

New York State Energy Research and Development Authority

# Green Jobs – Green New York December 2013 Monthly Update

Period ending December 31, 2013



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## **Program Description**

Green Jobs – Green New York provides funding for energy assessments, low-cost financing for energy upgrades, and technical and financial support to develop a clean energy workforce. GJGNY is a statewide effort to strengthen communities through energy efficiency and uses constituency-based organizations to support program outreach in underserved communities. GJGNY enables New Yorkers to make a significant difference in homes, businesses and neighborhoods—making them more comfortable, more sustainable, and more economically sound. GJGNY is administered by NYSERDA and made available by the Green Jobs – Green New York Act of 2009.



### 1 Workforce Development

### 1.1 Program Opportunity Notice Activity

#### Technical Training Workshops (PON 2032)

32BJ Thomas Shortman Training Scholarship and Safety Fund was funded under PON 2032 to develop and deliver "Training for Multifamily Building Analyst (MFBA) Certification". The initiative is designed to develop and deliver a hands-on curriculum for the Building Performance Institute (BPI) Multifamily Building Analyst (MFBA) certification and train 300 NYC building workers. Curriculum development began in July 2012 and pilot classes began on September 17, 2012. The first draft of the curriculum was completed during the first round of classes in the fall of 2012. The curriculum has been revised on an on-going basis and is close to a final version. The remaining changes and formatting of the curriculum will provide documents that can be published by NYSERDA for use at other training sites. Seven classes have been completed with 99 members enrolled. Out of the 99 class registrants, 60 registrants completed the course, which is a completion rate of 61 percent. Of these 60 members, 38 were certified, which is a certification rate of 63 percent.

#### NYS Registered Apprenticeship and Building Trades Training (PON 2033)

A project with The Urban Green Council (UGC) funded under PON 2033 is gaining momentum. UGC was funded to deliver Green Professional (GPRO) training to plumber's locals across New York State. In July 2013, UGC conducted a train-the-trainer course in Syracuse, NY where instructors from 10 locals were trained to deliver GPRO for plumbers. Three of those locals have training scheduled for January 2014, and the rest will train their members throughout 2014.

#### On-the-Job Training for Clean Energy (PON 2033)

NYSERDA has executed on-the-job training agreements with 41 businesses seeking to hire new employees or advance incumbent workers under GJGNY. As of December 31, 2013, 150 people have been hired from NYSDOL's New York State Career Center lists, and 12 incumbent workers have been advanced due to training. Approximately \$1.32M in wage and training subsidies has been awarded. The average wage of workers hired under the program is \$16.38 per hour.



## 2 Outreach and Marketing

#### 2.1 Outreach Activities

CBOs continue to assist customers to access the Home Performance with ENERGY STAR program (HPwES) offered through Green Jobs- Green NY. Through December 2013, CBOs are responsible for 3,207 completed audits resulting in 803 completed retrofits. Approximately 45 percent of those retrofits were for Assisted HPwES customers.

Figure 2-1. CBO Monthly Percentage of Overall GJGNY Completed Audits.

Figure 2-1 provides monthly percentages of CBO-initiated audit completions by quarter.

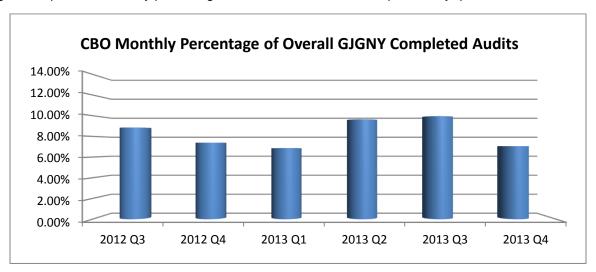
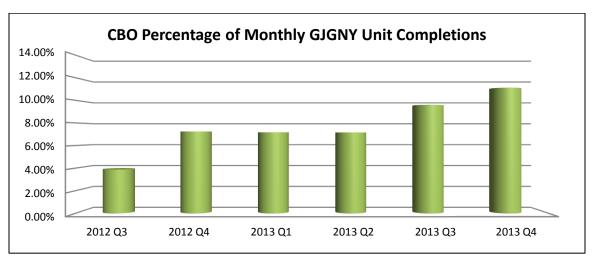


Figure 2-2. CBO Percentage of Monthly GJGNY Unit Completions.

