outcomes (e.g., application award amount, estimated annual energy savings, etc.), from the point of application submission to project completion, project data is tracked within individual NYSERDA programs, outside the purview of the EDGE program. Thus, this data gap is not the result of data mismanagement, as EDGE staff and contractors do not have access to the data. However, application and project outcomes represent key feedback for EDGE contractor and program staff. These data would shed light on the types of projects that were successful and unsuccessful in seeking support from NYSERDA. EDGE staff and contractors could use this information to better identify potentially successful projects to refer to NYSERDA in the future.

After project outcomes, the most common data-related suggestion from interviewees is that EDGE could streamline data collection in Salesforce by only collecting data that are absolutely necessary for evaluating successes in the program's outreach efforts. For instance, 11 out of 19 ROCs mentioned that uploading information into Salesforce is time consuming and/or that the process could be improved by streamlining data collection. There was some confusion over whether all required data items are necessary, and whether some data points that are not required should be required. Interviewees suggested that EDGE data collection can be burdensome at times, and were not always sure whether all data collected were always used to track program progress. IEC found that in other instances, the Salesforce database requests information unnecessary to measuring EDGE progress. For instance, while not required, the database contains fields that ask users to assess and report the probability of a project lead becoming a potential project and the level of customer interest in the potential project. The database also contains fields that ask users to report expected responses, expected revenues, and budgeted and actual costs from campaigns to recruit potential NYSERDA customers.

IEC found that the Salesforce database has some fields that are not required that should be required. For example, the type of marketing campaign (e.g., advertisement, email, etc.) is not required and includes an "other" option with no required elaboration. Only one campaign does not include any campaign type, but 40 of 204 campaigns have "other" as the campaign type. Therefore, it is not always possible to link the

campaign type to application outcomes. In addition, inputting partner referrals for project leads is not a required field so it is not always possible to link the project lead to the exact partner, making it difficult to determine which partners are more effective at identifying potential customers and projects. IEC identified 12 projects referred by partners for which the referral partner was not specifically named.

Furthermore, some interviewees reported that data requirements and reporting changed over time. To determine the changes in data requirements and reporting, the IEC team compared monthly reports from May 2013 to March 2015. While the seven major metrics to measure partnership development, public outreach, and referrals of new projects to NYSERDA did not change, it did appear that the level of detail reported for these seven metrics increased over time.<sup>7</sup> For instance, previous monthly reports only provided the number of new projects while reports that are more recent provide details on each new project, which include which ROC is managing the project, the project's application stage, and the partner who referred the project. In addition, while previous reports only reported the progress towards outreach goals, the more recent reports detail each outreach activity (e.g., public event, meetings, calls, and emails) conducted by ROCs broken down by NYSERDA initiative and region.

Program staff acknowledged that reporting requirements did change over time and attributed the modifications to the period of transition across NYSERDA. Thus, while changing reporting requirements may have frustrated contractors, the changes may have been necessary to better accommodate NYSERDA's changing goals.

### 3.5 Customer and Contractor Satisfaction

In addition to supporting NYSERDA's questions regarding best practices and lessons learned from the EDGE program, the IEC team asked NYSERDA's standard customer and contractor satisfaction questions appropriate for EDGE contractors and customers. Each customer and contractor was asked: On a scale of 1 (one) to 5 (five) with '1' being Very Dissatisfied, '2' being Somewhat Dissatisfied, '3' being Neither Satisfied nor Dissatisfied, '4' being Somewhat Satisfied and '5' being Very Satisfied, please indicate your level of satisfaction with the following EDGE program elements:

- Adequacy of the communication from EDGE staff;
- Comprehensiveness of EDGE staff's knowledge about NYSERDA's offerings and options;
- Sufficiency of the resolution of any EDGE issues;
- Overall satisfaction with EDGE

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<sup>7</sup> The seven metrics used to measure partnership development, public outreach, and referrals of new projects to NYSERDA are: new partners, project referrals from partners, public outreach activities, new customers (projects), projects referred to programs, applications to programs, and REDC projects.

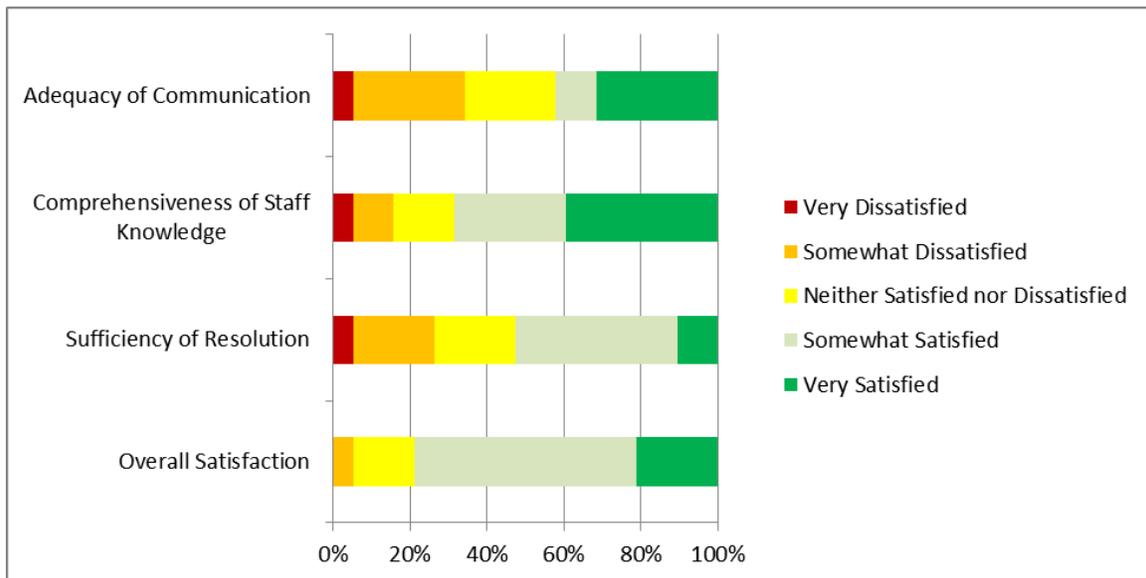
IEc finds that EDGE contractors and customers are generally satisfied with the program.

