

**Consolidated Edison Company of New York, Inc.
Mandatory Hourly Pricing Program
Process Evaluation**

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**Consolidated Edison Company of New York, Inc.
MHP Program Process Evaluation**

Table of Contents

1. EXECUTIVE SUMMARY	3
2. INTRODUCTION	4
3. EVALUATION OBJECTIVES AND METHODOLOGY	4
3.1 PRIMARY EVALUATION OBJECTIVES	4
3.2 PROCESS EVALUATION OBJECTIVES	5
3.3 METHODOLOGY	7
4. PROGRAM PROCESS	11
4.1 MANDATORY HOURLY PRICING PROGRAM: BACKGROUND	11
4.2 MARKETING AND OUTREACH.....	12
4.3 IMPLEMENTATION.....	16
4.3.1 <i>Implementation Tasks and Strategies</i>	16
4.3.2 <i>Implementation Challenges</i>	20
4.3.3 <i>Implementation Successes</i>	22
5. CUSTOMER SURVEY	24
5.1 RESPONSE DEMOGRAPHICS.....	24
5.2 CUSTOMER CHOICES	25
5.3 OPERATING CONDITIONS	27
5.4 EDUCATION AND OUTREACH.....	28
6. ANALYSIS.....	42
6.1 EFFECTIVENESS OF CECONY'S IMPLEMENTATION EFFORTS OF THE MHP PROGRAM AMONG FULL MANDATORY HOURLY PRICING CUSTOMERS	42
6.2 CUSTOMER TRANSITION ISSUES AND EFFECTIVENESS OF CECONY ASSISTANCE TOWARDS CUSTOMERS DURING PROGRAM TRANSITION.....	43
6.3 RECOMMENDATIONS.....	44
7. CONCLUSIONS	47
8. APPENDIX A: NY PSC CUSTOMER SURVEY.....	48
9. APPENDIX B: INTERVIEW GUIDE.....	56

**Consolidated Edison Company of New York, Inc.
MHP Program Process Evaluation**

List of Tables

TABLE 1: RESEARCHABLE QUESTIONS.....	6
TABLE 2: DATA PROVIDED AND REVIEWED	8
TABLE 3: INTERVIEW SUMMARY.....	9
TABLE 4: KEY TIMELINE EVENTS	14
TABLE 5: WEBEX TRAINING SESSIONS FOR DMS/COST ANALYST TOOL.....	20
TABLE 6: ENERGY PURCHASES.....	24
TABLE 7: SELF-DESCRIPTIONS	24
TABLE 8: MAKE UP OF MHP CUSTOMERS – CECONY VS. SURVEY RESULTS	25
TABLE 9: DISCUSSION OF ALTERNATIVE ELECTRICITY PRICING	25
TABLE 10: MOTIVATION TO SWITCH TO ESCO SERVICE	26
TABLE 11: ESCO CONTRACTUAL ARRANGEMENTS	26
TABLE 12: ANNUAL OPERATING COSTS	27
TABLE 13: CROSS TABULATIONS – Q3: % OF ELECTRIC COSTS TO ANNUAL OPERATING COSTS.....	28
TABLE 14: INFORMATION SOURCES AND RANKING OF USEFULNESS.....	29
TABLE 15: ANALYSIS OF NEGATIVE RANKING.....	29
TABLE 16: OTHER SOURCES OF INFORMATION	30
TABLE 17: ATTENDANCE AND AWARENESS OF PRICING WORKSHOPS	30
TABLE 18: WORKSHOP ATTENDEES – RANKING OF USEFULNESS.....	31
TABLE 19: CON EDISON ACCOUNT MANAGER INFORMATION REQUESTS.....	32
TABLE 20: AFFIRMATION OF CON EDISON ACCOUNT MANAGER RESPONSES.....	32
TABLE 21: LEVEL OF CUSTOMER UNDERSTANDING TO ENERGY ISSUES AND RESOURCES	33
TABLE 22: SELF-REPORTED LEVELS OF UNDERSTANDING – AVERAGE SCORES	34
TABLE 23: CUSTOMER ABILITY TO SHIFT OPERATIONAL LOADS	34
TABLE 24: DESIRABILITY TO VIEW HOURLY PRICING	35
TABLE 25: PERCEPTION OF NECESSARY INFORMATION FOR HOURLY PRICING STRATEGY.....	35
TABLE 26: PERCEPTION OF HOURLY PRICING IMPACT	36
TABLE 27: OPEN RESPONSES TO Q11	37
TABLE 28: OPEN RESPONSES – Q11 (CONTINUED).....	38
TABLE 29: PERCEIVED BARRIERS IN RESPONDING TO HOURLY PRICING	39
TABLE 30: PAST AND FUTURE ENERGY-RELATED ACTIONS	40
TABLE 31: ANALYSIS OF “NONE” RESPONDENTS TO PAST AND FUTURE ACTIONS.....	41
TABLE 32: CUSTOMER RESEARCH RECOMMENDATIONS	45
TABLE 33: SURVEY MANAGEMENT RECOMMENDATIONS (CONTINUED)	46