Figure 2-2 provides monthly percentages of CBO-initiated unit completions by quarter.





NYSERDA staff continue to work with the CBOs selected through RFP 2773 Green Jobs—Green New York Outreach Program-Round 2 to finalize contracts. In this round of outreach contracts, it is expected that cost effectiveness will improve, and numbers of contracted projects will continue to ramp up within each region.

In addition to goals for Home Performance projects contracted, some CBOs will also have goals for multifamily projects, small business/not-for-profit projects, and workforce development, and address regional challenges such as working with Super Storm Sandy customers or increasing the number of participating Home Performance contractors in the region. NYSERDA will award up to 15 percent bonus payment to those CBOs that reach their retrofit goals during the two-year contract period.

Due to end-of-year holiday schedules, there was no monthly CBO webinar in December 2013. Webinars will resume in January 2014.



## 3 One- to Four-Family Residential Buildings Program

## 3.1 Home Performance with ENERGY STAR® Audits

Through December 31, 2013, of the 60,974 received audit applications, 57,597 (94 percent) applications have been approved. From those approved applications, 46,217 (80 percent) audits have been completed. The conversion rate from audit to energy retrofit is 31.5%. The average cycle time between audit completion to project completion is 110 days.

An additional \$4.8 million GJGNY funds has been transferred to the Home Performance with ENERGY STAR residential energy audits. These additional funds will allow for the free and reduced cost residential audits to be offered through 2014.

Table 3-1. Home Performance with ENERGY STAR Audits.

Table 3-1 provides HPwES monthly and cumulative audit figures.

Timefram		CBO Initiated since 11/1/11 <sup>a</sup>	GJGNY Totals since 11/15/10 b
Timerram	<del>-</del>	udit Applications	GJGNY Totals since 11/15/10
December		65	1,769
Program to D	ate	4,875	60,974
Average # of Applications Received		188	1,626
	Approved A	udit Applications	
		Free	
December	•	121	2,146
Program to D	ate	4,357	53,284
	Red	uced Cost	
December	-	9	171
Program to D	ate	254	4,313
Total Approved Audit Applications		4,611	57,597
Average # of Applications Approve		177	1,536
	Sched	uled Audits	
Scheduled Audits as of End of Curr		287	2,935
	Comp	eted Audits	
		Free	
	December	91	1,546
Goal: (77,500-Audits)	Program to Date	3,027	42,880
Budget: (\$19,396,000)		Reduced Co	ost
	December	3	102
	Program to Date	180	3,337
Total Completed Audits		3,207	46,217
Audit Funds Invoiced to Date		(1111111111111111111111111111111111111	\$11,847,900
<sup>a</sup> Round 2 CBO production as of 6/1/201 <sup>b</sup> GJGNY totals since 11/15/10 are inclus			



## 3.2 Home Performance with ENERGY STAR® Projects

Of the 12,831 completed units served through HPwES resulting from a GJGNY audit and/or GJGNY financing, 8,877 (69 percent) units are associated with market rate customers and 3,954 (31 percent) units are associated with assisted customers.

In December, there were 790 Home Performance with ENERGY STAR® completions, which is an increase of 79% from November. Of the 790 HPwES project completions in December, 633 were associated with a GJGNY audit or loan. Thirty-two percent of the December GJGNY HPwES project completions were Assisted HPwES customers.

#### Table 3-2. Home Performance with ENERGY STAR Projects.

Table 3-2 provides HPwES monthly and cumulative project figures.

Timeframe	CBO Initiated since 11/1/11	GJGNY Totals since 11/15/10 <sup>a</sup>	HPwES Totals since 11/15/10 <sup>b</sup>			
Projects Contracted						
To Date	842	12,638	NA			
	Completed	Projects/Units <sup>c</sup>				
Assisted						
December	30 / 35	202 / 217	257 / 275			
Program to Date	306 / 363	3,700 / 3,954	6,671 / 7,035			
	Mar	ket Rate				
December	35 / 36	431 / 440	533 / 543			
Program to Date	407 / 440	8,755 / 8,877	12,717 / 12,891			
Total Completed Projects/Units (Project Goal: 25,000)	713 / 803	12,455 / 12,831	19,398 / 19,926			

<sup>&</sup>lt;sup>a</sup> Projects completed resulting from a GJGNY Audit and/or GJGNY Financing.

b Total HPwES including GJGNY Projects.

c Projects completed and units served resulting from GJGNY.



