New Jersey's Clean Energy Program
2011 Program Descriptions and Budget

Commercial & Industrial
Energy Efficiency Programs
Managed by TRC as C&I Market Manager

2011 Program & Budget Filing
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Introduction

This 2011 Filing provides program descriptions and budgets for programs managed by TRC, the Commercial and Industrial (C&I) Energy Efficiency Market Manager who took over management of the C&I Programs from the seven electric and natural gas utilities effective April 1, 2007.

The following are program descriptions, marketing plans and program budgets for 2011. Included in the program descriptions are annual goals for each program and planned program implementation activities.

Appendix A - 2011 12-Month Marketing Activity Plan
Appendix B - C&I Market Manager Budgets

2011 C&I Programs

General Overview

New Jersey's Commercial & Industrial (C&I) Energy Efficiency Program, which is marketed as *New Jersey SmartStart Buildings*, is the umbrella name for six individual program components for targeted commercial and industrial market segments: 1) New Construction, 2) Retrofit, 3) Pay for Performance New Construction, 4) Pay for Performance, 5) Local Government Energy Audit, and 6) Direct Install (collectively "*SmartStart* Programs" or "Programs").

The C&I New Construction and C&I Retrofit components offer prescriptive and custom efficiency measure incentives plus technical support. For budget purposes, these are shown as two different programs, but they offer similar services as described under Program Offerings and Customer Incentives below.

The Pay for Performance components, for both existing building and new construction, uses a "whole building approach" to energy efficient construction and offers incentives based on the level of savings achieved.

The *SmartStart* Programs are designed to:

- Capture lost opportunities for energy efficiency savings that occur during customer-initiated construction events (i.e., when customers normally construct buildings or purchase building systems equipment).
- Achieve market transformation by helping customers and designers make energy efficient equipment specification, building/system design**,** lighting design**,** and commissioning part of standard business practices.
- Stimulate commercial and industrial customer investments in energy efficiency measures.
- Facilitate effective implementation of New Jersey's new commercial energy code as well as future upgrades to that code.

The *SmartStart* Programs have been designed to address key market barriers to energy efficient building construction and design on the part of developers, designers, engineers, and contractors including:

- Unfamiliarity or uncertainty with energy efficient building technologies and designs;
- Bias toward lower first cost versus operating costs;
- Compressed time schedules for design and construction;
- Aversion to perceived risk-taking involved with specifying technologies less familiar to the local design community, despite the proven reliability of efficient technologies and designs; and,

- Incentive structures and priorities for engineers, designers and contractors, which often do not align with energy efficiency considerations.

The Programs employ a comprehensive set of offerings and strategies to address these market barriers noted above, and to subsequently achieve market transformation in equipment specification, building/system design and lighting design. These include:

- Program emphasis on customer-initiated construction and equipment replacement events that are a normal part of their business practice.
- Coordinated and consistent marketing to commercial and industrial customers, especially large and centralized players, such as national/regional accounts, major developers, etc.
- Consistent efficiency and incentive levels for efficient electric and gas equipment and design practices to permanently raise efficiency levels.
- Prescriptive incentives for pre-identified energy-efficient equipment and custom measure incentives for more complex and aggressive measures to permanently raise the efficiency levels of standard equipment.

The C&I Programs have established maximum annual per-entity incentive caps which are in addition to individual program incentive caps. The caps are as follows:

Existing Program Incentive Caps:

New Construction and Retrofit Programs - $500,000 per electric account and $500,000 per natural gas account, per calendar year. A customer is defined as a utility account.

Pay for Performance Program (P4P) - $1 million per electric account and $1 million per natural gas account per year, not to exceed $2 million per project. An additional $1 million is available for entities that include a CHP system as part of their Energy Reduction Plan and installed measures.

A Pay for Performance project is defined as a single building owned by an entity, which has met Pay for Performance eligibility requirements and is, or will be, participating in the Pay for Performance. If a project possesses more than one electric account and more than one gas account, the multiple electric accounts will be treated as a single electric account and the multiple gas accounts will be treated as a single gas account, and the project will be held to the above mentioned cap.

Direct Install – Project incentive cap of up to $50,000. Direct Install participants will also be held to an annual entity cap of $250,000 per entity. The signed Scope of Work Agreement will be the milestone used to determine proximity to the entity cap.

Local Government Energy Audit Program (LGEA) – LGEA participants will be held to an annual entity cap of $100,000 per entity.

Program-Wide Entity Caps:

If an entity brings more than one project through the New Jersey Clean Energy Program in one calendar year in addition to the project caps defined above, they will be held to an annual entity cap. Application approval (Retrofit and New Construction), Energy Reduction Plan approval (Pay for Performance) and fully executed Scopes of Work (Direct Install) are the milestones used to determine the incentive. Therefore, those same milestones will be used in determining proximity to the entity cap.

Annual Entity Cap:

An annual entity cap of $4 million per entity, per year, or $5 million per entity, per year if the project(s) includes installation of a CHP project, shall be established through December 31, 2011. Projects developed by the State of New Jersey Office of Energy Services shall be exempt from any entity caps.

Entity Cap "year":

The C&I Program will use a calendar 12-month period for tracking entity cap limits. Once the entity cap limit for applications has been reached, based on approved applications or Energy Reduction Plans, the earliest an entity may apply for subsequent incentive funding is January 1st of the following year.

Incentives received under the Direct Install, Retrofit, New Construction and Pay for Performance Programs count toward the annual incentive cap. Incentives received under The Local Government Energy Audit or TEACH Programs do not count toward annual incentive caps.

Applicants to any of the C&I Program must be contributors to the Societal Benefits Charge fund.

In addition to the existing Commercial & Industrial Energy Efficiency Programs, the Board recently approved a number of other initiatives including programs run by New Jersey's investor-owned utilities as well as management of American Recovery and Reinvestment Act (ARRA) funding which will supplement existing Clean Energy Programs. TRC will process applications and provide general support for these initiatives that impact the Commercial & Industrial Energy Efficiency Programs.

New Construction and Retrofit Programs

Program Description

The C&I New Construction and C&I Retrofit Programs offer prescriptive efficiency measure incentives that provide fixed incentives for energy efficiency measures. The Programs also offer custom measures incentives.

Target Markets and Eligibility

The C&I New Construction and C&I Retrofit Programs target commercial, educational, governmental/institutional, industrial, and agricultural customers engaged in customer-initiated construction events including public schools construction, other new building construction within designated Smart Growth areas, renovations, remodeling, equipment replacement, and manufacturing process improvements. The Program offers incentives and technical support for both existing buildings and new construction. To be eligible, new construction projects must be located within Smart Growth areas as described in NJAC 14:3-8.2. Customers or their trade allies can assess if a location is in a designated growth area by using the Site Evaluator Tool available from the HMFA website: http://sgl.state.nj.us/hmfa/hmfa_locator.htm to locate the property. In addition, the Program offers incentives and technical support for new construction in areas where the cost of a service extension may be allowed, as provided for in NJAC 14:3-8.8. "Exemptions from cost limits on areas not designated for growth" as these rules now specify or as they may be amended in the future. In addition, the Program may be used to address economic development opportunities and transmission and distribution system constraints.

Program Offerings and Customer Incentives for the C&I New Construction and C&I Retrofit Programs

The Programs will include the following program offerings for the various market segments:

- Prescriptive Efficiency Measure Rebates that provide fixed incentives for energy efficiency measures. Incentives are based on incremental costs (i.e., the additional cost above baseline equipment), in consideration of market barriers, changes in baselines over time and market transformation objectives. Eligible measures include:
    - Electric Chillers
    - Natural Gas Chillers
    - Unitary HVAC (Heating, Ventilating, Air Conditioning) Systems
    - Ground Source Heat Pumps (Geothermal)

- Gas Fired Boilers
- Gas Furnaces
- Variable Frequency Drives
- Gas Fired Water Heating
- Gas Fired Water Booster Heating
- Premium Efficiency Motors
- Compressed Air Systems
- Prescriptive Lighting
- Performance Based Lighting
- Custom Measures

- Custom Measure Incentives for more complex and aggressive efficiency measures. The process for calculating custom measure incentives entails a performance-based approach for custom equipment with a set value of incentives for electric and gas energy savings projects which may include a commissioning component. Eligible electric and gas measures include lighting systems, HVAC systems, motor systems, large boiler systems, gas-engine driven chillers and other non-prescriptive measures proposed by the customer. More details regarding this process can be found later in this document in the section entitled "C&I Construction Program Incentives".

Customers should submit an Application for the type of equipment they have chosen to install. The application should be accompanied by a related worksheet, where applicable, a manufacturer's specification sheet for the selected equipment and one month of the most recent electric/natural gas utility bill for a prescriptive application or twelve months for a custom application. (Program representatives will then review the application package and approve it, reject it, and/or advise of upgrades to equipment that will save energy costs and/or increase the incentives.)

C&I New Construction

This Program component offers incentives and technical support for new construction projects within designated Smart Growth areas as defined in NJAC 14:3-8.2 or in areas where the cost of a service extension may be allowed as provided for in NJAC 14:3-8.8. "Exemptions from cost limits on areas not designated for growth" as these rules now specify or as they may be amended in the future. In addition, it offers incentives and technical support for construction specified in the Board Orders "In the matter of the New Jersey SmartStart Buildings Programs; Adoption of Revised Smart Growth Policy and Exemption Process to Allow Replacement Building for Existing Structures" signed April 3, 2006 and for any construction specifically allowed by Board Order outside of designated Smart Growth areas

Incentives for new construction are available only for projects in areas designated for growth in the NJ State Development and Redevelopment Plan.

Smart Growth Eligibility: Customers or their trade allies can assess if a location is in a designated growth area by using the Site Evaluator Tool available from the HMFA website: http://sgl.state.nj.us/hmfa/hmfa_locator.htm to locate the property. This Tool will report if a project is located in a Smart Growth area.

The Smart Growth policies will be implemented consistent with Board Orders as described more fully in the C&I Operational Procedure Manual.

Schools

"Schools" will no longer be a stand-alone offering but entities in this sector will submit applications under either the C&I New Construction, C&I Retrofit Program, Pay for Performance or Direct Install Programs, depending on the nature of the work. Incentives are offered to K-12 schools throughout New Jersey (public schools are not limited to the Smart Growth and "Designated growth areas") and the Program will continue to provide the following incentives and technical assistance:

- Assistance to ensure that all schools take full advantage of existing program offerings and incentives.
- No incentives are currently provided to offset costs associated with LEED registration.
- Financial incentives are provided for qualified equipment.

C&I Retrofit

The Retrofit component is offered to all C&I customers and provides incentives for replacing standard equipment with high efficiency alternatives. The Program also offers custom measure incentives and technical assistance.

Regional and National Initiatives

- *New Jersey SmartStart Buildings* has, and will continue to support efforts to upgrade efficiency standards and state building codes. Activities include technical support, dissemination of information, sponsorship of conferences/workshops on codes and standards, tracking of activities and monitoring developments, and review and modification of program designs to integrate changes to the standards and codes.

C&I New Construction and C&I Retrofit Program Incentives

The table below lists existing 2010 statewide incentives for the C&I New Construction, and C&I Retrofit program components and, where noted, changes that will take place for 2011. The incentives vary by size, technology and efficiency level and will be paid based on specific eligibility requirements. The program offers both prescriptive incentives and custom measure incentives.

Incentives are available for up to $500,000 per electric account and $500,000 per natural gas account per calendar year. A customer is defined as a utility account.

In 2010, a new process for calculating custom measure incentives was implemented and will continue in 2011. The Custom Screening Tool was eliminated and the Program now provides a set level incentive for electric and gas savings. This process is more of a performance-based approach for custom equipment. Established incentive caps for the program are the lesser of a set value of $0.16/kWh and $1.60/therm based on estimated annual savings, 50% of total installed project cost or a buy down to a one-year payback. Eligible projects must have a minimum first year energy savings of 75,000 kWh for custom electric projects or 1,500 therms for custom gas projects. This requirement may be waived by the Market Manager on a case-by-case basis if project savings are within 10% of these minimum requirements. Projects with both electric and gas savings may be considered for incentives if either of the minimum savings requirements are met. Multiple smaller applications may not be grouped to meet minimum savings requirements. A customized set of Microsoft Excel-based forms is required for all projects. These forms summarize the critical components of the custom measure including a detailed description of the technology, installed cost, and projected savings. Upon project completion, additional documentation is required to confirm that the measures were installed as proposed and that any changes during construction are reflected in the final savings values. As is clearly described in the Program forms, certain

measures may require post-installation metering, trending analysis, and/or the installing contractor's Statement of Substantial Completion. The evaluation of custom measure applications includes cost effectiveness calculations to assess Internal Rate of Return (IRR) and project payback with and without incentive. Baseline for custom retrofit projects are existing conditions, however the custom measure must exceed ASHRAE 90.1-2007 standards by at least 2% where specific guidelines exist. In cases where ASHRAE guidelines do not apply, the Program will require that custom measures exceed industry standards per the Consortium for Energy Efficiency (CEE), EPA Energy Star, and/or others. New construction/gut-rehab projects will use ASHRAE 90.1-2007 as the baseline for estimating energy savings. TRC will provide contractors with Program spreadsheets that include standard formats for reporting Program savings as well as standard incentive and IRR calculations.

Program can limit the number of custom applications accepted for the same technology in order to evaluate if a prescriptive incentive can be developed. For most technologies, three (3) applications will be the limit. During the prescriptive evaluation period no new custom applications for the same technology will be accepted. Customers applying to the program will be formally notified that any applications received over the limit will not be accepted by the Program. The customer will not be able to resubmit an application until the technology has been evaluated and/or a prescriptive incentive has been developed.

Inspection protocols for custom measure projects in 2011 will require 100% pre & post inspections for projects with an estimated incentive equal to and above $25,000. Inspections for projects with incentives below $25,000 will be sampled at random.

On 9/7/10, the State of NJ adopted the ASHRAE 90.1-2007 for all commercial and industrial buildings, in regards to energy conservation. With the adoption of the new codes began a six month grace period to allow compliance with the previous codes, ASHRAE 90.1-2004 with minor amendments. For calendar year 2011, New Jersey's Clean Energy Program will utilize the new code, ASHRAE 90.1-2007 as reflected in the tables below.

Technology Classification	Current 2010 Incentive	Proposed 2011 Incentive
Technical Assistance and Design Support Incentives:		
Technical Assistance – Specialized Technical Study Incentive for industrial process improvements, chiller plant optimization and compressed air projects.	Cost share of the technical study on a 50%/50% basis, not to exceed $10,000	No longer offered
Pre-design planning session	$1,000	No longer offered
Design simulation and screening	$5,000 or more, depending on the size of the building	No longer offered
Incorporation of energy efficiency measures into the Final Design	$5,000 depending on the measures included ($2,500 for lighting, $2,000 for HVAC, $500 for motors)	No longer offered
Custom Measure Incentives:		
Measures not covered by the prescriptive incentive tables	Performance incentives of $0.16/kWh and $1.60/therm of first year savings, 50% of total installed project cost, or buy down to 1-year payback. Based on estimated savings - minimum of 75,000 kWh or 1,500 Therms saved annually required. Projects must have an IRR of 10% or greater	Minimum savings requirements may be waived by the Market Manager on a case-by-case basis if project savings are within 10% of these minimum requirements. Projects with both electric and gas savings may be considered for incentives if either of the minimum savings requirements are met. Multiple smaller applications may not be grouped to meet minimum savings requirements.
Qualifying Equipment Incentives: (no incentive shall exceed the non-installed cost of the measure)		
Electric Chillers: ***Note A*** *- See application for changes in efficiency requirements to comply with ASHRAE 90.1-2007 Also, chiller full and part-load efficiencies are determined in accordance with A.H.R.I. Standard 550/590-2003. Refer to electric chiller incentives in table below.*		

Electric Chillers Efficiency Levels and Incentives*

Water-Cooled Chillers

All Compressor Types	Incentives (<70 tons)	Incentives (70 to <150 tons)
kW/Ton	Full Load $/Ton	Full Load $/Ton
0.75	$16	$25
0.74	$18	$26
0.73	$20	$27
0.72	$22	$28
0.71	$24	$30
0.70	$26	$32
0.69	$28	$34
0.68	$30	$36
0.67	$32	$38
0.66	$34	$40
0.65	$36	$42
0.64	$38	$44
0.63	$40	$46
0.62	$42	$48
0.61	$44	$50
0.60	$46	$52
0.59	$48	$54
0.58	$50	$56
0.57	$52	$58
0.56	$54	$60