List of Figures

FIGURE 1: CON EDISON DMS WEBSITE ACTIVITY.....	23
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1. Executive Summary

In compliance with a New York State Public Service Commission (NY PSC) order, Consolidated Edison Company of New York, Inc. (CECONY) was requested to conduct a six month evaluation of the of the recently established Mandatory Day-Ahead Hourly Pricing (MHP) Program for large Time-Of-Use (TOU) customers (Rider M).¹ The evaluation consisted of utility staff interviews, data and documentation review, and analysis of a NY PSC-implemented customer survey of MHP and large TOU energy service company (ESCO) customers.

The evaluation specifically assessed the effectiveness of CECONY's implementation efforts of the MHP program among the 138 Full Service Mandatory Hourly Pricing non-ESCO customers, and examined customer transition issues to determine how effective CECONY was in assisting customers during this period.

CECONY filed and implemented a marketing and outreach plan for voluntary hourly pricing with the NY PSC in February 2004, which was further revised and submitted in November 2005. CECONY began implementation of this original plan in September 2005. Prior to the actual shifting of customers beginning on May 1, 2006, CECONY implemented a comprehensive communication and marketing plan which included a direct mail campaign, educational seminars, and customer visits; provided customer bill evaluation tools; and initiated conversations with customers and customer/industry segments most affected by the new tariff. Certain customer segments such as the health care and real estate industry were offered additional hands-on assistance and support. A coordinated communications, training, and education effort was also led by Marketing and Sales and undertaken in conjunction with Customer Operations, Rate Engineering, Information Resources and the Law Department.

This evaluation determines that:

1. Customers were given sufficient notice to be aware of the pending MHP tariff;
2. Customers who communicated with CECONY staff or attended any informational session appear to readily understand MHP;
3. Some customers still need resources to assess hourly pricing;
4. A number of customers, ESCOs, and consultants communicated with CECONY for information and support;
5. A significant portion of customers express an inability to shift loads;
6. CECONY used a number of communication channels to effectively reach customers;
7. The educational seminars and internet-based training sessions made an impact for those who participated; and

¹ As of April 28, 2006, Rider M is called Day-Ahead Hourly Pricing to more accurately reflect that customers are charged the day-ahead hourly NYISO price and not the real time price.

8. The Demand Monitoring System (DMS) and Cost Analyst tool provides a reasonable means for customers to view their available interval meter data and forecast hourly costs.

RLW's recommendations are:

- A. Consider offering another live information exchange;
- B. Continue customer support; and
- C. Enhance the customer research element of the evaluation.

2. Introduction

This document is a report from research conducted by RLW Analytics for an evaluation of the CECONY Mandatory Hourly Pricing Program.

This final process evaluation report consists of the following:

1. Executive Summary;
2. Introduction;
3. Methodology, including final list of interviewees;
4. Analysis of all major findings;
6. Lessons learned and recommendations for program continuance; and
7. Conclusions.

3. Evaluation Objectives and Methodology

CECONY tasked RLW with producing an evaluation of the Mandatory Hourly Pricing Program. It is the goal of this report to highlight both successes and lessons learned that came from the program. This evaluation serves to assess the effectiveness of CECONY's implementation efforts of the MHP program among the 138 customers who were initially required to take MHP service (there are now 89 MHP customers – the rest have moved to ESCOs), and determine how effective CECONY was in assisting customers during program transitions.

3.1 Primary Evaluation Objectives

The goal of a process evaluation is to examine the way in which a program was executed and determine its success. Specifically, the primary evaluation objectives for this study were to:

1. Assess the effectiveness of CECONY's implementation efforts of the MHP program among its Large Time of Use customers with peak demand in excess of 1500kW;
2. Examine customer transition issues and determine how effective CECONY was in assisting customers during this period; specifically assess:
 - a. the effectiveness of CECONY's communication and marketing efforts including direct mailings;
 - b. educational seminars;

- c. customer visits that encouraged open dialogue; and
 - d. how customers were provided with bill evaluation tools.
3. Determine outcomes and learning lessons that can be applied to the continued transition, as well as similar future efforts.