## 3.3 One- to Four-Family Residential Buildings Financing

Table 3-3. Green Jobs-Green New York Financing Details.

Table 3-3 provides monthly and cumulative details of the Green Jobs-Green New York financing program.

1- to 4	- Family Homes	Loan Product Application			Loans Closed			
					Value	Total	Market Rate	Assisted
		Smart Energy	238	312	\$705,866	80	57	23
Tier 1	December	On-Bill Recovery	197	220	\$608,731	57	43	14
i ier i	Program to	Smart Energy	7,482	4,468	\$26,798,757	2,896	2,153	743
	Date	On-Bill Recovery	4,633	2,473	\$12,476,451	1,159	924	235
	December	Smart Energy	21	20	\$88,191	13	2	11
Tier 2		On-Bill Recovery	18	4	\$38,205	3	2	1
i iei z	Program to	Smart Energy	514	438	\$3,068,723	322	133	189
	Date	On-Bill Recovery	359	236	\$1,241,249	125	54	71
	-	Smart Energy	259	332	\$794,057	93	59	34
	December	On-Bill Recovery	215	224	\$646,936	60	45	15
	Total		474	556	\$1,440,993	153	104	49
		Smart Energy	7,482	4,906	\$29,867,480	3,218	2,286	932
Pro	gram to Date	On-Bill Recovery	4,633	2,709	\$13,717,699	1,284	978	306
Total			12,115	7,615	\$43,585,180	4,502	3,264	1,238



Table 3-4. Green Jobs-Green New York Financing Summary.

Table 3-4 provides a cumulative summary of Smart Energy Loan and On-Bill Recovery Loan activity.

Smart Energy		Financing Summary	On-Bill Recovery		
Tier 1	Tier 2	i maneing duminary	Tier 1	Tier 2	
2,896	322	Loans Closed*	1,159	125	
\$26,798,757	\$3,068,723	Value*	\$12,476,451	\$1,241,249	
\$9,254	\$9,530	Average Loan*	\$10,765	\$9,930	
12.3 Years	13.5 Years	Average Term*	14.5 Years	14.3 Years	
N/A	N/A	2.99%	68.33%	70.40%	
81.80%	78.57%	3.49%*	31.67%	29.60%	
18.20%	21.43%	3.99%*	N/A	N/A	
70.52%		Approval Rate**	67.52%		
21.99%		Denial Rate**	26.20%		
7.49	9%	Denied Tier 1, didn't pursue Tier 2**	6.2	8%	

<sup>\*</sup> Refers to loans originated and closed by EFS. The number and value of OBR Loans varies from Concord's report due to treatment of successor loans.

Of the 4,502 Residential GJGNY Loans closed to date, 27.5 percent are for Assisted HPwES customers, representing 21 percent of the total funds; 9.9 percent are Tier 2 customers, representing 9.9 percent of the total funds; 24.7 percent of the Assisted HPwES customers use OBR Loans; 28 percent of Tier 2 customers use OBR Loans.

In October 2013, the Green Jobs-Green New York Act of 2009 was amended to include net-metered technologies as being eligible for financing, subject to other program rules. NYSERDA anticipates that GJGNY loans will only be sought for PV systems, as opposed to other net-metered technologies that would likely require loans well in excess of the program limits. NYSERDA staff are working to incorporate PV systems into the current GJGNY residential loan products, and expect to roll out an updated loan process in February 2014.

<sup>\*\*</sup> Does not include applications pending review or withdrawn.



Figure 3-1. Home Performance with ENERGY STAR Completions, Quarterly.

Figure 3-1 illustrates trends in HPwES project completions associated with GJGNY audits and loans, by quarter.

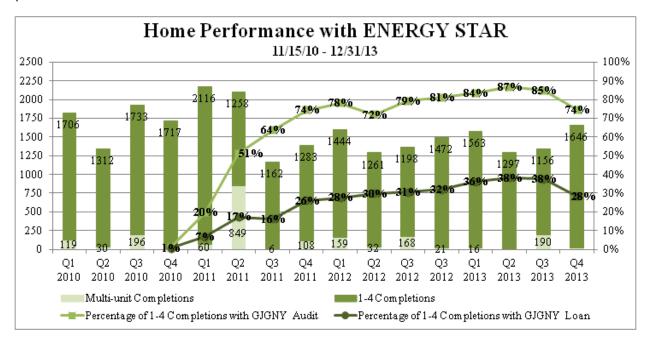


Figure 3-2. Home Performance with ENERGY STAR Completions, Monthly.