### 3.5.1 Contractor Satisfaction

As **Figure 3-3** and **Tables 3-4 through 3-7** indicate, EDGE contractors are generally satisfied with the program, with nearly 80% of ROCs “Somewhat Satisfied” or better overall with EDGE. The ROCs’ overall satisfaction with the program is driven by adequacy of communication, comprehensiveness of staff knowledge, and problem resolution. The communication and problem resolution of EDGE staff are the areas where ROCs were least satisfied; fewer than half of ROCs are “Somewhat Satisfied” or better with the former, and just over half with the latter. The two Territory Contractors are similarly satisfied with the program overall, but echoed ROC feelings about EDGE staff communication and problem resolution. The PSS is satisfied with the program and had no complaints.

As **Table 3-7** shows, the contractors would like to see multiple aspects of EDGE staff communication and problem resolution improved, primarily that staff respond more quickly, provide more accurate responses, and communicate changes in NYSERDA programs as soon as they are made.

**Figure 3-3. Ratings Given by ROCs to Aspects of the EDGE Program**





**Table 3-7. Summary of Contractor Critiques of EDGE Program**

Critique	Number of Contractors	Percent of Contractors
EDGE needs to respond to questions in a more timely manner	5	23%
EDGE needs to provide clear and accurate responses to questions	5	23%
EDGE needs to communicate changes in NYSERDA programs whenever they are made	5	23%
EDGE needs to give better notice and explanation in assigning tasks	4	18%
PMs need to develop relationships with ROCs	4	18%
EDGE needs to streamline assigned tasks	1	5%
EDGE need to provide standardized language for marketing	1	5%
Training needs to be provided	1	5%

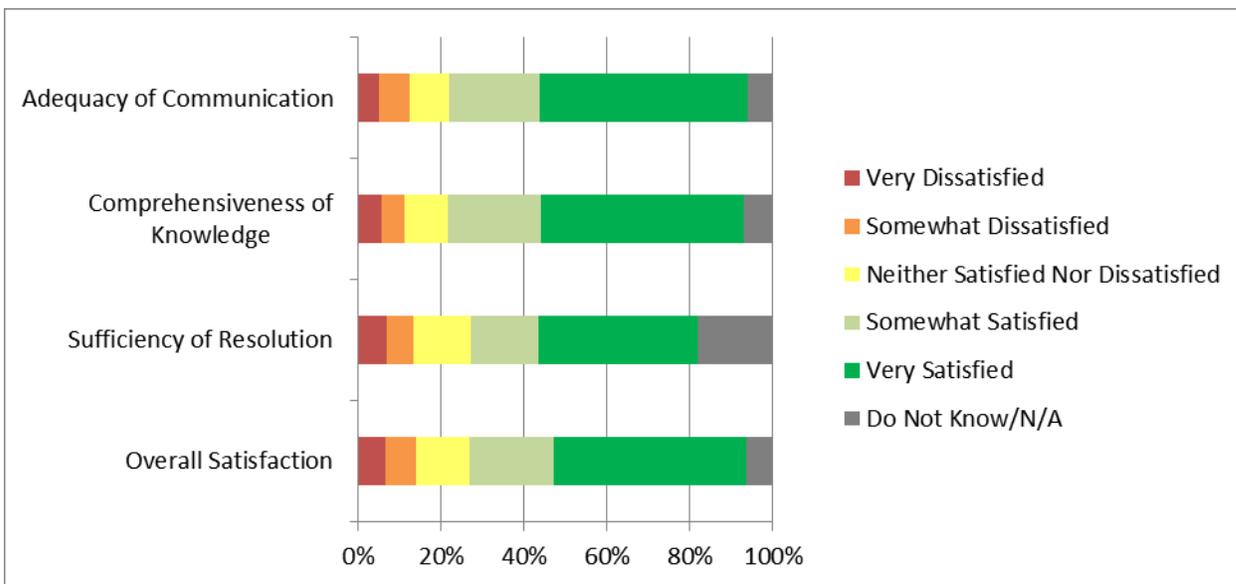
### 3.5.2 Customer Satisfaction

As **Figure 3-4** shows, customers are for the most part satisfied with their experience working with NYSERDA staff members or partners. **Table 3-6** details the mean satisfaction rates of customers with the NYSERDA staff member or NYSERDA partner with whom they were or are in most frequent contact. IEC further examined the open-ended responses provided by customers who did not rate their interactions highly. IEC found that the most consistent complaints regarding EDGE staff, contractors, or partners were complexity of programs and the application process (27 responses), which is likely reflective of NYSERDA's broader organization rather than the EDGE program specifically, and poor communication or follow-up from program staff or contractors (24 responses). As **Tables 3-9 through 3-11** indicate, customers are generally satisfied with the various aspects of the NYSERDA application process. The exception, not surprisingly, are those no longer considering an application to a NYSERDA program, who rate NYSERDA significantly lower than those who are still in or have completed the application process.<sup>8</sup>

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<sup>8</sup> Note that these averages reflect the answers of customers who are/were only pursuing one project.

**Figure 3-4. Level of Satisfaction of Customers with the NYSERDA Staff Member or NYSERDA Partner with Whom They Were/Are in Most Frequent Contact**



**Table 3-8. Average Ratings Given by Customers to the NYSERDA Staff Member or NYSERDA Partner with Whom They Were/Are in Most Frequent Contact**

Category	Mean	Median	Mode
A. Adequacy of the communication	4.1	5.0	5.0
B. Comprehensiveness of knowledge	4.1	5.0	5.0
C. Sufficiency of resolution of application issues	3.9	4.0	5.0
D. Overall Satisfaction	4.0	4.0	5.0

Note: on 1-5 scale, with 1 being "Very Dissatisfied" and 5 "Very Satisfied".

**Table 3-9. Mean Ratings Given by Customers Pursuing One Project from the EDGE Program, Based on Project’s Stage**

Category	Mean Rating by Project Stage			
	Qualification	Application Development	Application Submitted	No longer considering application
A. Adequacy of the communication	4.1	4.6	4.3	4.1
B. Comprehensiveness of knowledge...	4.2	4.4	4.3	4.0
C. Sufficiency of resolution of application issues	4.1	4.5	4.2	3.3
D. Overall Satisfaction	4.1	4.5	4.3	3.3

Note: on 1-5 scale, with 1 being “Very Dissatisfied” and 5 “Very Satisfied”.