Water-Cooled Chillers

All Compressor Types	Incentives (150 to <300 tons)		Incentives (≥300 tons)	
kW/Ton	Full Load $/Ton	(PLV) $/Ton	Full Load $/Ton	(PLV) $/Ton
0.56	$16			
0.55	$21			
0.54	$26			
0.53	$31			
0.52	$36			
0.51	$41			
0.50	$46	$16		
0.49	$51	$22		
0.48	$56	$29		
0.47	$61	$35	$12	
0.46	$66	$41	$14	$12
0.45	$71	$47	$16	$14
0.44	$76	$54	$18	$16
0.43	$81	$60	$20	$18
0.42	$86	$66	$25	$20
0.41	$91	$72	$30	$25
0.40	$96	$79	$40	$30
0.39	$101	$85	$50	$42
0.38	$106	$91	$60	$53
0.37	$111	$97	$70	$65
0.36	$116	$104	$80	$77
0.35	$121	$110	$90	$89
0.34	$126	$116	$100	$100
0.33	$131	$122	$110	$112
0.32	$136	$129	$120	$124
0.31	$141		$130	
0.30			$140	
0.29			$150	
0.28			$160	
0.27			$170	
0.26				

Air-Cooled Chillers

All Compressor Types	Incentives (<150 tons)	Incentives (≥150 tons)
kW/Ton	Full Load $/Ton	Full Load $/Ton
1.20	$14	$8
1.19	$16	$10
1.18	$18	$12
1.17	$20	$14
1.16	$22	$16
1.15	$24	$18
1.14	$26	$20
1.13	$28	$22
1.12	$30	$24
1.11	$32	$26
1.10	$34	$28
1.09	$36	$30
1.08	$38	$32
1.07	$40	$34
1.06	$42	$36
1.05	$44	$38
1.04	$46	$40
1.03	$48	$42
1.02	$50	$44
1.01	$52	$46

Water Cooled Chillers	$12 - $170 per ton depending on size and efficiency	No Change
Air Cooled Chillers	$8 - $52 per ton depending on size and efficiency	No Change
Natural Gas Chillers:		***Refer to Note A above***
Gas Absorption Chillers	1.1 full load or part load Coefficient of Performance (COP)	No Change
< 100 tons	Up to $450 per ton	No Change
100 to 400 tons	Up to $230 per ton	No Change
> 400 tons	Up to $185 per ton	No Change
Gas Engine Driven Chillers	Treated under Custom measure path (1.1 full or part load COP)	No Change
Desiccant Systems	Up to $1.00 per cfm (gas or electric)	No Change
Unitary HVAC Systems:		***Refer to Note A above***
Unitary AC and Split Systems		
< 5.4 tons	14.0 SEER, Up to $92/ton	No Change
≥ 5.4 to < 11.25 tons	11.5 EER, Up to $73/ton	
≥ 11.25 to < 20 tons	11.5 EER, Up to $79/ton	
≥ 20 to 30 tons	10.5 EER, Up to $79/ton	

Technology Classification	Current 2010 Incentive	Proposed 2011 Incentive
Air to Air Heat Pumps < 5.4 tons ≥ 5.4 to < 11.25 tons ≥ 11.25 to < 20 tons ≥ 20 to 30 tons	 ≥ 14.0 SEER & 7.8 HSPF, Up to $92/ton 11.5 EER, Up to $73/ton 11.5 EER, Up to $79/ton 10.5 EER, Up to $79/ton	No Change
Packaged Terminal AC & HP < 9,000 BTUH ≥ 9,000 to 12,0000 BTUH > 12,000 BTUH	Up to $65 per ton 12.0 EER, Up to $65/ton 11.0 EER, Up to $65/ton 10.0 EER, Up to $65/ton	No Change
Dual Enthalpy Economizers	All Up to $250/unit	No Change
Central DX AC Systems ≥ 9.5 EER	>30 to 63 tons, Up to $40 per ton > 63 tons, Up to $72 per ton	No Change Incentives for qualifying Central DX AC systems > 63 tons for existing buildings only. New construction ineligible.
Water Source Heat Pumps	Up to $81/ton for qualifying equipment	No Change
Occupancy Controlled Thermostats for Hospitality / Institutional Facilities	$75/per occupancy controlled thermostat	Up to $75/per occupancy controlled thermostat
Ground Source Heat Pumps:		***Refer to Note A above***
Open Loop & Closed Loop ≥ 16 EER	≥ 16 EER up to $450 per ton ≥ 18 EER up to $600 per ton ≥ 20 EER up to $750 per ton Energy Star rated equipment only	No Change
Gas Fired Boilers:		
< 300 MBH ≥ 85% AFUE	$2.00 per MBH but not less than $300 per unit	No Change
300 MBH - 1500 MBH ≥ 85% AFUE hot water boilers ≥ 84% AFUE steam boilers	Up to $1.75 per MBH	No Change
> 1500 MBH - 4000 MBH ≥ 84% AFUE for hot water boilers ≥ 83% AFUE for steam boilers	Up to $1.00 per MBH	No Change
> 4000 MBH	Treated under Custom Measure Path	No Change

Technology Classification	Current 2010 Incentive	Proposed 2011 Incentive
Gas Furnaces		
≥ 90% AFUE ≥ 92% AFUE, with ECM	Up to $300 per furnace Increase standard from ≥ 90% AFUE to ≥ 92% $400 per furnace	No Change No change
Variable Frequency Drives (HVAC):		
Variable Air Volume (add on to existing VAV HVAC systems only)	$65 - $155 per hp	No Change
Chilled Water Pumps	Up to $60 per hp	No Change
Cooling Tower Fans	Custom	$60/HP, Existing cooling tower Fan Motors Only > 10HP
Air Compressors with VFD's	Incentives will be paid as a Prescriptive Measure based on specific eligibility requirements. Available incentives are to be paid in accordance with the information below: **Installed HP** — **Incentive** 25 to 29 — Up to $5,250 30 to 39 — Up to $6,000 40 to 49 — Up to $7,200 50 to 59 — Up to $8,000 60 to 199 — Up to $9,000 200 to 249 — Up to $10,000 > 250 — Up to $12,500 Refer to Application and/or website for standards that apply to these measures	No Change
Gas Fired Water Heating:		
≤ 50 gallons ≥ 0.67 energy factor	Up to $50 per water heater	No Change
≥ 82% energy factor	$300 per tankless water heater	Up to $300 per
> 50 gallons; < 300 MBH ≥ 85% AFUE	Up to $2.00 per MBH, but not less than $50/unit	No Change
300 MBH - 1500 MBH ≥ 85% AFUE	Up to $1.75 per MBH	No Change
>1500 MBH - 4000 MBH ≥ 84% AFUE	Up to $1.00 per MBH	No Change
> 4000 MBH	Treated under Custom Measure Path	No Change

Technology Classification	Current 2010 Incentive	Proposed 2011 Incentive
Gas Fired Water Booster Heaters:		
≤ 100 MBH	Up to $17 per MBH	No Change
> 100 MBH	Up to $35 per MBH	No Change
Premium Efficiency Motors:		
Fractional (< 1 HP) Electronic Commutated Motors (ECM)	$40 per ECM for replacement of existing shaded-pole motor in refrigerated/freezer cases	Up to $40 per ECM
Three phase motors	Follows the Regional MotorUp Program Incentive Schedule (below)	No Change

Regional MotorUp Program Incentive Schedule, Incentives for Three Phase Motors:

Qualifying Premium Motor Efficiencies and Incentives										
Premium Motor Incentives Open Drip-Proof (ODP)						Premium Motor Incentives Totally Enclosed Fan-Cooled (TEFC)				
Size HP	Speed (RPM) 1200	1800	3600	Custom Incentive ($/Motor)		Size HP	Speed (RPM) 1200	1800	3600	Custom Incentive ($/Motor)
	NEMA Nominal Efficiency						NEMA Nominal Efficiency			
1	82.5%	85.5%	77.0%	$45		1	82.5%	85.5%	77.0%	$50
1.5	86.5%	86.5%	84.0%	$45		1.5	87.5%	86.5%	84.0%	$50
2	87.5%	86.5%	85.5%	$54		2	88.5%	86.5%	85.5%	$60
3	88.5%	89.5%	85.5%	$54		3	89.5%	89.5%	86.5%	$60
5	89.5%	89.5%	86.5%	$54		5	89.5%	89.5%	88.5%	$60
7.5	90.2%	91.0%	88.5%	$81		7.5	91.0%	91.7%	89.5%	$90
10	91.7%	91.7%	89.5%	$90		10	91.0%	91.7%	90.2%	$100
15	91.7%	93.0%	90.2%	$104		15	91.7%	92.4%	91.0%	$115
20	92.4%	93.0%	91.0%	$113		20	91.7%	93.0%	91.0%	$125
25	93.0%	93.6%	91.7%	$117		25	93.0%	93.6%	91.7%	$130
30	93.6%	94.1%	91.7%	$135		30	93.0%	93.6%	91.7%	$150
40	94.1%	94.1%	92.4%	$162		40	94.1%	94.1%	92.4%	$180
50	94.1%	94.5%	93.0%	$198		50	94.1%	94.5%	93.0%	$220
60	94.5%	95.0%	93.6%	$234		60	94.5%	95.0%	93.6%	$260
75	94.5%	95.0%	93.6%	$270		75	94.5%	95.4%	93.6%	$300
100	95.0%	95.4%	93.6%	$360		100	95.0%	95.4%	94.1%	$400
125	95.0%	95.4%	94.1%	$540		125	95.0%	95.4%	95.0%	$600
150	95.4%	95.8%	94.1%	$630		150	95.8%	95.8%	95.0%	$700
200	95.4%	95.8%	95.0%	$630		200	95.8%	96.2%	95.4%	$700

Technology Classification	Current 2010 Incentive	Proposed 2011 Incentive
Prescriptive Lighting: For all prescriptive lighting, fixture or lamp must be listed by UL or other OSHA approved Nationally Recognized Testing Laboratory (NRTL) in accordance with applicable US standards		
T-5 and T-8 lamps with electronic ballast replacing T-12 lamps	$10 per fixture for T12 to T8/T5 (1-4 lamps) retrofit $10 per fixture for T8 to reduced wattage T8 (28W/25W 4') (1-4 lamps) retrofit – requires lamp and ballast replacement No incentives for new construction or complete renovation. Electronic ballast replacement necessary for all eligible delamped fixtures. Eliminate 75 kW threshold for prescriptive lighting No incentives for new construction or complete renovation. Complete renovation is defined as 100% fixture replacement for the space involved.	For retrofit to T8 lamps – requires High Performance (4' Only) or Reduced Wattage lamps (4' Only) and ballasts qualified by CEE Both incentives shown are Up to $10 per fixture No Change
Permanently De-lamp Fixtures and Add Reflectors as long as changing to a more efficient lighting system.	$20 per fixture. Refer to application for details Incentives for de-lamped T-8 lamps with new reflectors are available only for fixtures with a Total Harmonic Distortion of ≤ 20%. Electronic ballast replacement required for all eligible de-lamped fixtures. Eligible de-lamping can include reduction in linear lamp feet from existing conditions. For example, 1-8' linear fluorescent lamp can be considered as 2-4' linear lamps. U-bend lamps 4' in total length can be considered as 2-F17/T8 lamps. For clarification, this $20 per fixture incentive applies to T-8 to T-8 replacement with permanent delamping and adding new reflectors which results in a more efficient lighting system with maintained light levels.	Up to $15 per fixture for the retrofit of T12 to T8 or T8 to T8 technology with permanent delamping and adding new reflectors. For retrofit to T8 lamps – requires High Performance (4' Only) or Reduced Wattage lamps (4' Only) and ballasts qualified by CEE

Technology Classification	Current 2010 Incentive	Proposed 2011 Incentive
Permanently De-lamp fixtures, continued	$30 per fixture for the retrofit of T-12 to T-8 technology with permanent delamping adding new reflectors.	Up to $20 per fixture for the retrofit of T12 to T8 technology with permanent delamping adding new reflectors For retrofit to T8 lamps – requires High Performance (4' Only) or Reduced Wattage lamps (4' Only) and ballasts qualified by CEE
T-5 and T-8 fixtures replacing T-12 fixtures < 250W	$25 per fixture (1-2 lamps) $30 per fixture (3-4 lamps)	Up to $25 per fixture (1-4 lamps For retrofit to T8 lamps – requires High Performance (4' Only) or Reduced Wattage lamps (4' Only) and ballasts qualified by CEE
LED Exit Signs (New Fixtures Only)	$20 per fixture with facility demand less than 75 kW; $10 per fixture with facility demand greater than 75 kW	Up to $20 per fixture with facility demand less than 75 kW; Up to $10 per fixture with facility demand > 75kW
Hard-wired compact fluorescent surface mounted fixtures (New Fixtures Only). Must be pin based	UP to $25 per 1 lamp fixture Up to $30 per 2 or more lamp fixtures	No Change
Screw-in PAR 38 or PAR 30 Compact Fluorescent Lamp (CFL) with Aluminum Reflector replacing existing incandescent fixtures. Lamps must be warranted by the manufacturer for 8,000 hours, THD < 33% and BF > 0.9	$7 per lamp replaced	Up to $7 per lamp replaced

Hard-wired compact fluorescent recessed fixtures (New Fixtures Only, must be pin based technology with THD of < 33% and BF > 0.9)	Up to $25 per 1 lamp fixture Up to $30 per 2 or more lamp fixtures	No Change
Metal Halide w/ pulse start ballast, for fixtures > 150 watts	$25 per fixture, includes parking lot lighting	Up to $25 per fixture,
T-5 and T-8 Fixtures replacing HID, 250 watt or greater T-12 fluorescent, or 250 watt or greater incandescent fixtures	Incentives will be paid as a Prescriptive Measure based on specific eligibility requirements. • T-5 or T-8 fluorescent fixtures replacing 1000 Watt or greater HID, T-12 fluorescent, or incandescent fixtures: $284. per fixture removed. • T-5 or T-8 fluorescent fixtures replacing 400 - 999 Watt HID, T-12 fluorescent, or incandescent fixture: $100. per fixture removed.	Up to $200 per fixture removed. Up to $100 per fixture removed
Technology Classification	**Current 2010 Incentive**	**Proposed 2011 Incentive**
	• T-5 or T-8 fluorescent fixtures replacing 250 - 399 Watt HID, T-12 fluorescent, or incandescent fixture: $50. per fixture removed.	Up to $50 per fixture removed.
T-5 and T-8 Fixtures replacing 75 – 250 Watt HID fixture	• T-5 or T-8 fluorescent fixtures replacing 175 to 249 Watt HID fixture: $43. per fixture removed. • T-5 or T-8 fluorescent fixtures replacing 100 to 174 Watt HID fixture: $30. per fixture removed. • T-5 or T-8 fluorescent fixtures replacing 75 to 99 Watt HID fixture: $16. 0 per fixture removed. The current requirement for one to one replacement will be eliminated Refer to Application and/or website for standards that apply to these measures	Up to $43 per fixture removed Up to $30 per fixture removed Up to $16 per fixture removed

New Construction and Complete Renovation	No incentives for new construction or complete renovation. Complete renovation is defined as 100% fixture replacement for the space involved. No incentive, performance based only.	No prescriptive lighting incentives for new construction. Complete renovation of existing buildings eligible for prescriptive lighting incentives only.
Induction Lighting Fixtures Retrofit of HID	$50 per HID (≥100W) fixture retrofitted with induction lamp, power coupler and generator. Replacement unit must use 30% less wattage per fixture than existing HID system.	Up to $50 per HID ((≥100W) fixture
Replacement of HID	$70 per HID(≥100W) fixture with a new induction fixture	Up to $70 per HID (≥100W) fixture
		No Change
LED Prescriptive Lighting – For incentive eligibility LED fixture must be listed on Energy Star or Design Lights Consortium qualified products list. For replacement of incandescent, fluorescent or HID only.		
Low Bay LED Parking Lot Lighting	$43 per fixture	Re-listed Under Parking Garage LED Incentive
LED Lamp (Integral/Screw-In)	NA	$20/lamp
LED Refrigerated Case Lighting	$42 per 5' LED fixture $65 per 6' LED fixture Incentive for replacement of fluorescent lighting system in medium or low temperate display cases. Technical requirements of this incentive are listed on the prescriptive lighting application.	Up to $42 per 5' LED fixture Up to $65 per 6' LED fixture
LED Display Case Lighting	Custom	Up to $30 per display case
LED Shelf-mounted display and task lights	Custom	Up to $15 per foot
LED Portable Desk Lamps	Custom	Up to $20 per fixture
LED Wall-wash Lights	Custom	Up to $30 per fixture
LED Recessed Down Lights	Custom	Up to $35 per fixture

		Up to $175 per fixture
LED Outdoor Pole/Arm-Mounted Area and Roadway Luminaires	Custom	
		Up to $175 per fixture
LED Outdoor Pole/Arm-Mounted Decorative Luminaires	Custom	
		Up to $100 per fixture
LED Outdoor Wall-Mounted Area Luminaires	Custom	
		Up to $100 per fixture
LED Parking Garage Luminaires	Custom	
		Up to $50 per fixture
LED Track or Mono-point Directional Lighting Fixtures	Custom	
		Up to $150 per fixture
LED high-bay and Low-bay fixtures for Commercial & Industrial Buildings	Custom	
		Up to $150 per fixture
LED High-bay Aisle Lighting	Custom	
		Up to $50 per fixture
LED Bollard Fixtures	Custom	
		Up to $50 per fixture
LED Linear Panels (2X2 Troffers Only)	Custom	
		Up to $100 per fixture
LED Fuel Pump Canopy	Custom	

Technology Classification	Current 2010 Incentive	Proposed 2011 Incentive
Lighting Controls:		
LED Traffic Signal Lamps (conversion of existing intersections only) 8 " Lamp 12" Lamp	 $0 – No incentive offered $0 – No incentive offered	 No Change No Change
LED Pedestrian Signal Lamps (conversion of existing intersections only)	$0 – No incentive offered	No Change
Occupancy Sensors (Turning fixtures off in Existing facilities only Wall Mounted Remote Mounted (e.g., ceiling)	 Up to $20 per control Up to 35 per control	 No Change No Change
Day Lighting Dimmers – All facilities Fluorescent Fixtures HID or Fluorescent Hi-Bay controls	 Up to $25 per fixture controlled. For office applications only, increase to $50 per fixture controlled Up to $75 per fixture controlled (HID only)	 No Change No Change
Hi-Low Controls - All facilities: Fluorescent Fixtures HID or Fluorescent Hi-Bay	 Up to $25 per fixture controlled Up to $75 per fixture controlled (HID or Fluorescent Hi-Bay)	 No Change No Change

Technology Classification	Current 2010 Incentive	Proposed 2011 Incentive
Performance Based Lighting incentives for indoor and outdoor installations (attached to building) – New Construction Only	Up to $1.00 per watt-per-square foot below baseline which is 5% below (more efficiency) ASHRAE 90.1.2004 code; incentive cap up to $30/fixture Existing buildings, regardless of connected load, are eligible for Prescriptive Lighting incentives and are not eligible for Performance incentives, unless a Complete Renovation of the lighting system is undertaken. Incentive cap up to $30/fixture	Code changed to ASHRAE 90.1.2007 Available for New Construction Only. No longer available for Complete Renovation. Existing buildings, regardless of connected load, are eligible for Prescriptive Lighting incentives and are not eligible for Performance incentives.
Performance Based Lighting incentives for indoor/outdoor installations (attached to building) – Existing Construction	This classification will be processed under prescriptive lighting incentives. For projects that require Complete Renovation please refer to previous section.	Available for New Construction Only. No longer available for Complete Renovation.
Multiple Measure Bonus:		
	15% of the total equipment incentives for the subject project, but not to exceed the smallest individual equipment incentive for the project. Bonus is available if the multiple measures include lighting and lighting controls.	Multiple Measure Bonus is eliminated.