Figure 3-2 illustrates trends in HPwES project completions associated with GJGNY audits and loans, over the last 12 months.

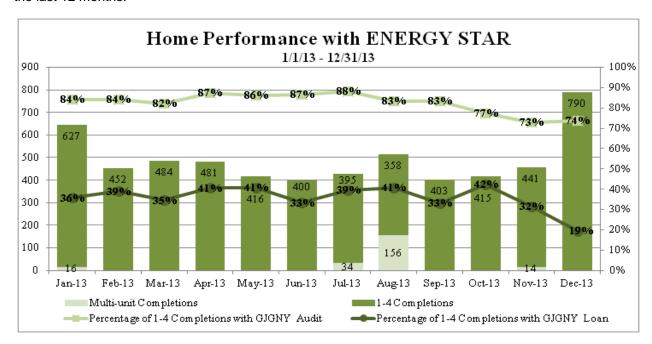




Figure 3-3. Green Jobs-Green New York Financing Applications Received, Quarterly.

Figure 3-3 illustrates the rate of applications received for GJGNY Smart Energy Loans and GJGNY On-Bill Recovery Loans, by quarter.

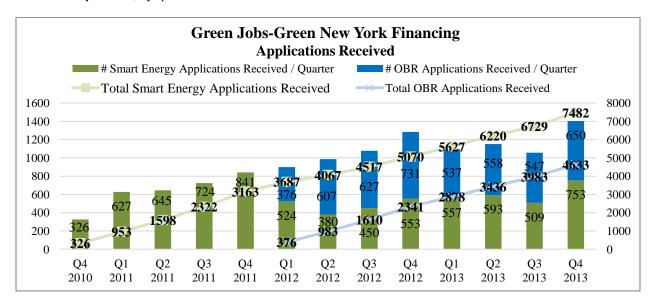


Figure 3-4. Green Jobs-Green New York Financing Applications Received, Monthly.

Figure 3-4 illustrates the rate of applications received for GJGNY Smart Energy Loans and GJGNY On-Bill Recovery Loans, over the last 12 months.

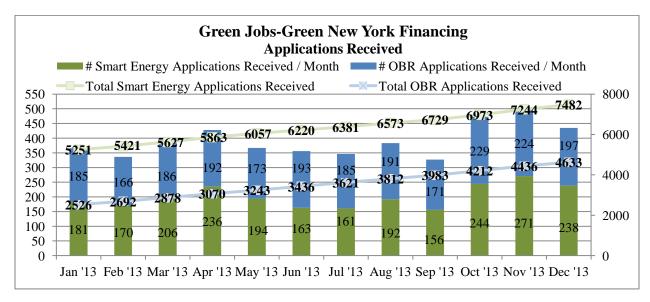




Figure 3-5. Green Jobs-Green New York Financing Loans Issued by Type, Quarterly.

Figure 3-5 illustrates the rate of loans issued for GJGNY Smart Energy Loans and GJGNY On-Bill Recovery Loans, by quarter.

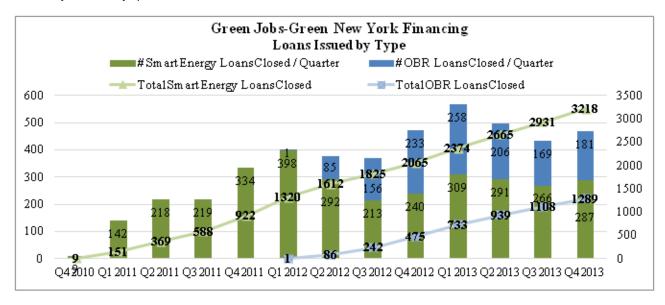


Figure 3-6. Green Jobs-Green New York Financing Loans Issued by Type, Monthly.

Figure 3-6 illustrates the rate of loans issued for GJGNY Smart Energy Loans and GJGNY On-Bill Recovery Loans, over the last 12 months.