**Table 3-10. Median Ratings Given by Customers Pursuing One Project from the EDGE Program, Based on Project’s Stage**

Category	Median Rating by Project Stage			
	Qualification	Application Development	Application Submitted	No longer considering application
A. Adequacy of the communication	4.0	5.0	5.0	5.0
B. Comprehensiveness of knowledge...	4.0	5.0	5.0	4.5
C. Sufficiency of resolution of application issues	4.0	5.0	5.0	3.0
D. Overall Satisfaction	4.0	5.0	5.0	4.0

Note: on 1-5 scale, with 1 being “Very Dissatisfied” and 5 “Very Satisfied”.

**Table 3-11. Mode Ratings Given by Customers Pursuing One Project from the EDGE Program, Based on Project's Stage**

Category	Mode Rating by Project Stage			
	Qualification	Application Development	Application Submitted	No longer considering application
A. Adequacy of the communication	4.0, 5.0	5.0	5.0	5.0
B. Comprehensiveness of knowledge...	5.0	5.0	5.0	5.0
C. Sufficiency of resolution of application issues	5.0	5.0	5.0	3.0, 5.0
D. Overall Satisfaction	4.0	5.0	5.0	5.0
Note: on 1-5 scale, with 1 being "Very Dissatisfied" and 5 "Very Satisfied".				

## 4 Conclusions and Recommendations

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In the final chapter of the report, IEc presents its conclusions and recommendations from the process evaluation. To recap, IEc's overall findings by evaluation question can be summarized as follows:

- 1. How effective were (1) the program's multi-tiered organizational structure that included partners, ROCs, contractors, and program staff, and (2) each of the community-based approaches utilized by the EDGE program and partners (e.g. cold calls, attendance at local events, etc.) in progressing toward the program's long-term goals of partnering with local organizations and reaching new potential NYSERDA customers?** The current program structure is largely efficient for day-to-day communications between regional contractors, their subcontractors, and regional EDGE staff. There are constraints, however, on contractor communication with NYSERDA staff outside the EDGE program and EDGE staff communication with subcontractors. In-person communication was identified as the most effective approach to partner with local organizations and reach new potential NYSERDA customers.
- 2. Which community-based approaches utilized by the EDGE program have the highest potential to be successful if employed by future NYSERDA pilots?** Contracting with organizations with a broad geographic diversity and organizations with pre-existing relationships with potential partners are the two approaches utilized by the EDGE program with the highest potential for success in future NYSERDA community-based initiatives or pilots. The EDGE program's network of experienced contractors and established partnerships may be valuable to future NYSERDA community-based initiatives or pilots that have similar goals as the EDGE program (i.e., extending NYSERDA's outreach to residential, commercial, institutional, municipal, and/or industrial customers).
- 3. How could the community-based approaches utilized by the EDGE program be modified to be more successful if utilized in future pilots?** The major issues raised by interviewees were related to time pressures and program efficiency. The two solutions to these issues identified by interviewees were (1) program-wide templates for marketing materials created by NYSERDA or another centralized entity and (2) increased collaboration between contractors to leverage materials created or partnerships forged by other contractors.
- 4. What are some best practices and lessons learned from the EDGE program to capture and retain data obtained through community-based approaches?** Salesforce is an appropriate tool to capture and retain data obtained through community-based approaches. The most common EDGE data gaps identified by interviewees were application and project outcomes after projects

apply to other NYSERDA programs. Furthermore, interviewees expressed frustration with the amount of data entry required and whether all requested data was used to track EDGE's progress.

## 4.1 Recommendations

Based on the findings of this evaluation, IEc offers four recommendations for future NYSERDA community-based initiatives and pilots:

1. Future NYSERDA community-based initiatives should continue to contract, partner, or collaborate with organizations with geographic diversity across New York State and established regional relationships. Furthermore, NYSERDA should leverage EDGE's vast network of partners and experienced contractors to the extent the expertise gained and relationships formed within the EDGE program are beneficial to the goals of future NYSERDA community-based initiatives.

The evaluation results showed that face-to-face contact and leveraging existing relationships were some of the most effective approaches to identifying and recruiting new customers and partners. The EDGE program's contractors and partners are located in every region of the state, have formed existing relationships, and have over two years of relevant experience with the EDGE program.

2. NYSERDA should ensure all community outreach staff and/or contractors receive regular updates regarding application or project outcomes. This feedback will help outreach staff identify patterns in successful and unsuccessful project applications to inform future project recruitment. There are two information management approaches that could make this feedback-loop possible.

NYSERDA could implement this recommendation by fully integrating their outreach database(s) with the database(s) that track application and project outcomes. A database manager could then link the two data sets using a unique identifier for each individual project, and create periodic reports that contain the status and progress of applications and projects. These reports could then be distributed among outreach staff and contractors.

Alternatively, if integrating the two data sets is not feasible, an alternative solution would be to establish a regular line of communication between the outreach data manager and the application and project outcome data manager(s). Periodically (e.g. once per month or once per quarter), the outreach data manager could e-mail a spreadsheet, database, or list of unique project identifiers for which application outcomes or project outcomes are needed to the application and project outcome data manager(s). Then, the application and project outcome database manager could then use this list of unique projects to create reports that contain the status and progress of applications and

projects to return to the outreach database manager. The outreach database manager could then distribute these reports to outreach staff and contractors.

3. Future NYSERDA community-based initiatives should reserve a period of time at the outset to develop goals, metrics, and data requirements and approaches. This will ensure all of the data needed to track progress towards program goals are collected, and will limit burdensome requests for data that may not be used.

The EDGE program has experienced changing goals, data requirements, and reporting since its inception. Many program participants complained about the burden of entering data and questioned whether all the data entered is used to track progress. Limiting data collection and requirements to that which is required to track progress toward program goals saves resources designing and managing the database, entering data, and reporting results.

4. Any future NYSERDA community-based initiatives with a similar design to EDGE should centralize the development of outreach materials or templates that regional staff and/or contractors could potentially leverage and reproduce. Furthermore, future community-based initiatives should require contractors and staff to disseminate any marketing materials produced by individual contractors or staff and/or approved by NYSERDA's marketing department to other contractors and staff. These steps will reduce duplicative efforts and will result in faster approval of program materials by NYSERDA's marketing department.

Time constraints across EDGE program participants and NYSERDA's marketing staff were identified in several interviews. Contractors reported that much of their time was spent developing marketing materials for various NYSERDA programs to present at upcoming events. These materials took up to two weeks to be approved by NYSERDA's marketing staff. Creating pre-approved marketing materials will reduce the time regional contractors spend developing marketing materials and will reduce NYSERDA's marketing department's review time. Similarly, any materials regional contractors or staff create should be required to be shared amongst all program participants to reduce duplicative work across regions.