Note: The incentives identified above may be lowered with the approval of the Office of Clean Energy.

Delivery Methods

All of New Jersey's Commercial & Industrial Clean Energy Programs will be managed by TRC as the Commercial & Industrial Market Manager ("Market Manager"). The Programs will be offered on a consistent program design and implementation basis to ensure consistency across the state.

As new technologies are introduced and prices for measures change, sometimes in response to program offerings, program managers will continuously monitor technologies and costs and adjust program incentives accordingly. The Market Manager will propose adjustments to program offerings based on program experience, the results of any evaluations, program and market studies as well as other state/regional market research, and current pilot/demonstration projects.

Goals:

- New Construction 75 completed jobs
- Existing Construction 1,500 completed jobs

Quality Control Provisions

Documented policies and procedures provide proper guidelines to ensure consistency in the processing and quality control for all C&I program participants. All applications are reviewed upon receipt to verify adherence to eligibility requirements. In addition, all technical information submitted in support of the application is reviewed to confirm measure qualification and to verify the incentive calculation. Applicant supplied information and Market Manager performed incentive calculations are entered into the database, and files are created for all documents and ongoing project correspondence.

A minimum of 10% of all incentive applications are selected for pre-installation and/or post-installation inspection by a Market Manager inspector (or one of its subcontractors). Inspections include a site visit to verify customer eligibility and energy efficient measure technical specifications that result in a verification of the incentive calculation. A field inspection report is prepared and maintained in the project file for future verification.

Budget

A detailed state-wide budget for all of New Jersey's Clean Energy Commercial & Industrial Programs is attached in Appendix B. The Program will be offered on a consistent program design and implementation basis to ensure consistency across the State.

Minimum Requirements for Program Administration

Not Applicable.

Local Government Energy Audit Program (LGEA Program)

Description:

The Program provides incentives to subsidize the cost of an energy audit for facilities owned by municipalities or other local government agencies (Agency) as well as New Jersey State Colleges and Universities. The LGEA Program is also open to select non profits. Select non profits include charitable organizations which refer to organizations that are exempt from taxation under Section 501 (c) (3) of the Internal Revenue Code.

The Program is implemented as follows:

1. New Jersey Department of the Treasury has established, based on its review of proposals received in response to its RFP, a list of qualified contractors that are available to contract directly with the participating Agencies to provide energy audit services. The list of contractors includes hourly rates for the provision of energy audit services.
2. The Agency will request proposals from contractors on the approved Treasury list. The solicitation will include a description of the facilities to be audited.
3. Contractors will provide the Agency with an estimate of the cost to perform the energy audit based upon the hourly rates provided in response to the RFP. The estimate shall be on a fixed fee basis only. The estimate shall not be, in whole or in part, contingent on any other factors such as shared savings, commissions, or percentages of project costs.
4. The Agency will submit a request for reimbursement for 100% of the estimated cost of the energy audit to the Office of Clean Energy's C&I Market Manager, TRC. Within twelve months of audit approval, the entity is encouraged to install energy efficiency upgrades identified in the audit. Entities that participated in the LGEA Program prior to 2011are required to install measures with a net cost equal to or greater than 25% of the incentive paid or be obligated to return to the Program 25% of the incentive paid. TRC will provide to the Office of Clean Energy a list of entities that have not completed work so that they may pursue collection.
5. The Market Manager will review requests for funding, including scope and cost, and issue incentive commitment letters to applicants that meet program requirements provided that sufficient funding remains available.
6. The Agency will contract directly with the firm they have selected to perform the energy audit.

7. Upon completion of the audit, the Market Manager will review the energy audit report and, provided that all program requirements are met, the Program will reimburse the Agency for the total cost of the energy audit.

Participants in the Local Government Energy Audit Program will be able to take advantage of incentives available under existing New Jersey Clean Energy incentive programs to implement specific measures recommended in the energy audit.

The LGEA Program will provide incentives up to $100,000 per calendar year, per Agency to subsidize the cost of the energy audit.

Target Markets & Eligibility

This program offers qualifying municipalities and other government agencies, including New Jersey State Colleges and Universities and select non-profits, incentives to subsidize the cost of having an energy audit of their facilities performed. Select non-profits are those entities that are exempt from taxation under Section 501 (c) (3) of the Internal Revenue Code. Entities with facility sizes ≤ 100 kW will not be audited but will be moved to Direct Install. Market Manager will have the ability to grant exceptions in cases where the entity demonstrates interest in measures that are not available under the Direct Install Program, such as building shell measures and windows.

Goals and Energy Savings:

Goals:
Review and Process 700 Audits (Audit = One Building).

Energy Savings:
Not applicable

Quality Control Provisions

Documented policies and procedures provide proper guidelines to ensure consistency in the processing and quality control for all LGEA Program participants. All applications are reviewed upon receipt to verify adherence to eligibility requirements. Technical information in the energy audit is also verified. Applicant supplied information is entered into the database, and files are created for all documents and ongoing project correspondence. On a random basis, on-site facility inspections are also conducted to verify building and audit data. The inspection rate is up to 20% of audits.

Direct Install Program

Background

Under the Direct Install Program, the unique needs of New Jersey's small business community will be addressed.

Program Description

The Direct Install Program offers eligible small business customers the opportunity to retrofit existing inefficient equipment with more energy efficient systems. Municipal and other local government agencies that have successfully participated in the Local Government Energy Audit Program are also be eligible. The Program provides turn-key services including technical assistance, direct installation, financial incentives, as well as education to encourage the early replacement of existing equipment with high efficiency alternatives, as well as the installation of new equipment. A variety of electric and natural gas energy using systems are eligible for improvements including lighting, controls, refrigeration, HVAC, motors, and variable speed drives. The Program strives to include a comprehensive package of cost-effective energy efficiency improvements in each customer's project.

Target Market and Eligibility

The Direct Install Program is open to all commercial and industrial customers whose peak demand did not exceed 100 kW in any of the preceding twelve months. This peak demand threshold does not apply to local government entities that are also receiving an Energy Efficiency and Conservation Block Grant. Further, Market Manager has the discretion to approve applications that exceed the maximum monthly peak demand threshold of 100 kW by no more than 10%. The small business sector targeted by the Program tends to have a historical reluctance or inability to fund energy efficiency improvements. In addition, their small size tends to exclude them as beneficiaries of services from other energy service providers.

Program Offerings and Incentives

The Direct Install Program provides turn-key services and offers customers a single source of technical assistance, financial incentives and installation services. The Program will be delivered across the state by multiple regional Participating Contractors who have been selected via a Request for Proposal (RFP) process to deliver installation and related services. Participating Contractor services may be rebid in 2011, upon Staff direction, pending further guidance from the Board related to transition. Energy Assessments to identify potential measures at customer facilities will be conducted by either the Participating Contractor or the Market Manager, at the direction of staff pending receipt of guidance from the Board regarding Program transition. Each contractor has been

selected to serve a defined geographic region (e.g., county) of New Jersey and/or customer segment. Participating Contractors are responsible for promotion of the program and providing program services within their assigned region, in addition to reporting to TRC on a regular basis. The Program has developed comprehensive listings of unit pricing for all eligible equipment. Eligible equipment categories include but may not be limited to:

- Energy efficiency lamps, ballast and fixtures including Super T8 and T5 Lamp and Ballast Retrofit
- LED Exit Signs
- Commercial CFL Fixtures
- Occupancy Sensors
- VFDs
- Low Voltage Programmable Thermostats
- ENERGY STAR Boilers and Furnaces (up to 500,000 Btuh)*
- High Efficiency Cooling Systems
- ENERGY STAR Products
- Refrigeration Measures

  *In cases where the existing boiler or furnace is oversized, larger boiler and furnaces may be evaluated and considered for replacement as long as the replacement unit does not exceed 500,000 Btuh.

Customer incentives are offered to reduce the cost of installing energy efficient equipment and are based on the total installed cost of the retrofits. Qualifying C&I customers are eligible for incentives up to 60% of the installed cost of cost-effective, approved measures with a project incentive cap of $50,000. Direct Install participants will also be held to an annual entity cap of $250,000 per entity. Incentives are paid to the installation contractor and the contractor will invoice the customer for the remaining balance of the installation.

Direct Install Participating Contractors are responsible for the following program components:

1. Marketing to eligible customers (marketing materials to be approved by OCE)*
2. Performing site visits and collecting all equipment and energy data, analyzing information and identifying opportunities for efficiency improvements, and making recommendations to the customer*;
3. Presentation of comprehensive recommendations to the customer, including costs and savings estimates, and obtaining customer agreement to proceed with installation. The customer agreement will be a standard agreement approved by the Program*;
4. Preparation and submission of completed customer incentive applications, including pre-implementation report to Market Manager for review and approval*;

5. Installation of eligible measures per customer agreement, including all appropriate permitting;
6. Submission of post-implementation report, including payment request. The Market Manager will review all post-implementation reports and either forward to OCE as approved for payment or send back to the contractor with questions or issues
7. Tracking and reporting on program activity including, but not limited to:
    a. Customer name, address and contact person
    b. Customer account number(s)
    c. Project type (electric, gas, both)
    d. Business type (SIC or NAICS code)
    e. Inventory of equipment to be replaced, including quantity, type, location, hours of use
    f. Estimates of energy (kWh &/or therms) and demand (kW) savings and total project costs
8. Proper disposal of all removed equipment.
9. Any reporting requirements identified by the Market Manager (e.g. ARRA reporting)

* TRC's may perform these activities only at the direction of staff after guidance from the Board is received regarding Program transition.

Program Goals

Direct Install Program goals will include the following:

- **Market Transformation**: Expand the awareness and knowledge of energy efficiency among small business owners. Promote the financial and environmental benefits of reducing energy consumption with emphasis on a comprehensive, whole-building approach.
  Goal: Expose up to 2,500 small businesses to the financial and environmental benefits of energy efficiency improvements.
- **Market Penetration/Cost Effectiveness**: Reach significant numbers of small commercial and industrial customers with comprehensive, cost effective scopes of work.
  Goal: Complete more than 1,250 installation projects across the State.
- **Achieve Energy Savings**: Maximize total energy (electric and gas) efficiency opportunities while maximizing the diversity of equipment installed in completed project.
  Goal: Annual savings equivalent to approximately 8,000,000 kWh
- **Expand the Contractor Network / Create Green Collar Jobs:** Program marketing, customer demand, and technical training opportunities will help to develop a workforce under the Participating Contractors of equipment installers who can offer quality installation services and associated technical assistance.
  Goal: A network of contractors capable of serving all regions of the State.

- External Evaluation – To be provided by the OCE's external program evaluation vendor.

Program Budget
A detailed state-wide budget is shown in appendix B. Note, approximately $6 million from this budget will be allocated for municipalities or other local government agencies.

Quality Control Provisions

Documented policies and procedures provide proper guidelines to ensure consistency in the processing and quality control for all Direct Install Program participants. All applications are reviewed upon receipt to verify adherence to eligibility requirements. Applicant eligibility information is verified, along with all technical information in support of energy efficient measure qualification and incentive calculation. Applicant supplied information and program administrator performed incentive calculations are entered into the database, and files are created for all documents and ongoing project correspondence

Delivery Methods

The Direct Install Program will be managed by TRC as the C&I Market Manager and will be delivered by a competitively selected pool of subcontractors. The program will be offered on a consistent program design and implementation basis to ensure consistency across the State.

Direct Install Program – Local Government Entities

For 2011, and subject to approval by the US DOE, a new Direct Install Program is proposed which is specific to Local Government Entities. This Program will follow the same guidelines (e.g. eligible measures, rules, caps, etc.) as the existing Direct Install Program which was described in the previous section, but will target local government entities that are eligible for, and utilize the ARRA Energy Efficiency and Conservation Block Grants (EECBG). These entities will not be limited to the 100 kW cap. Incentives, up to 60% of the installed cost of cost-effective, approved measures will be paid by ARRA SEP funds rather than NJCEP funds. This program is available to entities that receive and use an EECBG to fund the customer portion of the project cost.

Pay for Performance

Program Description

The C&I Pay for Performance Program takes a comprehensive, whole building approach to energy efficiency in existing commercial and industrial buildings. Similar to performance contracting programs offered in other states, this Program links incentives directly to energy savings and includes a measurement and verification (M&V) component to ensure that the estimated savings levels are achieved. This market-based program relies on a network of Program Partners, selected through a Request for Qualifications process. Once approved, Partners provide technical services to program participants. Certain entities who have their own in house professional engineering expertise can become a Partner for their own facility. Their staff will be oriented through a fast-track process. This option is geared toward larger customers. This opportunity will be evaluated on a case-by-case basis by the Market Manager. All other Program requirements will be in effect. Partners are required to strictly follow program policy but will work under contract to owners, acting as their "energy expert". Partners are required to develop an Energy Reduction Plan for each project. The Energy Reduction Plan includes the whole-building technical analysis component of a traditional energy audit along with a financial plan for funding the energy efficiency improvements and a construction schedule for installation. A set minimum energy reduction goal is required of all projects and is based on an approved whole-building energy simulation. The achievement of the energy reduction goal is verified using post-retrofit billing data and EPA Portfolio Manager methodology. For building types that are not addressed by EPA's Benchmarking Tool, an alternative approach based on the Leadership in Energy and Environmental Design Existing Building (LEED) method will be followed.

Target Market and Eligibility

The C&I Pay for Performance Program is open to existing commercial and industrial buildings with peak demand in excess of 100 kW in any of the preceding twelve months. In addition, any multifamily facility which does not meet the eligibility requirements of the New Jersey Clean Energy Home Performance Program is eligible to participate in the Pay for Performance Program. Participants are required to work with an approved Pay for Performance Partner to develop the Energy Reduction Plan and facilitate installation of the recommended package of energy efficiency improvements. In order to receive the full suite of incentives offered in the Pay for Performance Program, the submitted Energy Reduction Plan must include a package of energy efficiency measures that achieve the minimum performance threshold or Energy Target (i.e., 15% of total building source energy consumption). A custom savings threshold may be offered to customers whose annual energy consumption is heavily weighted to manufacturing and process loads. This approach will be reviewed on a case-by-case basis. In order to be considered for a custom savings threshold (i.e., other than a 15% reduction in total building source energy consumption, the project must involve:

- A manufacturing facility, including such industries as plastics and packaging, chemicals, petrochemicals, metals, paper and pulp, transportation, biotechnology, pharmaceutical, food and beverage, mining and mineral processing, general manufacturing, equipment manufacturers and data centers.
- Manufacturing and/or process-related loads, including data center consumption, consume 50% or more of total facility energy consumption.
- Eligible targeted projects that provide a minimum energy savings of 100,000 kWh, 350,000 MMBTU or 4% of total facility consumption, whichever is greater.