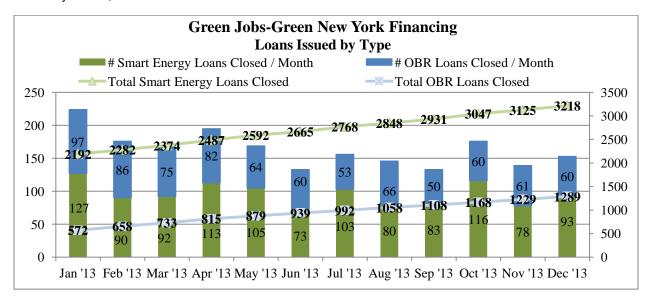




Figure 3-7. Green Jobs-Green New York Financing Loans Issued by Tier, Quarterly.

Figure 3-7 illustrates trends in GJGNY loans issued, distinguished between Tier 1 and Tier 2 loans, by quarter.

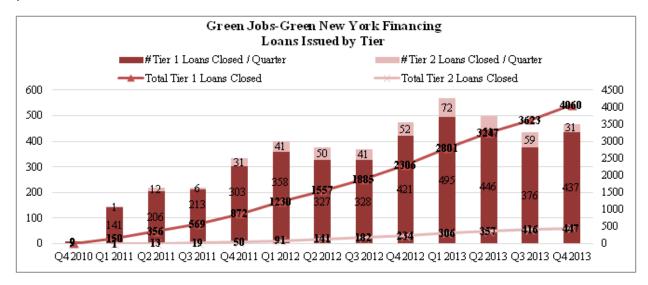


Figure 3-8. Green Jobs-Green New York Financing Loans Issued by Tier, Monthly.

Figure 3-8 illustrates trends in GJGNY loans issued, distinguished between Tier 1 and Tier 2 loans, over the last 12 months.

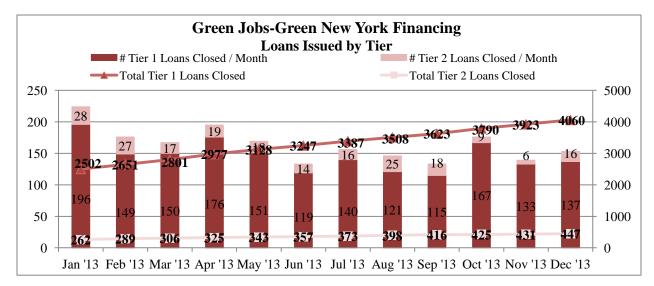




Figure 3-9. Green Jobs-Green New York Financing Loans Denied by Type, Quarterly.

Figure 3-9 illustrates trends in GJGNY loan denials, distinguished between Smart Energy Loans and On-Bill Recovery Loans, by quarterly.

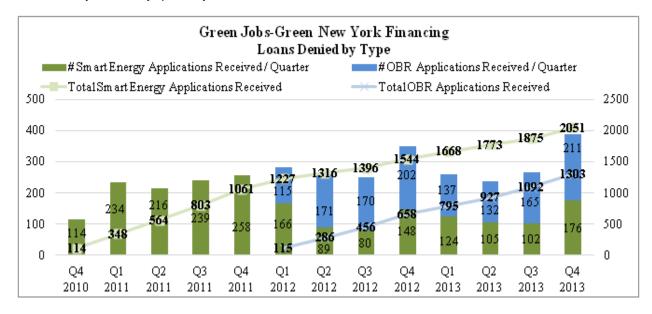


Figure 3-10. Green Jobs-Green New York Financing Loans Denied by Type, Monthly.

Figure 3-10 illustrates trends in GJGNY loan denials, distinguished between Smart Energy Loans and On-Bill Recovery Loans, over the last 12 months.

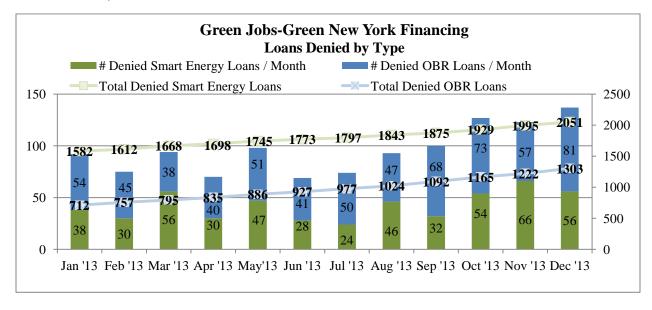




Figure 3-11. Green Jobs-Green New York Financing Loans Denied for Debt-to-Income Ratio, by Region.