Regional staff and/or contractors in future NYSERDA community-based initiatives may still need to develop original outreach materials to fully accommodate the needs of individual regions. Future NYSERDA community-based initiatives should not prohibit regional staff and/or contractors from developing unique outreach materials. Centrally-developed outreach materials should supplement and support regionally-developed outreach materials, not to replace them.

## Appendix A: Evaluation Methods

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The primary data source for this evaluation was in-depth interviews with EDGE program staff, contractors and partners. In addition, IEC conducted a customer survey with customers that have interacted with EDGE program staff, partners, or contractors, as well as a review of the program's Salesforce database that tracks program activities.

### A.1.1 In-Depth Interviews

IEC conducted 38 in-depth interviews with the following individuals:

- The EDGE Program Manager;
- All three EDGE Project Managers
- Both Territory Contractors
- The PSS Contractor
- 20 ROCs, with at least one ROC from each region<sup>9</sup>;
- 11 of the most active EDGE partners in terms of referrals.

Interviews included standard categories of questions across interview subjects, but questions differed slightly between groups of interviewees. The interview questions elicited information on forming relationships with partnerships and customers, data collection and methods, program structure, and contractor satisfaction. **Table A-1** aligns the interview question categories with interviewee groups to which the questions were asked and the evaluation questions. Following the completion of the interviews, IEC conducted a formal coding analysis of interview responses to identify the most common responses to interview questions across all interviewees and within groups of interviewees. IEC sought to identify the most frequent responses received to each questions, and to interpret interview responses in conjunction with data collected through other methods.

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<sup>9</sup> IEC conducted some ROC interviews in groups. IEC conducted 3 group ROC interviews with a total of 7 ROCs.

**Table A-1. Interview Question Categories Mapped to Interviewees and Evaluation Questions**

Question Category	Interviewee Groups	Supported Eval. Questions	Description
Partnerships	ROCs; Program Staff; Partners; Territory Contractors	1,2,3	Questions focused on the approaches taken to identify and secure partnerships; challenges encountered identifying and securing partnerships; NYSERDA's role in establishing partnerships; recommended strategies to recruit partners; the entities that typically make the most productive partners in terms of identifying NYSERDA customers; and best practices for community outreach.
Customers	ROCs; Partners	1,2	Questions focused on approaches taken to identify and secure customer relationships; the most active types of partnerships; and assistance provided to customers to apply to NYSERDA programs.
Data Collection and Metrics	ROCs; Program Staff; PSS Contractor; Territory Contractors	4	Questions regarding the effectiveness of the Salesforce database; metrics tracked within the database; and ideas for improving data quality for community-based programs and pilots.
Program Structure	Program Staff; PSS Contractor; Territory Contractors	1,3	Questions regarding the effectiveness of the multi-tiered program structure; organization by region; recommendations for future community-based programs; and NYSERDA staff's role in community-based programs.
Satisfaction with Program	ROCs; PSS Contractor; Territory Contractors;		Questions regarding EDGE staff's adequacy of communication; comprehensiveness of knowledge about NYSERDA's offerings and options; resolution of program issues; and overall satisfaction with the EDGE program.

Interviews occurred via telephone or by written response. 10 interviewees elected to participate via written response. The other 28 were interviewed via telephone. Telephone interviews lasted 30 minutes to one hour for program staff and contractors, and less than 30 minutes for partners. All interview subjects were provided the opportunity to review interview questions in advance. **Appendix B** provides the general interview guides that were provided to each group of interviewees.

### A.1.2 Salesforce Database Review

IEc reviewed EDGE's Salesforce database that tracks all program activity, including partner and customer interactions, outreach events, and program forums. The primary goals of this review were to support evaluation question 4, namely: (1) to determine whether Salesforce was an appropriate tool to track EDGE's progress, and (2) whether improvements could be made to the EDGE program's approach to data management. A second objective of this review was to use the data contained within Salesforce to support

or augment information learned from the in-depth interviews and customer survey to answer evaluation questions 1, 2, and 3.

### A.1.3 Customer Survey

With its subcontractor APPRISE, IEC surveyed EDGE’s customer contacts. The survey population consisted of the project contacts for all of the projects in EDGE’s Salesforce database (2,185 individuals); EDGE’s PSS Contractor provided this list to IEC. The survey was designed to: 1) understand how potential customers typically began their relationships with EDGE staff, contractors, or partners; 2) determine how best to reach out to these customers moving forward; 3) understand the relationship, if any, between the type of outreach to these customers and project outcomes; and 4) provide NYSERDA with answers to its standard customer satisfaction questions that were applicable to the EDGE program.

IEC and APPRISE conducted in-house testing of the on-line survey prior to the launch, and opened the survey for three weeks in March and April 2015. Survey respondents provided their e-mail addresses to ensure responses were not duplicated. The survey instrument is included as **Appendix C**; survey results are in **Appendix D** (for closed questions).

Survey responses are summarized in **Table A-2**. The survey response rate was 25 percent (537 individuals); another 337 individuals opened the survey, but did not complete it. 12 individuals completed the survey twice. For these individuals, IEC manually reviewed each duplicate response, accepting the response where more projects were entered. Where the same number of projects were entered, the more recent response was used, and the older response was deleted. 1,311 individuals did not take the survey because their e-mail account did not accept the invitation (195 individuals) or because they did not open the survey (1,116 individuals). IEC and APPRISE established a formal target of 225 completed interviews, or approximately a 10 percent response rate. To increase the response rate, APPRISE sent multiple follow-up emails to survey recipients reminding them to complete the survey, and these reminders had an appreciable impact on the number of survey responses. Additionally, IEC and APPRISE extended the survey deadline by one week.

**Table A-2. Summary of Survey Responses**

<b>Response Type</b>	<b>Number of Survey Respondents</b>	<b>Percent of those Sent Invitation</b>
Bounced back/Undeliverable	195	9%
Never Opened Survey	1,116	51%
Complete Response	537	25%
Incomplete Response	337	15%

Given the particular evaluation objectives, the sample was not designed to meet a 90/10 precision level. Thus, the IEC team is only reporting values for the survey sample and not making inferences about the opinions of the entire non-participant population based on the sample.

## Appendix B: Guides for In-Depth Interviews

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### **NYSERDA Program Staff**

#### Introductory Questions

1. Can you briefly summarize your role in designing, implementing, and/or overseeing the Economic Development Growth Extension (EDGE) program?