Market Manager, in collaboration with the Office of Clean Energy, reserves the right to consider alternative minimum threshold savings requirement in these types of situations. In addition, the Energy Reduction Plan must include a comprehensive mix of measures: lighting cannot make up more than 50% of the total projected savings.

The 15% minimum energy reduction will be based on source energy, which is consistent with EPA's Portfolio Manager benchmarking software. Pre-approval of the Energy Reduction Plan is required for all projects, which may include a site inspection. Projects that cannot identify efficiency improvements that meet the minimum performance level will be referred to the appropriate SmartStart Buildings Program(s). The Energy Reduction Plan will also include a metering plan for all recommended measures.

The Pay for Performance Program offers two types of incentives which will be disbursed upon satisfactory completion of three Program milestones. The first incentive type is related to completion of the Energy Reduction Plan. The second incentive type is performance-based and is related to the installation of recommended measures. The performance-based incentive will be paid out in two phases – the first at the completion of installation of the recommended measures, the second upon submittal of a Post Construction Benchmarking Report that verifies the level of savings achieved. These incentives are explained below in more detail.

Definition of a Project

A project is defined as a single, detached commercial, industrial, or multifamily building. The entire building must be analyzed under the Program and achieve a 15% source energy reduction.

Campuses. The Program will also service campus-style facilities. A campus-style facility is one where ALL the following conditions apply:

- There are two or more P4P-eligible buildings that are located on adjacent properties
- Buildings are owned by a single entity
- Buildings are master-metered

Campus facilities are encouraged to participate in the C&I Sector Specific offering to assist in prioritizing each building for energy efficiency improvements. The Sector

Specific offering will provide benchmarking services for all buildings and assist the building owner(s) in developing a multi-year plan for addressing the energy efficiency improvements across the campus. Through this plan, building owners can schedule major building improvement projects over several years to maximize energy efficiency as well as taking full advantage of Clean Energy Program incentives.
Once a set of buildings within a campus is selected to be included in the P4P Program, they will be addressed in a single Energy Reduction Plan (ERP). For administrative purposes of tracking technical reviews and site inspections, each building addressed within this multi-building ERP will be considered a separate project. This is necessary because although a single ERP will include all of the necessary project information, the review of each of the building simulation models will require individual attention. Similarly, site inspections will take considerably longer for multi-building projects as each building will require an inspection. Where applicable, administrative tracking will be associated with any approved sampling of building simulation models (i.e., if a single model is developed to represent several similar buildings).

Multifamily Buildings- The Program will also accommodate certain types of multifamily buildings. Specifically, multifamily customers that fit the following description will be able to participate in the Pay for Performance program:

- High-rise/Mid-rise buildings
    - High-rise/Mid-rise apartment complexes are apartments, cooperative, and/or condominiums structures that are 4-stories or more above ground.

- Low-rise, garden-style buildings with central heating and/or cooling
    - Garden-style apartment complexes consist of multiple low-rise apartments, cooperatives, condominiums and/or townhouses that are 3 stories or less, surrounded by landscaped grounds.
    - Central heating and/or cooling means that each individual unit *does not* contain its own heating or cooling systems. The building must contain a central heating and/or cooling plant that serves multiple buildings and/or units.

Low-rise (and mid-rise where appropriate), garden-style complexes will be treated as one project under the Pay for Performance program. In other words, if there are 10 garden-style buildings that are part of one multifamily community, all 10 will be aggregated into one P4P application. The 100kW participation threshold will be met through this aggregation (including common area and in-unit billing). The 15% savings requirement (as well as all other program requirements) will be achieved in aggregate, as well. The same process will apply for affordable-rate housing, except for the fact that they will not need to meet the 100kW requirement to participate. Only one set of incentives will be paid per project, and all incentive caps apply. Please see logic tree at the end of this Pay for Performance section – page 44 - for guidance on Program eligibility. TRC will coordinate with the Residential Market Manager to make sure that multifamily customers are served by New Jersey's Clean Energy Programs.

Multifamily complexes and campus-style facilities are viewed as a single entity that is eligible for Pay for Performance incentives subject to the annual incentive caps of $1 million per electric account and $1 million per gas account to the campus.

Program Offerings and Incentives

The Pay for Performance Program has developed a network of Program Partners who can provide the technical, financial, and construction-related services necessary for completing the Energy Reduction Plan. One of the goals of this program is to expand the network of energy efficiency firms that can provide these services in order to make this Program accessible for all eligible commercial and industrial customers. This market-based approach is a key component of market transformation by creating "green collar" jobs and helping to develop the workforce necessary to achieve ambitious long-term energy savings targets. The Program has enrollment periods during the year where firms that are interested in becoming Program Partners are required to submit an application, including case studies and resumes showing recent successful experience and expertise in C&I energy efficiency projects. Applications are reviewed by a technical evaluation panel who will determine if an applicant meets the criteria to become an approved program Partner. Once approved, Partners must attend a program orientation session before being able to bring projects into the Program.

Program incentives are performance-based and not specifically tied to the project cost or the recommended energy efficiency measures. Disassociating incentives from project cost is a key program design decision as it streamlines program administration by eliminating the collection of bid documents, construction contracts and change orders. This incentive structure also provides the benefit of allowing Program Partners to estimate and explain incentives to prospective participants as part of the program sales process. Estimated construction costs as included in the Energy Reduction Plan are reviewed by TRC. The performance-based incentives are capped not to exceed 50% of the total estimated project cost.

Incentives, up to $1,000,000 per electric and $1,000,000 per gas utility account are available and will be released in phases upon satisfactory completion of each of three Program milestones, which are:

1. Submittal of a complete Energy Reduction Plan
2. Installation of all recommended measures per the Energy Reduction Plan
3. Completion of Post Construction Benchmarking Report.

Incentive #1 – Energy Reduction Plan – This incentive has been developed to offset the cost of services associated with the development of the Energy Reduction Plan. This incentive is based on the square footage of the building(s) and is paid at $0.10/sq ft with a maximum incentive of $50,000 and minimum of $5,000. This incentive is capped at 50% of annual energy cost. This incentive cap assists in limiting incentives for facilities with large square footage but very low energy intensity (e.g. warehouses). Please note, for

customers who have successfully participated in the Local Government Energy Audit Program, Incentive #1 related to the Energy Reduction Plan will be reduced by 50% to $0.05 per square foot up to $25,000 to recognize the value of the audit provided through the LGEA Program.

Incentive #2a – Installation of Recommended Measures – This incentive is based on the projected energy savings estimated in the approved Energy Reduction Plan. A custom savings threshold may be offered to large industrial customers whose annual energy consumption is more heavily weighted to manufacturing and processes. This custom approach will be reviewed on a case-by-case basis. The performance-based incentives to be paid at completion of construction are as follows: (designed to be roughly 50% of the total performance-based incentive):

1. Projected first year electric savings from $0.09/kWh for the minimum 15% savings up to $0.11/kWh, based on $0.005/kWh per additional 1% savings.
2. Projected first year natural gas savings from $.90/therm for the minimum 15% savings up to $1.25/therm based on$0.05/therm per additional 1 % savings.

Savings projections will be calculated using calibrated energy simulation. The approach involves the following steps:

1. Develop whole building energy simulation using approved simulation tools. The list of approved tools will be based on the software requirements outlined in ASHRAE 90.1 2004Section 11 or Appendix G, or as approved by the Market Manager.
2. Calibrate simulation to match pre-retrofit utility bills
3. Model proposed improvements to obtain projected energy savings
4. Calculate percent energy reduction to demonstrate achievement of Energy Target.

Modeling methodology will be in general compliance with national programs such as LEED and EPAct Federal Tax Deductions for Commercial Buildings, which will allow taking advantage of the expertise of a growing number of engineering and consulting firms involved in these programs.

Specifics of the M&V requirements will be a critical component of the program and should be as simple as possible to reasonably verify savings while not overburdening the Partner or TRC. M&V requirements will follow the International Performance Measurement & Verification Protocol (IPMVP). Option D – Calibrated Simulation will be the required M&V approach for all projects. Options A – Partially Measured Retrofit Isolation, B – Retrofit Isolation, may be used as guidelines for data collection.

Incentive #2b – Post Construction Benchmarking Report – Upon submittal of a Post Construction Benchmarking Report that verifies that the level of savings actually achieved by the installed measures meets or exceeds the minimum performance threshold, the performance-based incentive will be released. The performance-based

incentives are as follows (designed to be roughly 50% of the total performance-based incentive):

1. Actual first year electricity savings from $0.09/kWh to $0.11/kWh based on % savings
2. Actual first year natural gas savings from $0.90/therm to $1.25/therm based on % savings

The Post Construction Benchmarking Report will be based on the approved Energy Reduction Plan and will provide an accurate verification of savings while keeping the costs associated with M&V at a reasonable level. Specifics of the M&V requirements will be a critical component of the program and should be as simple as possible to reasonably verify savings while not overburdening the Partner or TRC. M&V requirements will follow the International Performance Measurement & Verification Protocol (IPMVP). Option D – Calibrated Simulation will be the required M&V approach for all projects. Options A – Partially Measured Retrofit Isolation, B – Retrofit Isolation, may be used as guidelines for data collection. The Post Construction Benchmarking Report must demonstrate savings over at least one year of post-construction consumption. The post-construction period may be extended to up to eighteen months.

To validate the savings and achievement of the Energy Target, the EPA Portfolio Manager will be used. For buildings not covered by EPA, the process used by LEED EB may be followed. The steps of this process are summarized below:

- Develop and document building energy baseline based on at least one full year of historical energy use data for the building.

- Document annual energy use during the post-retrofit period. Collect energy consumption data for the 12-month post-installation period.

- Calculate Percent Reduction of Source Energy Use as the difference between baseline and post-retrofit energy consumption as a percentage of the baseline energy consumption (baseline – post retrofit energy consumption / baseline).

Post-retrofit performance will be validated through site inspection, following the requirements of the EPA Guide for validating the ENERGY STAR label for commercial buildings.

Upon verified installation of all measures in the approved Energy Reduction Plan, 50% of the total performance-based incentive will be released. The remaining 50% of the performance-based incentive will be released upon completion of the Post Construction Benchmarking Report which reflects that the minimum performance threshold has been met or exceeded.

Incentive #2a and #2b combined will be capped not to exceed 50% of the total project cost or $2 million per project (if both electric and gas measures are implemented) whichever is less. Entity caps of $4 million per calendar year (or $5 million with CHP) also apply.

There will be no 100kW eligibility requirement for the following types of customers: hospitals, select non profits*, universities, government entities (including K-12) and affordable multi-family customers ("affordable" as defined as low income, subsidized, HUD, etc.). *Non profits are defined as organizations that are exempt for taxation under Section 501 (c) (3) of the Internal Revenue Code so that smaller entities in this customer class can take advantage of a whole building approach to energy efficiency.

Advanced Measure Incentive – Combined Heat and Power

Under the Pay for Performance Program, participants are eligible to receive additional financial incentives for Combined Heat and Power (CHP) installations to further enhance energy efficiency in their buildings through on-site power generation with recovery and productive use of waste heat, and reducing existing and new demands to the electric power grid. Energy reductions in kWh and therms associated with the CHP unit cannot be included in meeting the 15% minimum source energy reduction/Energy Target required by Pay for Performance.

Buildings that are already energy efficient, as demonstrated by achieving the ENERGY STAR Building Label, may access the CHP incentives without participating in the Pay for Performance Program. In cases where the building is not eligible for the ENERGY STAR Building designation, the LEED EB approach will be used to determine eligibility, which is a building in the 25th percentile level above the national median.

By including CHP systems, participants will assist in reducing overall system peak demand, furthering the use of emerging technologies, reducing emissions and using distributed generation to provide reliability solutions for New Jersey.

Equipment Eligibility

To qualify for the incentive, customers must install equipment that is sized to meet all or a portion of their on-site load. Only new commercially available permanently installed generating equipment qualifies for incentives. The following items do not qualify for a CHP Incentive: used, refurbished, temporary, pilot, demonstration, portable, or back-up generation. Systems or equipment that use diesel fuel, other types of oil or coal for continuous operation are not eligible (unless pursuing American Recovery and Reinvestment Act funding).

The CHP System must achieve an average annual fuel efficiency of at least 60%, based on total energy input and total utilized energy output. Mechanical energy may be included in the efficiency evaluation.

Waste heat utilization systems or other mechanical recovery systems are required. Even though waste heat systems are produced with many configurations, they all perform the same task of capturing waste heat energy in the radiator or exhaust systems of a generator and delivering it to a heat load or cooling load. The captured energy is used in heating processes, such as water heating, pasteurizing, product preheating, etc. New electric generation equipment which captures waste heat or energy from existing systems is also allowed.

An on-site power system should have the ability to island/disconnect from the utility in the event of substantial grid congestion or failure.

Advanced Incentives for CHP Systems *(in addition to Pay for Performance Incentives)*

Incentives vary based on CHP technology, type, project size and total project cost. Table 1 summarizes the qualifying technologies and available incentives.

TABLE 1: CHP TECHNOLOGY AND INCENTIVE LEVELS

Eligible Technology	**Incentive ($/Watt) (Up to $1.0 Million)**	**Maximum % of Project Cost**	**Minimum System Size**
Level 1 •Fuel cells not fueled by Class I renewable fuel	$4.00/Watt	60%	None
Level 2: CHP Powered by Non-Renewable Fuel Source •Microturbines •Internal Combustion Engines •Combustion Turbines	$1.00/Watt	30% (1)	None
Level 2A: CHP Powered by Class 1 Renewable Fuel Source (2) •Microturbines •Internal Combustion Engines •Combustion Turbines	System Size (kw) / Rebate(3) <10 $5.00 10-99.9 $3.75 100-499.9 $2.00 500-1,000 $.65	40% (4)	None

Level 3 •Heat Recovery or Other Mechanical Recovery from Existing Equipment Utilizing New Electric Generation Equipment	$0.50/Watt	30%	None

(1) The maximum percentage of project cost will go to 40% where a cooling application is use or included with the CHP system.

(2) New Jersey's Renewable Energy Portfolio Standard N.J.A.C. 14:8 2.5 clearly defines what materials are considered to be Class 1 biomass materials; those materials which are not deemed Class 1 must go through sustainability determination by New Jersey Department of Environmental Protection (NJDEP) to qualify.

(3)Rebates are tiered; for example for a 20 kW project the first 10 kW is paid at $5.00 per watt, and the second 10 kW at $3.75 per watt.

(4) Includes all capital equipment costs associated with: producing and refining biomass feedstock, generating electricity and heat recovery.

The Market Manager has developed the 2011 Pay for Performance budget to include funding for CHP projects. The current 2011 Pay for Performance budget allocates $5 million toward CHP related projects. Pay for Performance projects that incorporate a CHP component will be eligible for additional incentive up to $1,000,000 per Non-Renewable fuel powered CHP project. The CHP budget shown in Appendix B is to accrue funds for the previous year's CHP project incentives only.

In 2011, New Jersey's Clean Energy Program will continue to provide an incentive for projects fueled by Class 1 biomass resources. The overall CHP incentive cap for a project fueled by Class 1 biomass will remain at 40% of overall installed costs, with installed costs including all eligible costs defined below. The REIP budget will fully fund any CHP incentive for a Class 1 biomass project. In 2010, this budget was $5.0 million. In 2011, biopower projects are also eligible for an incentive for a feasibility study, to cover up to 50% of eligible costs. The REIP budget will fund feasibility study incentives. The details of the feasibility incentive will be defined and communicated in early 2011.

CHP Warranty Requirements

Systems installed must be covered by a warranty of 5 years or a 5-year service contract.

Eligible CHP Project Costs

For the purpose of determining the maximum incentive payment, the following costs may be included in total eligible project cost:

- Combined Heat and Power equipment capital cost
- Engineering and design costs
- Construction and installation costs, including commissioning costs
- Engineering feasibility study costs

- Interconnection costs
- Permitting costs
- Up to 5 years warranty or service contract costs
- Fuel line installation costs, limited to the following:
    - Costs associated with installing or upgrading a fuel line.
    - Customer's cost for any evaluation, planning, design, and engineering costs related to enhancing/replacing the existing fuel service specifically required to serve the CHP equipment
- Air emission control equipment capital cost
- Primary heat recovery equipment, i.e. heat recovery equipment directly connected to the CHP system
- Heat recovery piping and controls necessary to interconnect primary heat recovery equipment to existing thermal load at the project Site

Not Eligible for CHP Incentives

The following types of generating systems/equipment are not eligible for the program:

- Used, refurbished, temporary, pilot, demonstration, or portable equipment/systems.
- Back-Up Generators - systems intended for emergency or back-up generation purposes.
- Any system/equipment that uses diesel fuel, other types of oil and coal for continuous operation.
- Renewable fueled projects, including biodiesel and landfill gas, must be submitted through the CORE Program or other relevant renewable energy program under the CEP.