Figure 3-11 illustrates regional differentiation for received GJGNY loan applications and loan denial rates.

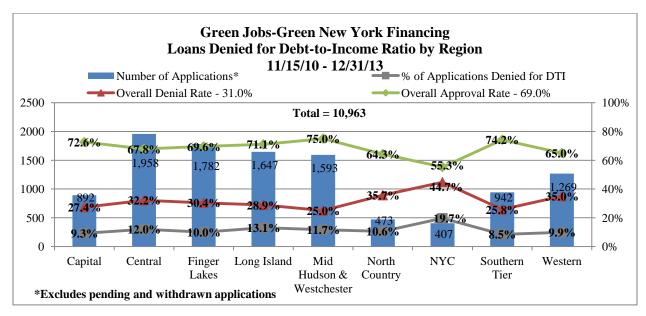


Table 3-5. Green Jobs-Green New York Financing Loans Transferred from OBR to Smart Energy.

NYSERDA allows applicants who are unable to meet the cost-effectiveness requirements of the On-Bill Recovery loan product transfer to the Smart Energy loan product. Table 3-5 illustrates the transfer activity between the On-Bill Recovery and Smart Energy loan products. In December 2014, 24 loans were transferred from OBR to Smart Energy. Over the life of the program, 14.3% of pre-approved OBR loans were transferred to Smart Energy loans.

Smart Energy Loan Status	# of Loans
PreApproved	32
Loan Approved	60
Loan Sold	336
Loan Withdrawn	23
Loan Denied	4
No Loan - Subsidy Only	15
Total # Loans Transferred	470



## 4 Multifamily Performance Program

### 4.1 Multifamily Performance Audits

Through December 31, 2013, the Multifamily Performance Program has received 340 audit applications associated with GJGNY. Of the received audit applications, 316 (93 percent) have been approved. From those approved applications, 236 (75 percent) audits have been completed.

**Table 4-1. Multifamily Performance Audits.** 

Table 4-1 provides Multifamily Performance monthly and cumulative audit figures.

Metric	December			Program Cumulative			
	Affordable Housing	Market Rate Housing	Monthly Total	Affordable Housing	Market Rate Housing	Program Total	Budget/ Goal
Received Audit Applications	9	3	12	195	145	340	
Approved Audit Applications	8	2	10	174	142	316	500
Audit Funds Encumbered (\$)	138,905	18,745	157,650	2,184,985	1,080,505	3,265,490	
Audit Funds Invoiced (\$)	63,075	13,180	76,255	1,122,965	531,850	1,654,815	3,000,000
Completed Audits	9	3	12	125	111	236	400
Number of Projects withdrawing from MPP after audit*	0	0	0	17	25	42	

<sup>\*</sup>MPP Projects must achieve a minimum of 15% in energy savings. Projects may choose to proceed outside MPP. Some may chose smaller work scopes which will not achieve program standard and thus not be eligible for MPP and some may elect to access utility incentives. If energy efficiency projects are completed, building owners that have an authorized audit would still be eligible to apply for GJGNY financing.



### **4.2 Multifamily Performance Projects**

Through December 31, 2013, the Multifamily Performance Program has completed 16,753 projects with installed measures. Of those projects with installed measures, 6,350 (38 percent) are associated with market rate housing and 10,403 (62 percent) are associated with affordable housing.

Table 4-2. Multifamily Performance Projects.

Table 4-2 provides Multifamily Performance monthly and cumulative project figures.

Metric	December				Cumulative	
	Affordable Housing	Market Rate Housing	Monthly Total	Affordable Housing	Market Rate Housing	Program Total
Projects in Pipeline*	8	2	10	174	142	316
Projects Contracted to have Measures Installed	9	0	O	156	110	266
Households Associated with Projects Contracted	2,015	35	2,050	27,632	25,076	52,708
Projects with Installed Measures (units)	523	176	699	10,403	6,350	16,753
kWh Savings of Installed Measures*	349,048	17,156	366,204	13,711,882	1,311,396	15,023,277
MMBtu Savings of Installed Measures*	13,105	1,881	14,986	154,240	118,659	272,900
Dollar Savings of Installed Measures (\$)*	179,242	21,567	200,809	4,680,633	1,751,872	6,432,505

<sup>\*</sup>Projects that receive GJGNY-supported audits and/or financing may also receive incentives through the System Benefits Charge (SBC), Energy Efficiency Portfolio Standard (EEPS), Regional Green House Gas Initiative (RGGI), and/or utility programs, such that the projects' energy savings may not all be attributable solely to GJGNY.