#### Questions about Partnerships

2. We are interested in the approaches which have been most effective in recruiting new partners and in encouraging partners to refer customers to NYSERDA programs.
  - a. From your perspective, which approaches were most effective for identifying and forging relationships with potential partners (e.g., cold calls, attendance at community meetings)?
    - i. Which approaches were least effective?
  - b. From your perspective, which approaches were most effective for recruiting individuals and organizations to serve as EDGE partners?
    - i. Which approaches were least effective?
  - c. From your perspective, which approaches were most effective for encouraging partners to refer customers to NYSERDA programs (e.g., cold-calls, one-on-one meetings)?
    - i. Which approaches were least effective?
  - d. From your perspective, what were the greatest challenges in recruiting potential partners?
    - i. Have you observed any successful strategies for addressing these challenges?
  - e. Have you supported the ROCs and other contractor staff in recruiting partners? If yes, how?
3. Which recruiting strategies would you recommend using in future NYSERDA community-based programs and pilots?
4. Have you identified best practices in community outreach through your experience with the EDGE program? If yes, please elaborate.
  - a. What lessons have you learned about implementing community outreach programs through your experience with the EDGE program?

## Questions about Program Structure

5. From your perspective, what are the advantages of the multi-tiered structure of the EDGE program?
  - a. What are the disadvantages?
6. From your perspective, what are the advantages of organizing the program's community outreach and engagement activities by geographic region?
  - a. What are the disadvantages?
7. How involved have you been in providing support to ROCs and Territory Contractors?
  - a. What, if anything, do you think that NYSERDA staff can do to improve the performance of ROCs and Territory Contractors?
8. Do you have any recommendations for improving the existing program structure (or restructuring the program entirely)...
  - a. To secure more community partners and/or customers for NYSERDA programs?
  - b. To improve the quality of relationships with community partners and/or customers for NYSERDA programs?
  - c. To improve the efficiency of the program?

## Questions about Data Collection and Metrics

9. Is the information which the ROCs and other contractors collect about partners sufficiently comprehensive and standardized for you to analyze the effectiveness of the program's community outreach efforts?
  - a. *[If not/ if hesitation]* Where are the gaps in information collection?
10. Is the information which the ROCs and other contractors collect about customers sufficiently comprehensive and standardized for you to analyze the effectiveness of the program's community outreach efforts?
  - a. *[If not/ if hesitation]* Where are there gaps in information collection?
11. What metrics have you found to be most useful in assessing the progress of the EDGE program?
  - a. What metrics would you like to track but have not been able to track due to data limitations?

- b. What types of metrics would you recommend that NYSERDA track in its future community-based programs and pilots?
- 12. What additional information would be helpful in assessing the effectiveness of community-based approaches adopted by the EDGE program?
- 13. We are interested in how well the Salesforce database has worked in providing a central repository for data on EDGE partners, customers, and community activities.
  - a. Do you think that the Salesforce database has worked well for collecting and recording information about partners, customers, and activities?
    - i. Why or why not?
  - b. If you could create an entirely new data tracking system, would you change the way that the program has collected and recorded information about partners, customers, and activities? If yes, how?

## Regional Outreach Contractors (ROCs)

### Introductory Questions

1. How long have you been serving as a Regional Outreach Contractor for the EDGE program?
2. Briefly summarize your current activities as a Regional Outreach Contractor.

### Questions about Partnerships

3. We are interested in the approaches that you have taken to identify and secure potential partnerships in your region.
  - a. What approaches did you employ to identify individuals and organizations as potential partners (e.g., cold calls, attendance at community meetings)?
    - i. From your perspective, which approaches were most effective for identifying potential partners?
    - ii. Which approaches were least effective in identifying potential partners?
  - b. Which types of individuals and organizations did you target to partner with for the EDGE program?
    - i. Why did you target these groups specifically?
  - c. What were the greatest challenges in identifying these individuals and organizations as potential partners?
    - i. What strategies did you employ to for address these challenges?
    - ii. In your estimation, how effective were these strategies?
  - d. What methods did you employ to recruit potential EDGE partners (e.g. one-on-one meetings, cold calls)?
    - i. From your perspective, which approaches were most effective for recruiting partners?
    - ii. Which approaches were least effective?
  - e. What were the greatest challenges in recruiting potential partners for the EDGE program?
    - i. What strategies did you employ to for address these challenges?
    - ii. In your estimation, how effective were these strategies?

- f. What proportion of individuals and organizations that you identified as potential partners eventually became partners? *ROC may need to consult data and follow up later.*
  - g. How, if at all, have EDGE program and contractor staff (including other ROCs) supported you in identifying and securing EDGE partnerships?
  - h. How might EDGE program and contractor staff (including other ROCs) further support you in identifying and securing EDGE partnerships?
4. Which recruiting strategies would you recommend using in future NYSERDA community-based programs and pilots?
  5. Have you identified best practices in community outreach through your experience with the EDGE program? If yes, please elaborate.
  6. Why have some partners been inactive after partnering with the EDGE program?

#### Questions about Customers

7. We are interested in how the partners in your region have recruited customers for other NYSERDA programs.
  - a. From your perspective, which types of partnerships have been most effective in your region? We are interested in the effectiveness of partners in increasing awareness of other NYSERDA programs, in increasing participation in other NYSERDA programs, in linking NYSERDA programs to regional economic development activities, and in promoting clean energy more broadly.
  - b. From your perspective, which approaches adopted by partners to recruit customers to other NYSERDA programs have been most effective?
  - c. Have any partners ended their involvement in the EDGE program?
    - i. *[If yes]* Approximately how many?
    - ii. *[If yes]* From your perspective, why did this happen?
8. Please describe your interactions with potential customers after they have been identified and referred by partners.
  - a. What types of assistance have you provided potential customers in your region?
  - b. What types of assistance have you found to be most effective in helping potential customers to apply to other NYSERDA programs?

Questions about Data Collection

9. We are interested in how well the Salesforce database has worked in providing a central repository for data on EDGE partners, customers, and community activities.
  - a. How often do you upload the information which you have collected about partners, customers, or activities into the Salesforce database?
  - b. Do you think that the Salesforce database has worked well for collecting and recording information about partners, customers, and activities?
    - i. Why or why not?
  - c. Have you identified gaps in the information collected about partners, customers, or activities? (For example, would you prefer to collect certain data more frequently? Are there additional data would you like to collect?)
  - d. If you could create an entirely new data tracking system, would you change the way that the program collects and records information about partners, customers, and activities? If yes, how?
  - e. Do you have any other suggestions for improving the information collected about NYSERDA’s community-based activities?