Guidelines for Projects that include CHP Systems

Prior to equipment installation:

- Participants must apply through the Pay for Performance program and submit the required Application Form and the appropriate Technical Worksheet to the Market Manager. In addition to complying with the guidelines established for Pay for Performance, Applications that also include CHP will be evaluated on the basis of the criteria listed below in Evaluation Guidelines. Upon review and approval of the Application, a commitment letter/letter of intent will be issued approving the eligibility of the system and reserving the incentive.
- The Pre-Installation Application Form must include information demonstrating that the proposed system will meet all applicable technical and certification requirements as specified in the Technical Worksheet.
- Applicants must allow inspection of eligible systems. The Market Manager will inspect 100% of the installations prior to issuing the incentive.
- A minimum of seventy-five percent (75%) of the incentive related to the CHP system will be paid upon project completion, review and acceptance of documentation and successful inspection. The remainder, up to 25% of the project incentive, will be paid one year after project inspection and acceptance and confirmation the project is achieving the minimum efficiency threshold.

Applicant must provide twelve (12) months of operational data demonstrating the equipment achieves at least the required efficiency levels.

- Incentive dollars will be reserved based upon the date of the approved Pre-Installation Application Form;
- Funding will be reserved for 18 months from the date of the award letter; thereafter the Board, in conjunction with the Market Manager, may at its option cancel the funding. Any circumstances which will result in a delay past the 18-month timeframe must be reported to the Market Manager at least one month prior to the expiration of the funding award. Applicants must submit a request for extension in writing. The request must identify the reason for the request, and a schedule that identifies how much extra time is needed to complete the project. Requests for extensions may be granted by the Market Manager for up to one year so long as applicant can demonstrate proof of significant project advancement. This could be in the form of copies of permits, equipment invoices, installation invoices indicating percentage complete, updated project schedules, etc. Any further requests for extension must be presented to the Market Manager for Board staff consideration. In addition, Market Manger reserves the right to conduct an inspection of the project to confirm project advancement. Approval of a request for extension will not change or modify any other program terms and conditions.
- Applicants **must** be contributors to the Societal Benefits Charge fund.

CHP Evaluation Guidelines

Projects will be evaluated utilizing the criteria established for under the Pay for Performance program and will based on a comprehensive, whole building approach to energy efficiency. As part of the evaluation of the CHP component of the overall project, the following criteria will be reviewed:

- System efficiency
- Environmental performance,
- Projected system startup date,
- Annual system utilization.
- Islanding capability
- General Programmatic Goals will be considered
- Project clarity

Applicants will not be allowed to receive incentives for the installed generation equipment from other available NJ Board of Public Utilities, Office of Clean Energy funds.

Incentives will be awarded on a case-by-case basis. The Office of Clean Energy has the right to change/modify or discontinue the Advanced Incentive CHP component of the Pay for Performance Program without notice. The program will cease when commitments exhaust allocated funding.

Only CHP equipment installed on the customer side of the utility meter is eligible.

Equipment must be sized to serve all or a portion of the electrical load at the customer site.

Program Goals

The Pay for Performance Program goals and measures of effectiveness will include the following:

- **Market Penetration/Cost Effectiveness**: Reach significant numbers of commercial and industrial customers with comprehensive, cost effective scopes of work.
  Goal: Approve at least 46 applications for the Program.
- **Energy Savings**: Maximize total energy (electric and gas) efficiency opportunities through the whole building approach.
  Goal: Approve at least 32 Energy Reduction Plans that meet the minimum threshold for energy savings. Approve at least 4 Energy Reduction Plans that include CHP systems.
- **Create Green Collar Jobs:** Continue to expand the number of firms offering comprehensive energy services. Program orientation seminars and associated training opportunities will help to develop a network of Program Partners who can offer a full range of technical, financial, and construction-related services.

Program Deliverables

The Pay for Performance Program will provide the following services:

1. Maintain a pool of Program Partners that can offer Program services and publicize this list to potential participants.
2. Continue to develop new Program Partners as market demand warrants. Provide up to three (3) full-day Program Orientation seminars for Program Partners to introduce the Program and the Energy Reduction Plan development. OCE staff will also be invited.
3. Conduct Monthly Partner Conference Calls to present Program updates and discuss any issues that Partners may be encountering.
4. 100% Quality Control review of all submitted Energy Reduction Plans.
5. On-site inspections.

Quality Control Provisions:

Documented policies and procedures provide proper guidelines to ensure consistency in the processing and quality control for all Pay for Performance Program projects. All applications are reviewed upon receipt to verify adherence to eligibility requirements. Applicant eligibility information is verified, along with all technical information in support of energy efficient measure qualification and incentive calculation. Applicant supplied information and program administrator performed incentive calculations are entered into the database, and files are created for all documents and ongoing project correspondence. Pre and/or post inspections are conducted as required.

Quality Control for Projects that include CHP Systems
In addition to the Pay for Performance Quality Control provisions, projects that include CHP systems will be required to meet additional provisions. Each awarded project that includes CHP will be inspected by the Market Manager. A field inspection report will be prepared and kept in the project file for record purposes.

Upon completion of the project, the award recipient will submit documentation that the work is complete (i.e., As-Built Drawings, P and ID Drawings, if necessary) and certification that the project has been constructed in accordance with the accepted application. This may include, but not be limited to, the following:

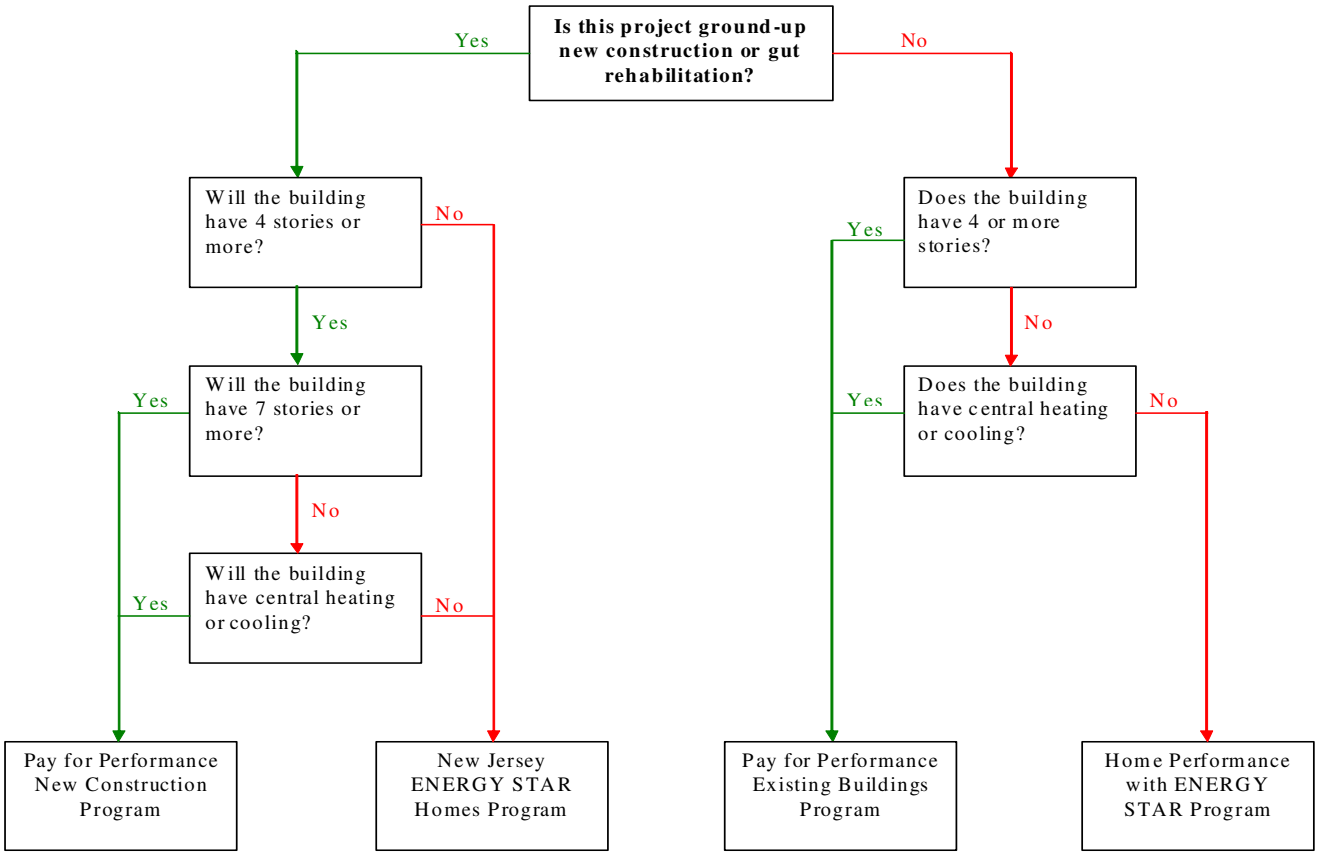
- Review of documentation to support "Eligible Project costs" as defined above.
- Verification that the information stated in the application matches what was installed.
- Confirmation that the equipment is new and permanently installed and not used, refurbished, temporary, pilot or demonstration equipment.
- Confirmation that the installed system is covered by a warranty of 5 years or a 5 year service contract.
- Confirmation that the system does not use diesel fuel, other types of oil, or coal for continuous operation.

The Market Manager will review this documentation, and, in conjunction with the post installation inspection, will confirm the project has been installed per the specifications of the approved application as well as in line with all program requirements. A post inspection will be performed on 100% of projects which include CHP systems. The Market Manager may also request additional project information or documentation required to verify the project has met the program requirements based on the original application. If the program requirements have been met, the Market Manager will process a minimum of 75% of the incentive based on the approved project amount. The balance (up to 25%) of the incentive will be paid approximately one year after the initial project inspection, upon confirmation that the project is achieving at least the minimum required efficiency threshold. Applicants must provide twelve (12) months of operational data demonstrating the equipment achieves the efficiency levels. If required, TRC will provide a second post inspection at this time.

If the project has not been installed in accordance with the approved application, the Market Manager will review the project and assess the variances between the project as installed and as submitted. The Market Manager will request additional support documentation from the Applicant which may be helpful in evaluating the discrepancy. The Market Manager will review the discrepancies, perform a technical evaluation, and make a recommendation to the Program Coordinator and the OCE. Upon receiving approval of the recommendation, the Market Manager will notify the applicant and process the appropriate incentive.

- Program Incentives are shown in Appendix B.
- External Evaluation – To be provided by the OCE's external evaluation vendor.

Multifamily Buildings



*If you have any questions, please contact the residential or commercial market manager at **866-NJSMART***

Pay for Performance New Construction

In order to address new buildings in the C&I market more comprehensively, TRC will continue implementing a Pay for Performance New Construction Program. The Pay for Performance New Construction Program promotes high performance buildings that achieve 15% or more energy cost savings than buildings built to the current energy code. By taking a performance-based approach, this Program allows architects, engineers, and energy professionals the flexibility to incorporate energy efficiency into the building design in a manner that best suits the project. Much of the program design and incentive structure is similar to the C&I Pay for Performance Program that is designed for existing buildings.

Program Description

The C&I Pay for Performance New Construction Program takes a comprehensive, whole building approach to energy efficiency in new commercial and industrial buildings. Similar to performance contracting programs offered in other states, this Program links incentives directly to energy savings and includes a measurement and verification commissioning component to ensure that the estimated savings levels are achieved. This market based-program relies on a network of Program Partners, selected through a Request for Qualifications process. Once approved, Partners will provide technical services to program participants. Partners are required to strictly follow program policy but will work under contract to owners, acting as their "energy expert". Partners will be required to develop an Energy Reduction Plan for each project. The Energy Reduction Plan details a set of recommended measures that will achieve the performance target. A set minimum performance target will be required of all projects and will be established using a 15% energy cost reduction from a reference building based on applicable energy code[1]. Market Manager reserves the right to consider alternative minimum threshold savings requirement in unique situations. The achievement of this energy reduction goal will be verified through post-construction commissioning.

Target Market and Eligibility

The C&I Pay for Performance Program is open to new commercial and industrial construction projects with 50,000 sq ft or more of conditioned space that are located in a Smart Growth[2] area. Projects may include a single building meeting square footage requirements, or multiple buildings as long as those buildings are owned by the same entity, are located on adjacent properties, and are designed and constructed within the same time period.

[1] Current energy code in New Jersey is ASHRAE 90.1.2007 with a grace period allowing ASHRAE 90.1-2004 through March 7, 2011

[2] SmartGrowth areas can be found using the SmartGrowth Locator at the following website: http://sgl.state.nj.us/hmfa/viewer.htm?LocatorType=1

Location in a SmartGrowth[2] Area –New construction projects will only be eligible for incentives if they are located in areas designated for growth in the New Jersey State Plan. However, the following exceptions do apply:

- The replacement or expansion of buildings in an area not designated for growth, on a single parcel by the current owner who has owned the property for at least one year would be eligible for program incentives, provided that such replacement or expansion will result in structures that, in total no more than double the amount of square footage of the original building prior to expansion, and provided that the original building was built before March 4, 2003. New construction outside an area designated for growth that does not expand or replace an existing structure will remain ineligible for program benefits.
- Municipally owned buildings, hospitals, and/or military facilities in areas not designated for growth are also eligible for program benefits, provided they meet the same requirements noted in the preceding paragraph.

Multifamily Buildings – The Pay for Performance New Construction Program will accommodate certain types of multifamily buildings. Specifically, multifamily customers that fit the following description will be able to participate in the Pay for Performance program:

- High-rise buildings: 7 stories or greater
- Mid-rise buildings: 4-6 stories with central heating and/or cooling

Low-rise (and mid-rise where appropriate), garden-style complexes will be treated as one project under the Pay for Performance program. In other words, if there are 10 garden-style buildings that are part of one multifamily community, all 10 will be aggregated into one P4P application. The 50,000 square foot participation threshold will be met through this aggregation (including common area and in-unit). The 15% savings requirement (as well as all other program requirements) will be achieved in aggregate, as well. The same process will apply for affordable-rate housing, except for the fact that they will not need to meet the 50,000 square foot requirement to participate. Only one set of incentives will be paid per project, and all incentive caps apply. There are no additional changes to the program.

Participants will be required to work with an approved Pay for Performance Partner to develop the Energy Reduction Plan and facilitate the incorporation of the recommended energy efficient design features. In order to receive the full suite of incentives offered in the Pay for Performance Program, the submitted Energy Reduction Plan must include a package of energy efficiency measures that achieve the minimum performance threshold (i.e., 15% less energy costs better than the ASHRAE-based reference building). In addition, the Energy Reduction Plan must include a comprehensive mix of measures; lighting cannot make up more than 50% of the total projected savings.

Energy cost will be used in the performance target calculation. Energy cost is also used by ASHRAE 90.1 and Appendix G, EPAct Federal Tax Deductions, and LEED NC.

Pre-approval of the Energy Reduction Plan is required for all projects. Projects that cannot identify efficiency measures that meet the minimum performance target will be referred to the appropriate SmartStart Buildings Program(s). The Energy Reduction Plan will include a commissioning report for all recommended measures.

Multifamily complexes and campus-style facilities are viewed as a single entity that is eligible for Pay for Performance incentives subject to the annual incentive caps of $1 million per electric account and $1 million per gas account.

For administrative purposes of tracking technical reviews and site inspections, each building addressed within a multi-building ERP will be considered a separate project. This is necessary because although a single ERP will include all of the necessary project information, the review of each of the building simulation models will require individual attention. Similarly, site inspections will take considerably longer for multi-building projects as each building will require an inspection. Where applicable, administrative tracking will be associated with any approved sampling of building simulation models (i.e., if a single model is developed to represent several similar buildings).

Program Offerings and Incentives

A key component of the Pay for Performance New Construction Program is the development of a network of Program Partners who can provide the technical, financial, and construction-related services necessary for completing the Energy Reduction Plan. The Partner network developed by the Pay for Performance Program for existing buildings includes firms that are also qualified to serve new construction projects. One of the goals of this program is to expand the network of energy efficiency firms that can provide these services in order to make this Program accessible for smaller commercial and industrial projects. This market-based approach is a key component of market transformation by creating "green collar" jobs and helping to develop the workforce necessary to achieve ambitious energy savings targets. Firms interested in becoming Program Partners will be required to submit case studies and resumes showing experience and expertise in C&I energy efficiency projects for new buildings.

Program incentives are performance-based and not specifically tied to the project cost or the recommended energy efficiency measures. Disassociating incentives from project cost is a key program design decision as it streamlines program administration by eliminating the collection of bid documents, construction contracts and change orders. This incentive structure also provides the benefit of allowing Partners to estimate and explain incentives to prospective participants as part of the program sales process.