### 4.3 Multifamily Performance Financing

As of December 30, 2013, the Multifamily Performance Program has closed 10 loans with a total value of \$8,442,989. NYSERDA's share of that total loan value is \$2,454,869.

#### Table 4-3. Multifamily Performance Financing.

Table 4-3 provides Multifamily Performance monthly and cumulative financing figures.

Loan Status	December			Program Cumulative			
	Number	NYSERDA Share of Total Loan Value	Total Loan Value	Number	NYSERDA Share of Total Loan Value	Total Loan Value	
Participation Agreements Approved*	3	\$320,739	\$720,699	13	\$2,775,608	\$9,163,689	
Loans Closed	1	\$442,500	\$855,000	10	\$2,454,869	\$8,442,989	
*Approved partici	*Approved participation agreement values are inclusive of loans that have moved forward to closure.						



### 5 Small Commercial Energy Efficiency Program

#### 5.1 Small Commercial Energy Efficiency Audits

The Small Commercial Energy Efficiency Program continues to improve processes and services that enable Program participants to increase project installations resulting from energy assessments. This includes improving the communication of energy assessment results to small business and not-for-profit customers, providing additional follow-up services to support implementation, assisting in the development of an independent evaluation of the Program, and increasing outreach to lenders in order to raise lender awareness and increase lender participation in Small Commercial Energy Efficiency Financing made available by GJGNY. In addition, the Small Commercial Energy Efficiency Program is currently selecting firms to provide GJGNY energy assessments, beginning in 2014, with expanded and streamlined implementation assistance services for small business and not-for-profit customers.

Through December 31, 2013, the Small Commercial Energy Efficiency Program has received 3,084 audit applications. Of those received applications, 2,797 (91 percent) have resulted in completed audits.

Table 5-1. Small Commercial Energy Efficiency Audits.

Table 5-1 provides Small Commercial Energy Efficiency monthly and cumulative audit figures.

Metric	December			Program Cumulative		
	GJGNY	ARRA*	Monthly Total	GJGNY	ARRA*	Program Total
Received Audit Applications	31		31	2,153	934	3,087
Completed Audits	45		45	1,948	849	2,797

<sup>\*</sup>The GJGNY Act of 2009 restricts the provision of GJGNY-funded energy assessments to small business and not-for-profit organizations with 10 employees or less. ARRA funds were used for eligible small business and not-for-profit organizations that have more than ten employees. ARRA funding expired on September 30, 2013.

### 5.2 Small Commercial Energy Efficiency Projects

As of December 31, 2013, the Small Commercial Energy Efficiency Program estimates 559 project completions.

#### Table 5-2. Small Commercial Energy Efficiency Projects.

Table 5-2 provides Small Commercial Energy Efficiency monthly and cumulative project figures.

Metric	December	Program Cumulative		
Estimated Projects Completed*	9	559		

<sup>\*</sup>NYSERDA conservatively estimates that twenty percent of energy efficiency improvements recommended on energy assessments are implemented by small business and not-for-profit customers.



#### 5.3 Small Commercial Energy Efficiency Financing

As of December 31, 2013, the Small Commercial Energy Efficiency Program has closed 8 loans with a total value of \$342,668. NYSERDA's share of that total loan value is \$164,054.

Table 5-3. Small Commercial Energy Efficiency Financing.

Table 5-3 provides Small Commercial Energy Efficiency monthly and cumulative financing figures.

Loan Status	December			Program Cumulative		
	Number	NYSERDA Share of Total Loan Value	Total Loan Value**	Number	NYSERDA Share of Total Loan Value	Total Loan Value**
Applications Approved*						
Participation Loans	0	\$0	\$0	26	\$486,204	\$983,411
On-Bill Recovery	0	\$0	\$0	16	\$512,169	\$512,169
Loans Closed						
Participation Loans	0	\$0	\$0	7	\$150,734	\$329,348
On-Bill Recovery	0	\$0	\$0	1	\$13,320	\$13,320
Total	0	\$0	\$0	8	\$164,054	\$342,668

The Small Commercial Energy Efficiency Financing Program has 6 participating lenders.