Questions about Satisfaction

10. On a scale of 1 (one) to 5 (five) with ‘1’ being Very Dissatisfied, ‘2’ being Somewhat Dissatisfied, ‘3’ being Neither Satisfied nor Dissatisfied, ‘4’ being Somewhat Satisfied and ‘5’ being Very Satisfied, please indicate your level of satisfaction with the following EDGE program elements:

	1 Very Dissatisfied	2 Somewhat Dissatisfied	3 Neither Satisfied Nor Dissatisfied	4 Somewhat Satisfied	5 Very Satisfied	97 N/A	98 Do Not Know
Adequacy of the communication from EDGE staff							
Comprehensiveness of EDGE staff’s knowledge about NYSERDA’s offerings and options							
Sufficiency of the resolution of any EDGE issues							
Overall Satisfaction with EDGE							

11. Please further explain or elaborate on any Dissatisfaction ratings (indicated by a '1' or a '2') noted in the table above.

## Partners

### Introductory Questions

1. Please describe your current professional affiliation (e.g., municipality, economic development organization).
2. Please describe your organization's activities that have led to your project referrals to NYSERDA.

### Questions about Partnerships

3. How did NYSERDA or its contractors first establish contact with your organization?
4. What is the best method to establish contact with you?
5. Do you keep regular contact with NYSERDA staff or contractors?
  - a. If so, what is your typical method of communication?

### Questions about Customers and Recruitment

6. We are interested in how you have recruited projects you referred to NYSERDA.
  - a. Which communication approaches have you adopted to recruit projects that you have referred to NYSERDA programs?
    - i. Which of these approaches have been the most effective?
    - ii. Which have been the least effective?
  - b. Have you faced challenges in recruiting potential projects? If yes, please explain.
7. To which NYSERDA programs do you most frequently refer projects?
8. Are there any additional resources you could use from NYSERDA or its contractors that would help you better engage community projects/potential NYSERDA customers?
9. What advice would you offer future NYSERDA programs tasked with identifying community projects for potential NYSERDA involvement?

## Territory Contractors

### Introductory Questions

1. How long have you been serving as a Territory Contractor?
2. Briefly summarize your current activities as a Territory Contractor.

### Questions about Partnerships

3. Please describe your efforts to identify and secure partners in your territory. Have you primarily supervised the work of the ROCs, or have you interacted with any potential or established partners directly? *[Ask for elaboration as needed]*
4. We are interested in the approaches that the ROCs in your territory have taken to recruit partners. *[Ask about Territory Contractor's approaches as relevant]*
  - a. From your perspective, which approaches were most effective for identifying and forging relationships with potential partners (e.g., cold calls, attendance at community meetings)?
    - i. Which approaches were least effective in identifying potential partners?
    - ii. How much variation in "what works" have you observed across the territory?
  - b. From your perspective, which approaches were most effective for recruiting potential partners to work with the EDGE program (e.g., one on one meetings)?
    - i. Which approaches were least effective in recruiting potential partners to work with the EDGE program?
    - ii. How much variation in "what works" have you observed across the territory?
  - c. What were the greatest challenges that the ROCs in your territory have faced in identifying and then recruiting potential partners to work with the EDGE program?
    - iii. Have you observed any successful strategies for addressing these challenges?
  - d. How have you supported the ROCs in your territory in their engagement with partners?
    - iv. What resources have been made available to the ROCs to assist them in this work?
5. Which recruiting strategies would you recommend using in future NYSERDA community-based programs and pilots?
  - a. Have you identified best practices in community outreach through your experience with the EDGE program? If yes, please elaborate.

6. We are interested in how the partners in your territory have recruited customers for other NYSERDA programs.
  - a. From your perspective, which types of partnerships have been most effective in your territory? We are interested in the effectiveness of partners in increasing awareness of other NYSERDA programs, in increasing participation in other NYSERDA programs, in linking NYSERDA programs to regional economic development activities, and in promoting clean energy more broadly.
  - b. From your perspective, which approaches adopted by partners to recruit customers to other NYSERDA programs have been most effective?

#### Questions about Program Structure

7. From your perspective, what are the advantages of the multi-tiered structure of the EDGE program?
  - a. What are the disadvantages?
8. How involved have you been in providing support to ROCs and Territory Contractors?
  - a. What, if anything, do you think that Territory Contractors can do to improve the performance of ROCs?
9. Do you find that you receive effective support and oversight from the PSS and from NYSERDA program staff, in order to maximize the impact of the program's community outreach and engagement activities?
  - a. Why or why not?
10. Do you have any recommendations for improving the existing program structure (or restructuring the program entirely)...
  - a. To recruit more community partners and/or customers for NYSERDA programs?
  - b. To improve the quality of relationships with community partners and/or customers for NYSERDA programs?
  - c. To improve the efficiency of the program?

#### Questions about Data Collection

11. We are interested in how well the Salesforce database has worked in providing a central repository for all data on EDGE partners, customers, and community activities.
  - a. How often do you and/or the ROCs upload the information collected about partners, customers, or activities into the Salesforce database?

- b. Do you think that the Salesforce database has worked well for collecting and recording information about partners, customers, and activities?
  - i. Why or why not?
- c. Have you identified gaps in the information collected about partners, customers, or activities? (For example, would you prefer to collect certain data more frequently? Are there additional data that you would like to collect?)
- d. If you could create an entirely new data tracking system, would you change the way that the program collects and records information about partners, customers, and activities? If yes, how?
- e. Do you have any other suggestions for improving the information collected about NYSERDA’s community-based activities?

Questions about Satisfaction

12. On a scale of 1 (one) to 5 (five) with ‘1’ being Very Dissatisfied, ‘2’ being Somewhat Dissatisfied, ‘3’ being Neither Satisfied nor Dissatisfied, ‘4’ being Somewhat Satisfied and ‘5’ being Very Satisfied, please indicate your level of satisfaction with the following EDGE program elements:

	1 Very Dissatisfied	2 Somewhat Dissatisfied	3 Neither Satisfied Nor Dissatisfied	4 Somewhat Satisfied	5 Very Satisfied	97 N/A	98 Do Not Know
Adequacy of the communication from EDGE staff							
Comprehensiveness of EDGE staff’s knowledge about NYSERDA’s offerings and options							
Sufficiency of the resolution of any EDGE issues							
Overall Satisfaction with EDGE							

13. Please further explain or elaborate on any Dissatisfaction ratings (indicated by a ‘1’ or a ‘2’) noted in the table above.