Incentives up to $1,000,000 per electric and $1,000,000 per gas utility account are available and will be released in phases upon satisfactory completion of each of three Program milestones, which are:

1. Submittal of a Draft Energy Reduction Plan, Signed Developer/Partner Contract, 75% of design team's fees paid by developer

a. Incentive paid in the amount of $0.10/ghsf up to $25,000
b. Incentive is contingent on moving forward with construction. Market Manager, in coordination with the Office of Clean Energy, may waive this contingency in extreme situations where construction is halted due to economic or other external factors.

2. Approval of the Proposed Energy Reduction Plan that indicates achievement of a performance target of at least 15% by the proposed design
   a. Incentive based on project square footage
   b. Paid at $0.50/ghsf
3. Approval of the As-Built Energy Reduction Plan confirming a performance target of at least 15%
   a. For a performance target 15%-17%, incentive paid at $0.75/ghsf.
   b. For a performance target 18%-20%, incentive paid at $0.85/ghsf.
   c. For a performance target 20% and up, incentive paid at $1.00/ghsf.

Incentive #1 – Draft Energy Reduction Plan/Contract/Design Fees – This incentive will be developed to offset the cost of services associated with the development of the Energy Reduction Plan and design fees. This incentive will be $0.10 per gross heated square foot up to a maximum amount of $25,000.

Incentive #2 – ERP Approval – This incentive will be based on the final designed project square footage derived from construction documents. The rate will be $0.50 per gross heated square foot to be paid upon approval of the Proposed Energy Reduction Plan.

Incentive #3 –As-Built ERP Approval – This incentive will be based upon confirmation that the building achieved the performance target value indicated in the As-Built Energy Reduction Plan. This incentive will range from $0.75 - $1.00 per gross heated square foot, increasing with the percentage of cost reduction achieved. Incentive #3 is payable upon construction completion and approval of the As-Built ERP, including the Commissioning Report.

Incentive #2 and #3 combined will be caped not to exceed 75% of the total project incremental cost or $2 million per project (if both electric and gas measures are implemented) whichever is less. Entity caps of $4 million per calendar year (or $5 million with CHP) also apply. Incremental costs will include both soft and hard costs associated with participation in this Program and the achievement of the 15% performance target. Market Manager, in coordination with the Office of Clean Energy may consider alternative incentive caps in unique situations where incremental costs are difficult to quantify.

There will be no 50,000 sf eligibility requirement for the following types of customers: hospitals, select non profits*, universities, government entities (including K-12) and affordable multi-family customers ("affordable" as defined as low income, subsidized, HUD, etc.). *Non profits are defined organizations that are exempt for taxation under

Section 501 (c) (3) of the Internal Revenue Code so that smaller entities in this customer class can take advantage of a whole building approach to energy efficiency.

Program Goals

The Pay for Performance New Construction Program goals and measures of effectiveness will include the following:

- Market Penetration/Cost Effectiveness: Reach significant numbers of commercial and industrial new construction projects with comprehensive, cost effective scopes of work.
  Goal: Approve at least 7 applications for the Program.
- Create Green Collar Jobs: Continue to expand the number of firms offering comprehensive energy services. Program orientation seminars and associated training opportunities will help to develop a network of Program Partners who can offer a full range of technical, financial, and construction-related services.
- Energy Savings: Maximize total energy (electric and gas) efficiency opportunities through the whole building approach.
  1. ***Goal:*** Approve at least 5 Energy Reduction Plans that meet the minimum threshold for energy savings.

Program Deliverables

Pay for Performance – New Construction will provide the following services:

1. Maintain pool of Program Partners that can offer Program services and publicize this list to potential participants.
2. Provide up to three (3) half-day Program Orientation seminars for Program Partners to introduce the Program and the Energy Reduction Plan development.
3. Provide two (2) subsidized Energy Modeling Training Sessions for Program Partners related to ASHRAE 90.12007 Appendix G.
4. Conduct Monthly Partner Conference Calls to present Program updates and discuss any issues that Partners may be encountering.
5. 100% Quality Control review of all submitted Energy Reduction Plans.
6. Two On-site inspections per approved Energy Reduction Plan

Quality Control Provisions

Documented policies and procedures provide proper guidelines to ensure consistency in the processing and quality control for all Pay for Performance Program participants. All applications are reviewed upon receipt to verify adherence to eligibility requirements. Applicant eligibility information is verified, along with all technical information in support of energy efficient measure qualification and incentive calculation. Applicant supplied information and program administrator performed incentive calculations are

entered into the database, and files are created for all documents and ongoing project correspondence. Pre and/or post inspections will be conducted as required.

Program Incentives

Incentives available under this program are shown in Appendix B.

Program Evaluation

Ongoing evaluation services will be provided by the OCE through its evaluation vendor

Teaching Energy Awareness with Children's Help (TEACH)

Background

This Program is being discontinued. It will not be offered in 2011.

Program Offerings and Incentives

The TEACH Program will not be offered in 2011. Ongoing activity related to this program will entail completing existing program commitments only.

Program Deliverables

- No new school districts will be recruited in 2011. The Program will complete any remaining outstanding deliverables to 2010 participants as required, which may include the following:
- Benchmark and implement the Green Schools Program to carryover school districts from prior year/
- Establish energy baselines for each participating school utilizing its Energy Benchmarking program.
- Provide quarterly energy reports to each Green School and to each district's central administration.
- Provide a two-day Green Schools Team professional development workshop for each of the 6-9 districts for approximately 500 participants, who will consist of teachers, administrators, and school custodians.
- Provide each participating teacher and administrator a set of Green Schools Learning Activities (or equivalent) and each participating custodian a set of technical opportunities for improving energy efficiency in schools.
- Provide 100 (one per school) *Green School Tool Kits* of professional energy instruments for use by students (or equivalent).
- Provide each PreK-early elementary school (~20 of the 100) with a supplemental set of educational resources, including *Offalot Puppet Kit* and Project Learning Tree's *Energy and Society,* (or equivalent)
- Conduct a mid-year professional development workshop for each team that begins its work in the fall of 2010. Provide technical assistance during the initial professional development workshops on best practices for energy efficiency in schools.
- Create and disseminate electronically at least 3 issues of the NJ Green Schools Newsletter featuring the activities and accomplishments of participating schools, as well as supplementary educational and energy saving resources.
- Conduct, or assist Green Schools Teams as needed in conducting, end-of-the-year student celebrations in each participating district.
- Calculate the financial savings for each Green School, including each school's earned refund.

Delivery Methods

TEACH will be managed by TRC as the Commercial & Industrial Market Manager.

Sector Specific Program Enhancement

Background

The goal of the sector-specific initiative is to achieve greater energy efficiency awareness and energy efficiency program participation using a sector-based approach for higher education, multifamily, healthcare, municipality, hospitality and commercial and industrial buildings. Sector-based program delivery makes it easier for customers to access specific programs, services, products and technologies, training, and educational materials that are relevant to them; contractors and other allies to help them achieve their energy reduction goals, and trade organizations and other associations for further support. TRC, as OCE C&I Market Manager, will develop programmatic strategies that resonate for each of the sectors, resulting in actions that make their new or existing facilities more energy efficient. Strategies being implemented include, but are not limited to: benchmarking, one-on-one interaction, leveraging partnerships with trade associations, integration with regional and national efforts, as well as guidance for customers in using the existing NJ Clean Energy programs and services. Sector-specific services are provided under the existing SmartStart and Pay for Performance Programs.

Program Description

The objective of the sector-specific program enhancement is to provide targeted sectors with customized services so that customers may better understand and implement: energy efficiency, sustainable design and operation, and renewable energy as appropriate to their sector. In addition to energy-related benefits, strategies vary by sector and have been developed to leverage non-energy benefits, such as: satisfying environmental regulations; improving productivity, promoting economic development, improving indoor environmental quality, and implementing operations and maintenance savings; which often influence energy efficiency decisions.

A TRC sector manager is responsible for overseeing the selected efforts and coordinating internally to ensure that there is consistency in the information provided to customers and that it reflects the goals and objectives of the New Jersey Clean Energy Program. All sectors will continue to be supported by the NJ Clean Energy website and TRC will continue to develop the format and basic content for sector specific web pages and to provide feedback to assist customers find relevant information, updates, success stories and other program resources.

The Sector-Specific initiative is an information transfer and marketing effort that uses existing core New Jersey Clean Energy Programs along with the services and strategies developed for each sector. A list of generalized services is provided below.

- Benchmarking — A rating system that scores and tracks a facility's energy efficiency and other factors over time to help establish relative efficiency and improvement

goals. Benchmarking may also compare a facility's energy use to its peers, identifying facilities with higher potential for energy savings. TRC will continue to build models using EPA Portfolio Manager; Energy Performance Indicator (EPI) for industrial facilities, and the NYSERDA Multifamily tool

- One-on-one interactions and outreach — direct customer assistance will help facility managers and decision-makers develop action plans and take advantage of energy efficiency and demand management. The focus will be on recruitment of new participants to NJ OCE programs and developing and maintaining ongoing customer relationships.
- Integration with regional and national efforts — collaboration with national and regional efforts and organizations such as the: the U.S. Environmental Protection Agency (EPA), the U.S. Department of Energy (DOE), Northeast Energy Efficiency Partnership, the Consortium for Energy Efficiency, the American Council for an Energy Efficient Economy, Motor Decisions Matter, ENERGY STAR®, Pump Systems Matter, and the Compressed Air Challenge. Understanding and prioritizing these efforts and partnering with these organizations will help keep New Jersey's Clean Energy Programs on the leading edge of process and technology innovation and provide opportunities to leverage these resources to better serve New Jersey sectors.

Target Market and Eligibility

Industrial — The industrial sector is the broadest and most varied of the economic sectors targeted by this initiative. The facilities in this sector vary widely in terms of types of business activities, energy intensities, energy-using equipment, and sizes. The sector can be defined generally as those facilities that manufacture, process, or store goods, equipment, or merchandise and that have a two-digit Standard Industrial Classification (SIC) Code from 20 to 50. TRC will continue to focus primarily on the unique needs and barriers faced by manufacturers of durable and non-durable goods, warehousing and other storage facilities and will add waste water treatment plants because of their significant energy savings opportunities.

The recent economic decline in manufacturing in New Jersey supports the increasingly vital need for energy efficiency improvements, to help lower operations costs and retain jobs. New Jersey's industrial sector is, on average, generally more efficient than most industries nationwide, yet, there is still much room for improvement. The rate of performance improvement in the industrial sector appears to have slowed; New Jersey facilities have not kept pace with industrial energy efficiency best practices.

Higher Education — This sector includes public or private post-secondary educational facilities including, but not limited to, colleges and universities and community colleges. Each college and university campus presents a unique set of challenges, requiring customized energy efficiency strategies. Residence halls and classrooms use lots of energy but often may be relatively minor power users as compared to the energy used by labs and some other campus buildings. Some schools attribute up to half of their energy

use to research facilities, mainly because the labs often require 6-8 air changes per hour with 100% outside air. Labs need outside air but air exchangers are very costly. Even though automation may help reduce these costs, a lab still needs about six air changes per minute when occupied and about three or four changes a minute when unoccupied. Fume hoods equipped with proximity sensors can ensure that researchers are safe while working and can be set to automatically slow down when no one is present, helping to save some energy. In comparison, large auditoriums or conference rooms have carbon dioxide monitors that allow air to safely and economically re-circulate within a given CO_2 set point. Campus parking lots and walkways use electricity to provide exterior lighting and there is increased use attributable to the need to improve overall, campus-wide security, a top concern among higher education facilities.

Historically, compared to other industries, colleges and universities have been slow to adopt energy-saving techniques. Colleges in particular often lack cohesive strategies to reduce energy use. Many institutions spend millions of dollars per year powering inefficient equipment, outdated cooling and heating systems, and antiquated clusters of research data servers stored in lab closets and back rooms. A typical college or university classroom building, lighting accounts for 31%, space heating 28%, and water heating 25% of total energy use, making those systems good targets for energy savings.

Institutional — The institutional sector can generally be described as facilities owned or operated by local governments including libraries, preschools, K-12 schools, day care and senior living/senior care. TRC will continue to focus on hospitals, healthcare facilities and municipalities. According to the New Jersey Hospital Association (NJHA), the healthcare sector is comprised of over 120 hospitals and healthcare systems located throughout New Jersey. The targeted facilities of this sector-specific initiative are:

- Acute care and children's hospital campuses
- Free-standing acute care and children's hospitals
- Free-standing medical office buildings, including 24 hour, walk-in clinics

To qualify, the acute care hospital, children's hospital, and medical buildings must occupy at least 50% of the total healthcare property. Acute care and children's hospitals are facilities that typically provide a variety of services within the same building or among multiple buildings on a campus, including emergency medical care, physician's office services, diagnostic care, ambulatory care, and surgical care. Energy usage of all buildings and supporting functions (such as administrative offices, skilled nursing, long-term care, medical offices, exam rooms, lobbies, cafeterias) is included in the aggregate, gross square footage for the campus. The campus includes all related buildings that are connected by corridors or walkways or are in close proximity to one another. Medical office space located on the campus should be included in the aggregate, gross square footage. Computer data centers, parking garages or lots are secondary spaces that can be included in the benchmarking of an acute care or children's hospital.

Medical buildings are facilities used to provide diagnosis and treatment for medical, dental, or psychiatric outpatient care. The total gross floor area should include all supporting functions such as kitchens used by staff, laboratories, lobbies, atria, conference rooms and auditoria, fitness areas for staff, storage areas, stairways, elevator shafts, etc., and must make up at least 50% of the facility.

Hospitals are among New Jersey's most complex, diverse, and energy-intensive facilities. Unlike most other commercial buildings, hospitals must be fully operational 24 hours a day, seven days a week, able to maintain services during power outages, natural disasters, and emergencies that could force other facilities to close. Increased participation in the programs will continue with developing sector-wide partnerships with the decision makers and organizations/associations which influence the industry. Through continuously communicating program benefits and offerings, and with extensive marketing, education, and training, the barriers will diminish. Specifically, communication with hospital executives (administrator or president/CEO), others responsible for important business functions (Board of Directors or Trustees), and in-house staff responsible for building operations will yield the most benefit. Buy-in from upper management will result in organizational commitment, and the ability of facilities personnel to initiate and follow through with the necessary capital projects and to exerting more control over vendor / contractor relationships to attain the facility goals set for sustainability and energy efficiency.

Adding municipal facilities to this sector will allow TRC to offer benchmarking and training to enhance and support the Local Government Energy Audit program, and should include all buildings eligible for LGEA program incentives.

The sector specific program enhancement will also continue to focus on the **Multifamily** and **Hospitality** sectors.

Multifamily - A multifamily building, as defined by the Pay for Performance Program, is a residential building of 4-6 floors above ground with a central heating/cooling system along with any building 7+ floors (regardless of heating/cooling); exceptions for buildings less than 4 floors will be made on a case-by-case basis. The 2007 US Census Bureau reported that of the three million existing housing units in New Jersey, a little over half are single family homes, the vast majority of which are owner-occupied. The remaining housing stock is multifamily units of which two-thirds are rented and of which many are in need of repair and upgrades. The New Jersey Apartment Association reports that 1951 is the median year of construction for rental units in New Jersey. An older housing stock provides significant opportunities for repairs, renovations, and energy efficiency improvements. In 2007 alone, ten percent of New Jersey existing housing units received building permits for improvements ranging from new decks to extensive reconstruction or gut rehabilitation.

Additionally, according to the NJ 2020 Energy Efficiency Master Plan, historically in New Jersey between 20,000 and 30,000 new homes are built each year. With the current

economic downturn though, new construction development is expected to fall by approximately 50% over the next few years. Over half of these new homes are single family homes with the remainder being multifamily developments both large scale and townhouse-style. The vast majority are site-built (98%) and speculative construction, the average size being approximately 2,450 square feet and containing three bedrooms. Almost all new residential buildings include central air conditioning and nearly 98% are heated with natural gas, the remainder opting for electric space heating. NJ multifamily developments account for total consumption of 58 million kWh and 65 billion BTUs per year of natural gas, annually.

The sector-specific approach for increased energy efficiency program participation will continue to focus on offering educational information, technical assistance and training, and financial incentives that multifamily building owners can access to build and execute effective and comprehensive energy reduction plans. TRC will continue to forge relationships with owners, managers, architects, and developers, a task facilitated by providing value-added support throughout the building process and by offering benchmarking.

Hospitality - The hospitality industry is a large and expanding sector of New Jersey's economy. According to the U.S. Energy Information Administration (EIA), facilities involved in the *Lodging Industry* are the third most energy intensive commercial buildings in the northeastern United States (after healthcare and education). Facilities involved in *Food Service* and *Public Assembly* were sixth and seventh respectively in national rankings of energy intensity by commercial building type.

TRC will continue to focus on facilities that are involved in lodging such as: hotels (including casino hotels), motels, inns, and extended stay facilities. We also included full service restaurants (but not other facilities involving food service such as cafeterias or fast food). Common to these facilities is a constant high turnover of large numbers of people and the challenge of providing temporary accommodations for them. Energy is primarily used for heating, ventilation, air conditioning, lighting, hot water, refrigeration, food service, and when not outsourced, laundry. The demand for rapid service, maximum convenience and comfort, and high turnover of people can create resource and energy waste, and good opportunities for energy savings.