The Green Jobs-Green New York (GJGNY) Act of 2009 was amended in October 2013 to make technologies that are eligible for net-metering in New York State also eligible for GJGNY financing, provided projects meet GJGNY financing requirements. The Small Commercial Energy Efficiency Program currently offers Participation Loan financing and On-Bill Recovery Loan financing to eligible small business and not-for-profit customers.

Through the Participation Loan, NYSERDA offers 50 percent of the project cost, up to \$50,000, at 0 percent interest. The remaining project cost is provided by a participating lender at the market interest rate. This product offers eligible small business and not-for-profit customers up to \$100,000 in financing for energy efficiency improvements and/or net-metering eligible projects at approximately half the market interest rate, provided the project results in a payback of 15 year or less.

<sup>\*</sup> Customer applications are assessed for both Participation Loan and On-Bill Recovery Loan eligibility prior to approval. Approved application values are inclusive of loans that have moved forward to closure.

<sup>\*\*</sup>The total loan value represents the total value of the loan issued by the lender to the borrower. The total loan value may include financing for non-energy efficiency projects. NYSERDA's share of the total loan value represents 50% of the total energy efficiency project cost or \$50,000, whichever is less.

NOTE: Cumulative totals of loans closed include loans closed in September 2013 and October 2013 that were omitted in the corresponding monthly reports.



Through On-Bill Recovery financing, NYSERDA offers up to \$50,000 in financing at 2.5 percent interest for energy efficiency improvements and/or net-metering eligible projects, provided the project results in a payback of 15 years or less. On-Bill financing is repaid by the borrower on their utility bill.

At current loan limits defined for Participation Loan financing and On-Bill Recovery financing, NYSERDA anticipates that small business and not-for-profit customers are most likely to seek financing for Photovoltaic (PV) systems. NYSERDA is working to incorporate PV systems into the current GJGNY small commercial loan products and plans to initiate outreach and to roll out an updated loan process in March 2014.

Other technologies eligible for net-metering in New York State will be considered eligible for GJGNY financing provided that such projects are approved and participating in an applicable NYSERDA program and that such projects meet GJGNY financing cost-effectiveness requirements.



### 6 Evaluation

#### **6.1 Evaluation Activities Currently Underway**

Two major evaluations are currently underway and one recently completed: a market/process evaluation of the CBO initiative and a market/process evaluation of the Small Commercial initiative are both underway and nearing completion, and a jobs impact assessment was completed in December 2013. The status of each project is described below.

The Small Commercial evaluation was conducted using a phased approach. The preliminary results of the Auditor interviews were presented to the program staff in December and feedback received will be incorporated into the draft report. NYSERDA will work toward having comprehensive results of the Phase 1 evaluation in early 2014, including the results of the interviews with participants, initiative staff, and participating lenders and auditors. The scope of Phase 2 is under development and is planned to include research with non-participating small commercial and not-for-profit organizations, lenders, and loan originators.

The evaluation of the CBO initiative includes case studies and in-depth interviews of the CBOs. This evaluation is designed to explore the various program objectives and assess the successes and barriers experienced by CBOs during the early stages of program implementation. The preliminary results of this evaluation were presented to program staff in December 2013. NYSERDA will work toward having the results of this evaluation available in early January 2014.

The evaluation contractors have begun planning the Home Performance with ENERGY STAR (HPwES) process evaluation and market characterization assessment, which will include an evaluation of CBO-related activities. Data collection through the HPwES evaluation will allow CBOs additional time to generate retrofit projects and will limit the survey burden on HPwES participants and contractors.

The GJGNY jobs assessment was conducted using a phased approach. Phase 1 involved primary data collection via telephone surveys of various GJGNY market actors, and Phase 2 included a macroeconomic assessment of indirect jobs. The jobs assessment report was finalized in December 2013 and is available on the NYSERDA website at <a href="http://www.nyserda.ny.gov/BusinessAreas/Energy-Data-and-Prices-Planning-and-Policy/Program-Evaluation/NYE\$-Evaluation-Contractor-Reports/2013-Reports/NMR-Group.aspx">http://www.nyserda.ny.gov/BusinessAreas/Energy-Data-and-Prices-Planning-and-Policy/Program-Evaluation-Contractor-Reports/2013-Reports/NMR-Group.aspx</a>.