## Program Support Services (PSS) Contractor

### Introductory Questions

1. How long have you been serving as the Program Support Services contractor for the EDGE program?
2. Briefly summarize your current activities as a Program Support Services contractor.

### Questions about Program Structure

3. From your perspective, what are the advantages of the multi-tiered structure of the EDGE program?
  - a. What are the disadvantages?
4. How involved have you been in providing support to ROCs and Territory Contractors?
  - a. What, if anything, do you think can be done to improve the performance of ROCs and Territory Contractors?
5. Do you find that you receive effective support and oversight from NYSERDA program staff, in order to maximize the impact of the program's community outreach and engagement activities?
  - a. Why or why not?
6. From your perspective, what are the advantages of organizing the program's community outreach and engagement activities by geographic region?
  - a. What are the disadvantages?
7. Do you have any recommendations for improving the existing program structure (or restructuring the program entirely)...
  - a. To secure more community partners and/or customers for NYSERDA programs?
  - b. To improve the quality of relationships with community partners and/or customers for NYSERDA programs?
  - c. To improve the efficiency of the program?

### Questions about Data Collection and Metrics

8. We are interested in the information collected about potential and established *partners* in your region.

- a. What information do the ROCs and Territory Contractors routinely collect about potential and/or established partners, including the activities undertaken to identify and secure partners?
    - i. Is this information standardized across all ROCs?
  - b. What information do the ROCs and Territory Contractors sometimes, but not always, collect about partners or their efforts to reach partners?
  - c. Are there regions that have been particularly effective in collecting comprehensive and standardized data on partners?
  - d. Where have you identified gaps in the information collected about partners (i.e. what data would you collect more regularly or what additional data would you like to collect)?
    - i. What are the major barriers to collecting this additional information?
9. We are interested in the information collected about potential and established *customers* in your region.
- a. What information do the ROCs and Territory Contractors routinely collect about potential and/or established customers, including the activities undertaken to assist potential customers or encourage them to apply to other NYSERDA programs? Is this information standardized across all ROCs?
  - b. What information do the ROCs and Territory Contractors sometimes, but not always, collect about customers or your efforts to assist customers?
  - c. Are there regions that have been particularly effective in collecting comprehensive and standardized data on customers?
  - d. Where have you identified gaps in the information collected about customers? What data would you like to collect more regularly? What additional data would you like to collect?
  - e. What are the major barriers to collecting this additional information?
10. Please describe any other information recorded about ROCs' and Territory Contractors' activities.
- a. Do you find this information to be helpful in understanding which community outreach activities are most effective in recruiting new partners and new customers for NYSERDA programs? Why or why not?
11. What metrics have you found to be most useful in assessing the progress of the EDGE program?

- a. What metrics would you like to track but have not been able to track due to data limitations?
  - b. What types of metrics would you recommend that NYSERDA track in its future community-based programs and pilots?
12. We are interested in how well the Salesforce database has worked in providing a central repository for data about partners, customers, and community activities.
- a. Do you think that the Salesforce database has worked well for collecting and recording information about partners, customers, and activities? Why or why not?
  - b. If you could create an entirely new data tracking system, how would you change the way that the program collects and records information about partners, customers, and activities?
  - c. Do you have any other suggestions for improving the information collected about NYSERDA's community-based activities?

Questions about Satisfaction

13. On a scale of 1 (one) to 5 (five) with '1' being Very Dissatisfied, '2' being Somewhat Dissatisfied, '3' being Neither Satisfied nor Dissatisfied, '4' being Somewhat Satisfied and '5' being Very Satisfied, please indicate your level of satisfaction with the following EDGE program elements:

	1 Very Dissatisfied	2 Somewhat Dissatisfied	3 Neither Satisfied Nor Dissatisfied	4 Somewhat Satisfied	5 Very Satisfied	97 N/A	98 Do Not Know
Adequacy of the communication from EDGE staff							
Comprehensiveness of EDGE staff's knowledge about NYSERDA's offerings and options							
Sufficiency of the resolution of any EDGE issues							
Overall Satisfaction with EDGE							

14. Please further explain or elaborate on any Dissatisfaction ratings (indicated by a '1' or a '2') noted in the table above.

## Appendix C: Survey Instrument

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### Questions

Q1. How did your project team first realize that your project may have potential to apply to a NYSERDA program? *Please check only one option.*

1. We realized our project may have potential to apply to a NYSERDA program after being contacted by someone from NYSERDA or someone knowledgeable about NYSERDA programs.
2. We realized our project may have potential to apply to a NYSERDA program based on our own research of publicly-available materials; we contacted NYSERDA or a partner.
3. We realized our project may have potential to apply to a NYSERDA program at an event; we subsequently contacted NYSERDA or a partner.
4. We realized our project may have potential to apply to a NYSERDA program at an event; NYSERDA or a partner contacted us.
95. Other (specify): \_\_\_\_\_
97. Don't Know

**[ASK Q2 IF Q1=1 OR 4, OTHERWISE SKIP TO Q5]**

Q2. How was your project team first contacted about potential NYSERDA involvement? *Please check only one option.*

1. E-mail
2. Telephone
3. Text message
4. Social Media
5. Face-to-face meeting
95. Other (specify) : \_\_\_\_\_
97. I do not know

Q3. What was the name of the individual or entity that first contacted your project team?

1. Record Response \_\_\_\_\_
97. Don't Know

Q4. Did your project team have a previous relationship with the individual or entity that contacted your team?

1. Yes
2. No
97. Don't Know

**[ASKED TO ALL]**

Q5. Which of the following NYSERDA programs is your project involved with or seeking support from?