Large full service hotels tend to have all of the energy demands of other large commercial facilities, plus the demands of HVAC for individual rooms, food service, swimming pools, laundry, and maintenance. Restaurants tend to have smaller floor space and energy demand but like the other facilities in this sector, offer food service, so there is overlap of potential energy efficiency measures that are common to all.

Though the hospitality sector has been expanding in recent years in New Jersey, the current global economic downturn has hit it particularly hard. Disposable income and corporate spending for hospitality services have significantly decreased everywhere. However, this also creates an excellent opportunity for significant systems upgrades and

renovations because lighting retrofits, HVAC upgrades, and installation of new building EMS systems, etc. generally cannot be done while hotels and other facilities are fully occupied. Since the industry has a great need to reduce expenses and has been severely impacted in recent years by escalating energy costs, a temporary decrease in business could actually lead to an increased interest in energy efficiency projects, therefore TRC will continue to pursue this opportunity.

Commercial Buildings – Efforts in this sector, will be focused on chain accounts, commercial real estate companies, and data centers. There is much opportunity for increasing Program participation, working cooperatively with utility key account representatives, and reducing energy use and waste within the commercial sector in general. Data centers, in particular, can reduce energy use dramatically by installing high-efficiency servers, virtualization software, high-efficiency lighting and cooling systems, efficient power systems, humidity controls, and cable raceways. Data center leasing deals helped the New Jersey office market remain stable in 2008, according to data from Colliers Houston & Co., which showed the state's vacancy rate remaining stable at about 13 percent. The last several months of 2008 saw an uptick in leases by data center tenants, including several substantial deals at the Mountain Technology Center in Clifton, where both Telx and Automated Logic leased space.
Additional opportunities for energy savings for all building types within this sector will be identified during the plan design phase.

Program Offerings and Incentives

The following are brief descriptions of sector specific information and services. It is important to remember the overall goal is to offer a portfolio of services and strategies which cost-effectively provide the greatest impact on energy awareness, and increase Program participation by each sector.

NJ OCE's overarching goal with the Sector-specific Program is to empower facility and building owners/operators to make energy efficiency decisions. To reach this goal, TRC proposes a twofold strategy which it will apply across all subsectors. TRC will aggressively pursue an educational campaign to transform facility managers into knowledgeable energy customers and supply them with the data they need to make decisions about their own facilities. This is vital to NJ OCE's effort because they are then able to take the initiative to become agents of change within their organizations. This outreach will include benchmarking, direct training, development and dissemination of needed tools, and one-on-one technical assistance. It will take full advantage of collaborative relationships with a range of market participants detailed below. Concurrently, TRC will continue to diligently market NJ OCE's program offerings so that facility and building owners/operators understand how NJ OCE can help them translate their initiative into action.

Integrating with regional and national efforts and leveraging partnerships with trade associations are guiding principles of TRC's approach to serving the specific sectors.

Integrating with regional and national efforts allows NJ OCE to benefit from the capabilities of specialized organizations to compliment TRC's in-house expertise. These organizations may include the U.S. Environmental Protection Agency (EPA), the Northeast Energy Efficiency Partnership (NEEP), and the U.S. Green Building Council (USGBC). TRC's strategy for bringing these technical skills to the individuals on the front line of energy efficiency such as facilities' directors, business officials, agency heads, and university boards is to take advantage of the relationships they have with specific organizations.

Energy Benchmarking of Electricity and Heating Fuel Use is a cornerstone of TRC's education strategy. TRC has found that benchmarking reports are very successful in providing facility managers a complete picture of energy use and cost among their various buildings. By giving them information on how well or poorly their buildings are performing relative to their peers, benchmarking helps facility managers see where their needs are and provides impetus for prioritizing and addressing those needs. The benchmarking report also provides an excellent medium for presenting information on NJ OCE programs. TRC will build upon our current success in benchmarking close to 3,000 facilities around the country by making a concerted effort to reach out to individual sector components, as well as modifying our benchmarking system to accommodate the range of building types.

Sector Specific Initiative Goals

The Sector-specific Program goals and measures of effectiveness will include the following:

- Market Transformation & Penetration: Expand the number of Clean Energy Program applicants from each sector.
  Goal: Demonstrate an increase in Program participation based on based on specific services provided and new applications received.
  Goal: Benchmark 500 buildings

Program Deliverables

The Sector-specific Program will provide the following services:

1. Update the list of sector-specific Program services and publicize this list to potential participants through their respective trade associations and on the website.
2. Continue to customize TRC's existing proprietary energy benchmarking system, *Building Energy Performance System™ (BEPS),* for use in each sector.
3. Present NJCEP program incentives and sector specific offerings at Trade Association meetings and events.
4. Make marketing, website, and communication recommendations to appropriate staff.

Program Evaluation

Ongoing evaluation services will be provided by the OCE's evaluation vendor as part of overall Program evaluation.

State of NJ Energy Efficiency and Conservation Block Grants (EECBG) Rebate Program

Description: This initiative will provide rebates from the federal Energy Efficiency and Conservation Block Grants (EECBG or block grants) received by the NJ Board of Public Utilities to 512 non-formula-eligible municipalities and counties (those that did not receive a direct Block Grant). A listing of eligible entities can be found on New Jersey's Clean Energy Program website. The first round of EECBG rebates will be paid based on the completion of the EECBG application, any supporting documentation and the installation of the energy efficiency (EE) upgrades. The second round, expected to be implemented in 2011, will be available on a first-come, first-served basis to the 512 non-formula-eligible municipalities and counties that did not receive a direct Block Grant, even if they participated in round one of this EECBG Rebate Program. This program will not fund new construction but will support the installation of EE equipment as noted below. The program will be implemented by the commercial and industrial market manager, TRC. Initially, Block Grant rebates will be awarded in the amount of up to $20,000 per municipality or county. During round two, the award amount will be up to $50,000 per municipality or county, until all funds are committed or spent. The rebates must be used toward the cost of installing energy efficiency measures in one of two approaches. The municipality/county may:

- Enroll in one of New Jersey's Clean Energy Program (NJCEP) C&I Programs: Direct Install, Pay for Performance or the Retrofit component of the SmartStart C&I Construction Program; or
- Participate in an eligible utility energy efficiency program; or
- Arrange to install building shell measures recommended in the Local Government Energy Audit program or equivalent audit as it is defined below in this compliance filing

In each case the non-formula eligible local governments may use the rebate to cover the costs of energy efficiency improvements that are not already covered by existing NJBPU incentives. In all cases the energy efficiency measures must be allowed under the categorical exclusions from NEPA review as authorized by the U.S. Department of Energy, which administers the EECBG program.

In addition, the total amount of the combined NJCEP rebate and Block Grant dollars may not exceed the installed cost of the energy efficiency upgrades. The same provision applies to non-formula eligible local governments eligible for this rebate that also receives incentives from a utility pursuant to a Board-approved energy efficiency program: the total incentives from the utility, combined with those from the NJCEP and Block Grant rebates may not exceed the total installed cost of the energy efficiency upgrades, or if required by the terms of the Board's approval of the utility program, they must be equal to or less than 100% of a projects cost.

Eligible project costs will follow existing Program guidelines.

Process: Outlined below is a description of how the Block Grant rebate funds may be combined with New Jersey's Commercial & Industrial Clean Energy Programs and/or utility energy efficiency programs. Where applicable, detailed descriptions of the Block Grant rebate process inspection protocols will be developed by TRC and submitted to BPU staff for approval.

1) **SmartStart C&I Construction Program** – To receive a Block Grant rebate for measures installed under the SmartStart C&I Construction Program, non-formula eligible municipalities and counties must first engage a participating Local Government Energy Audit Program (LGEAP) contractor to conduct an energy audit or they may conduct the audit independent of the LGEA program provided that the audit is equivalent to those conducted through LGEA. (The definition of equivalent energy audit is provided below.) Once the audit is completed and accepted by the Market Manager, the local government would submit the appropriate SmartStart technology application(s) and an EECBG rebate application form to the Market Manager, who would also be available to help the entity determine which facility or measures should be targeted for this opportunity. Block Grant rebates cannot be used to cover the LGEAP audit fee.

2) **Direct Install Program -** Non-formula eligible local governments eligible for the Block Grant rebate, may participate in the Direct Install program. Under this program, an approved participating program contractor would conduct an inventory of energy using equipment (lighting, HVAC, etc.) and make recommendations for energy efficiency upgrades. Upon approval by the customer, the contractor would install the energy efficiency measures and the program would provide incentives to cover up to 60% of the installed cost. The entity would submit simultaneously an EECBG rebate application to the Market Manager, who would verify the participation in the Direct Install program, confirm the eligibility of the municipality or county for the Block Grant rebate, and confirm the value of the Block Grant rebate due which would be used to cover all or a portion of the remaining 40% of the project cost. The combined NJCEP incentives and Block Grant rebate could provide the measures at no cost to the local government entity for projects with a cost of up to $50,000 (round 1) and $125,000 (round 2, funding permitted).

3) **Pay for Performance** - Non-formula eligible local governments eligible for the Block Grant rebate may participate in the Pay for Performance Program. Under this program, the eligible municipality or county would secure the services of a pre-approved program partner. The partner would develop an Energy Reduction Plan and facilitate the installation of the recommended package of energy efficiency improvements. The eligible local government would then submit the EECBG rebate application to the Market Manager, who would verify the applicant's participation in the Pay for Performance program, confirm the eligibility of the municipality or county for the Block Grant rebate, and confirm the value of the Block Grant rebate

that would be due and which would increase the program incentives by up to $20,000 (round 1) and up to $50,000 (round 2, funding permitted). (Block Grant rebates can only be applied toward the cost of measures installed and therefore cannot be used to offset the cost of developing the Energy Reduction Plan.)

4) **Shell Measures under the Local Government Energy Audit Program** - Non-formula eligible local governments eligible for the Block Grant rebate that have had audits completed through the Local Government Energy Audit Program, or who have equivalent audits conducted independently may be eligible to receive Block Grant rebates for costs related to the installation of building shell measures recommended in the audit. In 2010, rebates were available up to $20,000 for all eligible entities. For 2011, TRC proposes to increase the rebate to up to $50,000, which will be available on a first-come, first-served basis, funding permitted. The value of the Block Grant rebates may not exceed the installed cost of the measure(s). The eligible municipality or county would submit to the Market Manager an EECBG rebate application, proof of project costs, and calculations demonstrating the energy savings of the building shell measure(s) installed. The Market Manager would review project cost documentation provided but would not be responsible for verifying savings calculations. The Market Manager will report savings and costs as provided by the applicant to the BPU. Inspection protocols will be developed by the Market Manager and submitted to BPU staff for approval.

5) **Utility Incentive Programs** - If non-formula eligible local governments eligible for the Block Grant rebate participate in a utility EE incentive program which offers rebates and incentives to local government customers as an alternative to the NJCEP in certain sections of the State, the local government customer is eligible for the same Block Grant rebates as described in Item 1 above. If a qualified entity is eligible for utility rebates that supplement NJCEP rebates, these rebates and Block Grants rebates will be paid pursuant to Item 6 below. If a qualified entity participates in any utility energy efficiency program, that entity must include a copy of the utility program rebate application along with the EECBG rebate application submitted to the Market Manager.

6) For projects that request incentives from more than one source, incentives/rebates will be provided in the following order:

a. NJCEP rebates
b. Block Grant rebates
c. Utility incentives

The combination of NJCEP incentives, utility incentives and the Block Grant rebate shall not exceed 100% of the cost of the measures. For certain utility programs, the combination of ARRA funding, NJCEP incentives and utility incentives may not fund 100% of a project's costs.

Example 1: If a project costs $25,000 and is eligible for a $7,000 NJCEP rebate, the project would receive a rebate of $7,000 from the NJCEP and Block Grant rebate of $18,000. The project would not be eligible for any utility incentives because 100% of the cost of the project would be paid from other sources.

Example 2: If a project costs $70,000 and is eligible for a $7,000 NJCEP rebate, the project would receive a rebate of $7,000 from the NJCEP, a Block Grant rebate of $50,000, and up to $13,000 in utility rebates depending on the availability of utility incentives.

In 2010, the EECBG rebate was **ONLY** available to (and reserved for) the 512 non-formula eligible municipalities and counties. For 2011, TRC is proposing that funding be available to these 512 non-formula eligible entities on a **first-come, first-served basis**, until all available funding is committed or spent. Entities that participated in round one **ARE** eligible to participate in round 2. The EECBG rebate may be passed from the non-formula eligible municipality or county eligible for a Block Grant rebate to another local government entity such as a school district or local sewerage authority, or in the case of a county, to another local government entity in a non-formula eligible municipality or a non-formula eligible municipality within the county. However, in that case the EECGB rebate application must be signed by the highest ranking member of either the municipality or county (i.e., mayor, county freeholder president, etc.) or his/her designee. That is, the mayor or head of the Board of Freeholders may determine the local entity to which the EECBG rebate will be distributed

Previously installed energy efficiency measures are not eligible for a Block Grant rebate. Workers hired for any project(s) receiving Block Grant rebates must be hired based on at a minimum the federal prevailing wage rates as set forth by the Davis Bacon Act. This requirement does not relieve the municipality from compliance with any required State prevailing wage requirement. The eligible municipality or county would be required to work with the Market Manager to obtain documentation proving this.

Timeframe: The Board made these funds available to all eligible municipalities and county governments for a period of 12 months from the date the State receives its first staged disbursement of funds. For 2011, any remaining unused or unclaimed funds will be redistributed on a **first-come first-served basis** and will continue to be available to the 512 non-formula eligible municipalities and counties whether or not they took advantage of the Block Grant rebate program during the initial one-year eligibility period. In other words, starting in 2011, non-formula eligible municipalities and counties that received the Block Grant rebate in 2010 may apply for the program again.

Eligible Measures: The following list of eligible energy conservation measures was included in the initial ARRA submission to DOE. The same measures would be eligible for EECBGs:

- The Pay for Performance Program provides incentives for an Energy Reduction Plan and energy conservation measures. Eligible measures funded under ARRA would be limited to efficient lighting, HVAC measures, occupancy sensors, variable speed drives, programmable thermostats, refrigeration measures, domestic hot water reduction measures, pipe insulation, energy star boilers and

furnaces, barometric dampers, high efficiency cooling systems, high efficiency water heating equipment, energy efficient appliances, geothermal heat pumps (10 tons of capacity or smaller), windows, doors, insulation and other building shell improvements, clean and tune (furnaces), solar thermal hot water (appropriately sized for the existing building), low flow aerators/showerheads/toilets, combined heat and power systems (sized to boilers appropriate to the buildings in which they are located), chillers, motors and pumps, controls, building management systems, exhaust air heat recovery, and exhaust fans/air handlers/ventilation fans.

- The Direct Install Program identifies cost-effective energy efficiency opportunities, provides incentives and direct installation of efficiency measures on existing small commercial and industrial buildings. The upgrades for consideration will be limited to: lighting, occupancy sensors; variable speed drives; programmable thermostats; Refrigeration measures, hot water reduction measures; pipe insulation; HVAC measures; energy star boilers and furnaces; and high efficiency cooling systems.

TRC proposes to add the following list of EECBG eligible measures to the list previously submitted to DOE:

- The SmartStart C&I Construction Program provides incentives for energy conservation measures. Eligible measures funded under EECBGs would be limited to retrofit measures only (i.e., new construction is not eligible) and to efficient lighting, high efficiency HVAC measures, lighting controls, variable speed drives, high efficiency boilers and furnaces, high efficiency cooling systems, high efficiency water heating equipment, geothermal heat pumps, high efficiency chillers, motors and pumps.

- The Local Government Energy Audit program is an incentive program which subsidizes the cost for completing an energy audit of eligible facilities. The following building shell measures will be eligible for EECBGs if they are recommended in the audit: energy efficient windows and doors, insulation, and other energy efficient building shell measures.

Goals and Energy Savings for the C&I Clean Energy Programs

Goals:
The following are the goals for 2011:

- New Construction — 75 completed jobs
- Existing Construction (Retrofit) — 1,500 completed jobs
- Local Government Energy Audit — 700 audits reviewed (audit = a building)
- Pay for Performance — 32 approved plans
- Pay for Performance New Construction — 5 approved plans
- Direct Install — 1,250 completed installations

Energy Savings:

- Electric MWh avoided – lifetime saving — 4,430,000
- Gas decatherms avoided – lifetime savings — 2,400,000

Appendix A

2011 12- Month Marketing Activity Plan

C/I Market Manager Marketing Plan Summary - 2011

Background

The commercial/industrial portfolio of New Jersey's Clean Energy Program includes NJ SmartStart Buildings, which begins its ninth year of operation in 2011 offering financial incentives for energy efficient measures incorporated in new construction and retrofit. The portfolio includes the Local Government Energy Audit Program, Pay-for-Performance and Direct Install programs. Promotional activities are also scheduled for benchmarking, a key initiative for driving prospects through program alternatives and ARRA programs – EECBG and Non-IOU, which have separate budgets for marketing and promotional tactics.