1. New Construction Program

2. Existing Facilities Program
3. Small Commercial Energy Assessments
4. FlexTech Program
5. Solar PV Program
6. Cleaner Greener Communities
7. Small Business/ Not-for-Profit Energy Efficiency Financing Program
8. Home Performance with ENERGY STAR Program
9. Industrial and Process Efficiency Program
10. Multifamily Performance Program
11. Agriculture Energy Efficiency Program
12. Advanced Buildings Program
13. Empower Program
14. Low-Rise Residential New Construction Homes Program
15. Business Partners – Commercial Lighting
16. NY-Sun Solar Thermal Incentive Program
17. NY-Sun Competitive PV Program
18. Workforce Development and Training for Renewable Energy and Advanced Technologies
19. Transformative Technologies for Energy Efficient Manufacturing
20. NY-BEST Bench to Prototype Solicitation Program
21. NEXUS – Proof of Concept Center
97. Don't Know

Q6. Please rate the extent to which you agree that each communication method below would be an effective method to inform your project team of future NYSERDA opportunities. Check one box for each topic.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know
A. Posting information on NYSERDA website						
B. Direct e-mail						
C. Direct telephone call						
D. Information at a public meeting						
E. Information published on social media						

Q7. Since February 2013, for approximately how many projects have you worked with NYSERDA or one of its partners to determine eligibility for a NYSERDA program or to submit an application to a NYSERDA program?

1. Record Numeric Response \_\_\_\_\_ **[PROGRAMMER: ALLOW 1 to 999]**
97. Don't Know

**[IF Q7 Number =1, DISPLAY Q8A]**  
**[IF Q7 Number =2, DISPLAY Q8A-Q8B]**  
**[IF Q7 Number =3, DISPLAY Q8A-Q8C]**  
**[IF Q7 Number =4, DISPLAY Q8A-Q8D]**  
**[IF Q7 Number =5, DISPLAY Q8A-Q8E]**

**[IF Q7 Number>5, Display “I’d like to ask about 5 of your most recent projects.”, THEN DISPLAY Q8A to Q8E]**

**[IF Q7 = 97 “DON’T KNOW”, SKIP TO Q9]**

Q8. At what stage in the NYSERDA program application process is your project(s)? *Please check only one option.*

- A. Project 1:
  - B. Project 2 [IF APPLICABLE]:
  - C. Project 3 [IF APPLICABLE]:
  - D. Project 4 [IF APPLICABLE]:
  - E. Project 5 [IF APPLICABLE]:
1. My project is determining whether it is qualified to apply to a NYSERDA program.
  2. My project is in the process of developing an application to a NYSERDA program.
  3. My project submitted an application to a NYSERDA program and has not yet been approved.
  4. My project submitted an application to a NYSERDA program and was approved; project is in progress.
  5. My project submitted an application to a NYSERDA program and was approved; project is complete.
  6. My project is no longer considering an application to a NYSERDA program.
  95. Other (Specify) \_\_\_\_\_
  97. I do not know.

Q9. On a scale of 1 (one) to 5 (five) with ‘1’ being Very Dissatisfied, ‘2’ being Somewhat Dissatisfied, ‘3’ being Neither Satisfied nor Dissatisfied, ‘4’ being Somewhat Satisfied and ‘5’ being Very Satisfied, please indicate your level of satisfaction with the NYSERDA staff member or NYSERDA partner with whom you are/were in most frequent contact:

	1 Very Dissatisfied	2 Somewhat Dissatisfied	3 Neither Satisfied Nor Dissatisfied	4 Somewhat Satisfied	5 Very Satisfied	97 Do Not Know	99 N/A
A. Adequacy of the communication							
B. Comprehensiveness of knowledge about NYSERDA’s offerings and options							
C. Sufficiency of the resolution of any NYSERDA application issues							
D. Overall Satisfaction							

Q10. Please further explain or elaborate on any Dissatisfaction ratings (indicated by a '1' or a '2') noted in the table above.

1. Record Comments \_\_\_\_\_

Q11. Please provide your email address. This is for survey validation purposes only.

1. Record Email Address \_\_\_\_\_

**Conclusion Screen**

Thank you for your time. NYSERDA greatly appreciates your feedback.











	2. My project is in the process of developing an application to a NYSERDA program.
	3. My project submitted an application to a NYSERDA program and has not yet been approved.
	4. My project submitted an application to a NYSERDA program and was approved; project is in progress.
	5. My project submitted an application to a NYSERDA program and was approved; project is complete.
	6. My project is no longer considering an application to a NYSERDA program.
	7. Other (Specify)
	8. I do not know.
9	On a scale of 1 (one) to 5 (five) with '1' being Very Dissatisfied, '2' being Somewhat Dissatisfied, '3' being Neither Satisfied nor Dissatisfied, '4' being Somewhat Satisfied and '5' being Very Satisfied, please indicate your level of satisfaction with the NYSERDA staff member or NYSERDA partner with whom you are/were in most frequent contact:
	A. Adequacy of the communication
	B. Comprehensiveness of knowledge about NYSERDA's offerings and options
	C. Sufficiency of the resolution of any NYSERDA application issues
	D. Overall Satisfaction

8	16.3%	41	83.7%										
2	4.1%	47	95.9%										
9	18.4%	40	81.6%										
10	20.4%	39	79.6%										
4	8.2%	45	91.8%										
1	2.0%	48	98.0%										
6	12.2%	43	87.8%										
Very Dissatisfied		Somewhat Dissatisfied		Neither Satisfied Nor Dissatisfied		Somewhat Satisfied		Very Satisfied		Don't Know		N/A	
#	%	#	%	#	%	#	%	#	%	#	%	#	%
27	5.0%	40	7.5%	50	9.3%	117	21.9%	268	50.1%	16	3.0%	17	3.2%
Very Dissatisfied		Somewhat Dissatisfied		Neither Satisfied Nor Dissatisfied		Somewhat Satisfied		Very Satisfied		Don't Know		N/A	
#	%	#	%	#	%	#	%	#	%	#	%	#	%
30	5.6%	30	5.6%	56	10.5%	120	22.4%	261	48.8%	19	3.6%	19	3.6%
Very Dissatisfied		Somewhat Dissatisfied		Neither Satisfied Nor Dissatisfied		Somewhat Satisfied		Very Satisfied		Don't Know		N/A	
#	%	#	%	#	%	#	%	#	%	#	%	#	%
37	6.9%	34	6.4%	75	14.0%	86	16.1%	207	38.7%	30	5.6%	66	12.3%
Very Dissatisfied		Somewhat Dissatisfied		Neither Satisfied Nor Dissatisfied		Somewhat Satisfied		Very Satisfied		Don't Know		N/A	
#	%	#	%	#	%	#	%	#	%	#	%	#	%
35	6.5%	40	7.5%	68	12.7%	109	20.4%	248	46.4%	19	3.6%	16	3.0%

535

10	Please further explain or elaborate on any Dissatisfaction ratings (indicated by a '1' or a '2') noted in the table above.															
11	Please provide your email address. This is for survey validation purposes only.	535														