Objectives

- Build and maintain top-of-mind awareness of program opportunities among key market segments. The decision makers and the influencers of energy efficiency projects in C&I buildings is an ever-changing group, so despite the fact the New Jersey's Clean Energy Program (NJCEP) has a long history, there will always be new players who are not aware of the opportunities. And, even for those who have heard of NJCEP and NJ SmartStart Buildings, with the launch of Pay for Performance, Direct Install and the Local Government Energy Audit, awareness building continues to be an important component to the promotional strategy. Frequency of promotions is also a key component of the strategy because of the nature of energy efficiency decision-making. Typically, business owners make equipment replacement decisions during times of crisis. The greater the effort to promote the availability of incentives for taking the right actions, the greater the likelihood that energy efficiency is being considered long before the crisis situation occurs.
- Reinforce the message that New Jersey's Clean Energy Program is still "open for business." In some ways, the market in NJ has been conditioned to expect that energy efficiency programs come and go and that businesses and trade allies cannot rely on their availability for the long-term. This sometimes keeps prospects and valuable trade allies from investing their time and financial resources in participating in our programs. Whenever there are budget reductions, temporary program suspensions, and news stories about New Jersey's deficits, solidifying the message of program continuity becomes even more important.
- Promoting the C&I portfolio positions NJCEP to take advantage as markets rebound from recession and capital begins to free-up. As businesses begin to make investments that will improve their profitability for the long-term, we need to elevate the importance of making energy efficiency measures a part of the overall investment strategy.
- Promotional campaigns centered around the message that financial incentives are available for energy efficiency help to support the governor's emphasis on making New Jersey more business friendly and more focused on job creation. Those campaigns will also help demonstrate to local government officials that operating savings from energy

efficiency can be an important factor in offsetting state funding reductions or in keeping under municipal spending caps.

Strategic Approach

The mission of the New Jersey SmartStart Buildings Program is to transform the commercial and industrial buildings market to incorporate energy efficient technologies throughout the state as part of a whole building – whole business approach. Decisions regarding new construction, major renovation, and equipment upgrade/replacement must be viewed within the context of a strategic business investment, rather than merely a decision for the facility manager. Our advertising and marketing tactics are designed to reach business owners, facilities management and the C-suite in the NJ business community, especially the chief financial officer.

Recognizing that the trade ally community (architects and engineers, energy service companies, contractors, product manufacturers/vendors) to a large extent drives this market, the program places major emphasis on building relationships with those influencers — creating the need for a "market push" strategic component. Focusing on these trade allies, rather than just reacting to construction projects, allows energy-saving options to be considered early in the decision-making process and increases the likelihood that future projects do not slip through the cracks.

The 2011 marketing activities budget is an integrated and comprehensive plan. Our market-push, market-pull approach makes use of public relations activities and press events, narrowcast methods (direct mail and e-mail blasts), trade shows, conferences and local events, print and electronic advertising in trade publications and websites, and paid advertisements and sponsorships with key organizations and associations.

Tactical Components

Trade Publication Advertising

The 2011 media schedule will include the following publications (print and electronic) in an effort to reach our three primary sectors – 1) trade allies, 2) school and municipal officials, and 3) business owners, facility managers, executive decision makers and developers.

- Architectural Record GreenSource Magazine, Maintenance Solutions, Black's Guide and Consulting Specifying Engineer targeting the design community
- NJ Biz, NJ Business Commerce NJ, Enterprise (NJ Chamber of Commerce), Distributed Energy, Real Estate New Jersey, Globe Street and Southern NJ Business People typically read by business owners, energy managers and developers
- School Leader, School Planning & Management, College Planning and Management and School Construction News reaching decision-makers and influencers in the education community, as well as, publications of the NJ State League of Municipalities and the NJ Conference of Mayors to reach local government officials.

The print advertising schedule will be clustered toward the latter half of the year as the trade show season and typical budget setting process begin to ramp up for most business and local governments. As in years past, a refreshed creative campaign will drive traffic to the website for details about programs and how to participate.

Organizations and Associations

Beyond our traditional media schedule, the 2011 budget again includes funds for print and electronic advertising as well as event sponsorships where we can directly reach members of key organizations and associations. Our plan calls for focused tactics targeting:

- NJ AIA – event sponsorship and pre-show mailing
- NJ Society of Professional Engineers – paid advertising
- Association of Energy Engineers – annual conference (Globalcon)
- EEI National Accounts – Fall Workshop – exhibit and sponsorship, pre-show mailing
- NJ League of Municipalities – paid advertising, annual conference exhibit and sponsorship, pre-show mailing
- NJ Association of School Administrators – paid advertising
- NJ Association of School Business Officials – paid advertising
- NJ School Boards Association- exhibit, sponsorship and pre-show mailing
- Property Owners Association – paid advertising
- NJ Apartment Association – paid advertising
- Building Owners and Managers Association of NJ – paid advertising
- NJ Business and Industry Association – event sponsorship
- Association of NJ Environmental Commissions – paid advertising
- NJ Conference of Mayors – exhibit, sponsorship, and paid advertising
- Healthcare Facilities Management Association – paid advertising
- NJ Hospital Association – paid advertising
- Southern New Jersey Development Council – paid advertising, event sponsorships

Trade Shows and Events

The marketing plan also includes exhibiting and sponsoring a number of annual conferences and major events that provide an opportunity to reach key target segments. For 2011, planned shows and conferences include:

- Association of Energy Engineers – annual conference (Globalcon)
- EEI National Accounts – Fall Workshop
- NJ League of Municipalities – annual conference
- NJ School Boards Association – annual conference
- NJ Business and Industry Association – member events
- NJ AIA – member events
- Southern New Jersey Development Council – member events

- NJ Conference of Mayors – annual conference

Beyond these named exhibits, a number of ad-hoc events are expected that provide opportunities to reach NJ business decision-makers and influencers. Our marketing budget includes funds for coordinating and supporting speakers at these events. Outside costs for ad-hoc events are subject to pre-approval and are funded through the variable contingency line item of the budget. Examples include the Healthcare Financial Management Association, Mid-Atlantic Buildings and Facilities, NJ RealShare, and any NJ BPU clean energy events

Direct Marketing

Direct mail and e-mail blasting are again planned for 2011 as a primary strategy for raising awareness of all programs in the C&I portfolio. These campaigns will be designed to reach both the prospective customers of the programs as well as the trade ally community, which serves as an important influencer to decision makers.

In addition to general program and clean energy event promotions, direct marketing campaigns will address new tools and resources for select industries as part of the sector specific initiative. Pre-show mailings will also be included for:

- EEI National Accounts
- NJ State League of Municipalities
- NJ School Boards Association
- NJ AIA Sponsored Event

Collateral Materials

The 2011 budget provides for focused collateral materials that will provide program features and benefits for target markets. Funds are also provided for revising our existing program materials as new features and procedures are approved. In addition, case studies continue to play a vital role in demonstrating successful projects to key targets. These materials are produced for uploading to the web-site as well as printed for distribution as part of a folder kit used at trade shows, special events and individual sales calls by the Outreach Team. The 2011 budget for collateral materials also includes funds for photography to be used in those brochures and case studies.

Public Relations

Ongoing public relations efforts include activities designed to generate editorial copy in appropriate publications throughout the state. These activities include notifying media to encourage coverage, photography to create photo releases for distribution to the appropriate networks and follow-up contacts to promote placement.

We also plan to work with key organizations and associations to generate editorial coverage in printed and electronic media available to their memberships. We will assist editors with copy and arrange for presentation opportunities by the Outreach Team.

As in years past, press releases, press kits, and talking point documents will also be created and distributed to media outlets in association with newsworthy events or activities. This includes announcements of program changes, high profile incentive payments, innovative designs and other stories of interest to the business and design communities.

Program Management

The 2011 budget also includes continued funding for planning and implementation of the marketing communication campaigns and ongoing coordination with the activities of the residential and renewable market manager as well as special requests to support BPU Staff and Commissioners. Specific labor categories include:

- Creative Design and Production
- Account Coordination and Media Management
- Strategy, Planning, and Reporting
- Web site Support and Content
- Development of Story Items for the Quarterly Newsletter
- Outreach Coordination and Support
- Call Center Training and Support
- Responses to E-mails Submitted to the Web site

Summary

The NJCEP commercial and industrial portfolio includes a number of programs with appeal to a number of specific target segments. Strategies and tactics described in this plan are part of a comprehensive and integrated collection of activities designed around the needs of those targets. In some cases, individual tactics and their associated funds can be attributed to a tight campaign around a specific program, such as with a program brochure or website page. In most cases, however, our vehicles for delivering marketing communications are tight to the segment, but wide enough in the message to introduce all of the portions of the portfolio that might appeal to that segment. The following table summarizes how those tactics are designed to promote the existing programs and planned initiatives for 2011.

Appendix A: 2011 12-Month Marketing Activity Plan

	C&I New Construction	C&I Retrofit	School New Construction & Retrofit	Pay for Performance & Combined Heat & Power	Local Government Energy Audit	Direct Install	Pay for Performance – New Construction	Institutional Sector	Higher Education Sector	Large Industrial Sector
A&E Trade Publications; Websites; AIA Trade Show; Newsletters; Trade Allies Direct Mail and E-mail	X	X	X	X	X		X	X	X	X
Large Business Owner Publications; Websites; Direct Mail and E-mail	X	X		X			X			X
Schools Publications; Websites; Direct Mail and E-mail; School Boards Trade Show and Pre-show Marketing			X		X					
Developer Publications; Websites	X	X		X		X	X	X		X
Media Story Pitching; Press Releases	X	X	X	X	X	X	X	X	X	X
Municipalities Trade Show; Newsletter; Direct Mail and E-mail			X		X	X				
Small Business Direct Marketing	X	X				X				
Medium Business Direct Marketing; Owner Publications; Websites	X	X				X				
College/University Direct Marketing	X	X		X			X		X	
Globalcon Trade Show (AEE)	X	X	X	X	X		X	X	X	X
EEI National Accounts Trade Show and Pre-show Marketing	X	X		X			X	X		X
NJ BIA Trade Show/Newsletters	X	X		X		X	X			X
Website and Internet Networking Sites	X	X	X	X	X	X	X	X	X	X

Summary of Marketing and Public Relations Services Provided

The following list of services is a summary of the marketing activities included in this plan. This list is not meant to be all inclusive (our continued management of the content contained in the C&I section of the web-site is an example of additional tasks in our scope) nor is it intended to limit our ability to be flexible in responding to changing needs within the NJ BPU or in the market.

Marketing/Advertising Campaigns

- Developed to promote programs
- Creative concepts created and pitched to client
- Include media buy recommendation, script/ad developments
- Technical review before reaches client for final sign off
- NJCEP and BPU brand included as part of advertising

Event Selection and Implementation

- Select opportunities to plan events in conjunction with Program Managers to highlight program activities.
- Once opportunities are selected and approved by BPU, contact organization to initiate planning of events.
- Coordinate with BPU to select appropriate Commissioner or BPU surrogate
- Provide BPU with relevant project and program fact sheets to assist in talking point development (*BPU staff will develop talking points, utilizing fact sheets on programs and project details provided by market managers)*
- Conduct media outreach to ensure press coverage of Program, utilizing the Commissioners as an additional hook
- Attend press events with Commissioner to ensure coverage of Program and Commissioner.

Event Reviews (process for when events are proposed to market managers/BPU)

- Conduct review of whether the proposed event is within the scope of market manager work
- If not within scope of market manager work, pass to BPU for speaker's bureau or other opportunity.
- If within scope of recommended events, follow above process.

Media Relations

- Identify opportunities to promote programs through free media opportunities.
- Write press releases or media pitches, and conduct technical review before client receives copy.
- Identify press outreach lists.
- Conduct thorough outreach to secure placement.

Written Materials

- Create fact sheets on all program areas, updated on a monthly basis to ensure accuracy
- Conduct all technical review before providing to client on a monthly basis
- Conduct technical review of articles provided by client

Educational and Promotional Materials

- Create brochures, public service announcements, pamphlets that contain a larger message of how businesses and local government can take small steps to be more energy efficient and/or invest in renewable energy
- Conduct all technical review before providing to client

Quality Assurance and Technical Review

- High level, qualified staff with an expertise in writing will be developing written materials.
- Technical review by program staff needs to occur before materials are provided to client.

Changes from Current Programs

The 2011 Marketing Plan reduces the 2010 budget by $3,200. The primary change involves shifting funding from contingency line items to paid media so that placement schedules can be extended an additional month, as well as, moderately improving reach and frequency.

Subcontractors

Parker and Partners was TRC's originally-proposed marketing subcontractor. No other subcontractor not named in TRC's original proposal will be required.

Pricing Schedule

The budget table below shows the proposed 2011 budget by cost category. As shown, the top half of the table represents the fixed cost categories, and the bottom half represents the variable cost categories.

Note that this table is designed to demonstrate how the total annual budget was developed task by task from the bottom up. Since the majority of the cost categories below will support multiple individual program areas (new construction, retrofit, etc.), this table is not broken down by program. That breakdown is shown by contract line item in the actual proposed amendment. The fixed and variable totals on this table match those in the proposed amendment.

Category - 2011 C&I Marketing Communications Plan	Labor	Outside Costs	Total
Account Management	$142,825	$4,525	$147,350
Strategic Direction	$87,950		$87,950
Call Center Briefings and Training	$2,650		$2,650
Website	$49,960		$49,960
Public Relations and Direct Marketing	$127,850	$44,150	$172,000
Event Support	$42,890	$52,000	$94,890
Creative Services	$110,200	$25,000	$135,200
Fixed Component Total	**$564,325**	**$125,675**	**$690,000**
Paid Media		$280,000	$280,000
Printing & Production		$50,000	$50,000
Variable Contingency (not including labor or travel)		$55,000	$55,000
Variable Component Total		**$385,000**	**$385,000**
Grand Total	**$564,325**	**$510,675**	**$1,075,000**

The 2011 Marketing Budget will be allocated back to the individual commercial & industrial programs based on agreed upon ratios that will be related to the estimated costs associated with each program.

The overall budget shown in Appendix B includes $30,000 for marketing efforts associated with promoting energy Efficiency and Conservation Block Grants (EECBG) to eligible municipal and county governments. This comprehensive and integrated plan provides a description of the tactics necessary to build awareness and drive participation. Plan components include public relations activities, letters from state officials, direct marketing (mail and electronic), advertising in key association publications, collateral material for distribution at events and trade shows, and the NJ Clean Energy Program website, where applications and complete details of the program are made available to prospects. Labor for these activities is included in the fixed component of the marketing communications budget. Tactical cost estimates provided below are outside costs subject to pre-approval.

Tactics

Tactic	Description	Estimated Cost
Initial E-blast Campaign	E-blast sent to NJCEP lists of municipal officials and past conference attendees, moderators and speakers. The blast is also forwarded to the NJ State League of Municipalities and Sustainable Jersey for distribution to their membership and subscriber lists.	$0
Paid E-blast Campaign	The initial e-blast is distributed to a limited list of municipal officials who have subscribed to receive NJCEP information. Two additional blasts will be paid campaigns sent through InfoUSA to a list of mayors,	$3,000

	municipal engineers and other public administration officials in NJ. An estimated 3,900 officials will receive the message twice.	
Letters from NJ officials	Two letters will be drafted for Governor Christie and/or President Solomon's signature. When completed, the BPU will distribute these communications to eligible entities.	$0
Collateral Material	A two-sided flyer will be printed with information about EECBG on one side and program descriptions of the C&I portfolio on the reverse. This flyer will be distributed by TRC and outreach staff at events and trade shows. A total of 4,000 8.5"x11" flyers will be printed. In addition to the flyer, three case studies will be produced and made available on the website as examples of how participants are using the funds. It is anticipated that these case studies will not be printed.	$1,000
Direct Mail Campaigns	A bi-fold, full color postcard (12"x9" folded to 6"x9" with two clear wafer seals) will be mailed in two drops. The mailing list includes mayors county executives and legislators in the eligible jurisdictions (using lists available from free resources) and municipal engineers (purchased from the NJ State League of Municipalities). The first mailing will be followed by telephone contact by representatives of the C&I Market Manager within one week of the first mailing. An additional single-drop campaign, using a new creative design and an expanded message to include LGEA, will launch two to four months following the second mailing...	$8,000
Media Placement	Full color, full page print advertisements will be placed in monthly editions of the NJ State League of Municipalities magazine and the NJ Conference of Mayors' publication.	$18,000
News Release Series	News releases will be prepared and distributed as appropriate throughout the year to highlight newsworthy cases.	$0
	Total	**$30,000**

Please note, the budget shown in Appendix B **does not** include funding for marketing related to the ARRA Non-IOU initiative.

Appendix B

2011 Program Budgets

Budget