3.2 Process Evaluation Objectives

Per the approved work plan, the list of researchable questions was developed into interview guides for CECONY management and staff (below). An interview guide was created based on these questions, which was then submitted and approved by the appropriate CECONY staff. Column entries show where each researchable question would be addressed by each discrete research task (data review, participant survey and staff interviews).

RLW performed the data review and staff interviews per this table. "Participant survey" refers to the customer survey conducted by the NY PSC. Check marks shown here indicate survey questions that RLW perceived as replicating or closely matching the researchable questions.

Table 1: Researchable Questions

Question	Document Review	Participant Survey	Utility Staff Interviews
How did customers eventually learn about the MHP? How long did it take?	✓	✓	✓
How much did all potential participants readily understand MHP, and were able to effectively weigh the merits of MHP versus switching to energy suppliers?	✓	✓	✓
What internal staff and resources did customers rely upon for assessing MHP? What external resources did they rely upon?	✓	✓	✓
How much did customers contact CECONY for information and support? How did they perceive the information and service CECONY provided them?	✓	✓	✓
How useful and effective were each of the educational and communication tools, venues, and channels?		✓	✓
What were the key transition issues? How were they resolved or mitigated by CECONY, market actors, or others?			✓
How sufficient and timely was the communication, support, and information provided by CECONY to these customers' satisfaction?	✓	✓	✓
What unexpected events, if any, occur among customers or CECONY staff? How were they managed?			✓
How many resources - time, money, and staff - did customers end up using or committing during the transition? Was this a temporary or longer term condition?	✓		✓
How did customers adapt to MHP once it began?	✓		✓
What type of customers were more comfortable with the transition processes than others, and why?			✓
What customers appeared to need more informational support? What kind of support was it?	✓		✓

3.3 Methodology

The evaluation scope of work entailed five tasks:

- Task 1: Kick Off Meeting;
- Task 2: Review of Program Materials and Documentation;
- Task 3: Staff Interviews;
- Task 4: Analysis; and
- Task 5: Draft and Final Report.

RLW arranged the Task 1, Kick Off Meeting at the CECONY offices on October 5, 2006. The meeting incorporated a discussion of the need and intent of the evaluation, and covered the following items:

- Familiarize CECONY staff with RLW and the evaluation process;
- Gather information and learn more about the mandatory hourly pricing program;
- Set clarifications of the evaluation objectives;
- Review each element of the proposed research plan;
- Review the evaluation schedule; and
- Establish reporting relationships and communication protocols.

It was explained to RLW that the customer survey would be managed by the NY PSC. The cover letter and survey identified the mailing as coming from the NY PSC. CECONY's role was limited to mailing the NY PSC cover letter and survey to its customers. Customers who received the mailing were requested to fill out the survey form and return it to the NY PSC, or to respond via a web-based survey.

Data Review

An initial batch of electronic and hard copy documents was forwarded to RLW before the kickoff meeting. These were briefly discussed by RLW and CECONY staff during the kickoff meeting. A second batch in electronic form was provided to RLW shortly afterwards. RLW also made several e-mail or phone requests for additional specific documents or data, which CECONY promptly provided.

The table below shows the final list of documentation provided, which were all thoroughly reviewed by RLW for this evaluation.

Table 2: Data Provided and Reviewed

Item	Date	Format
NY PSC Case 00-E-2054, Order Requiring Filings and Reports on Utility Demand Response Programs issued 12.22.2000	12.22.00	Electronic
NY PSC Case 03-E-0641 Proceeding On Motion Regarding Expedited Implementation of Mandatory Pricing for Commodity Service:		
ORDER INSTITUTING PROCEEDING	4.16.03	Electronic
NOTICE REQUESTING COMMENTS	4.03.06	Electronic
ACTIVE PARTY LISTS – 5.12.03, 6.12.03, 2.01.06	various	Electronic
ORDER ON EXPANSION OF VOLUNTARY REAL TIME PRICING PROGRAMS	10.30.03	Electronic
RESPONSE LETTER TO REQUEST FOR EXTENSION IN COMPLIANCE FILING	1.28.04	Electronic
ORDER APPROVING PLAN COMPLIANCE FILINGS IN PART AND DIRECTING FURTHER FILINGS	8.01.05	Electronic
ORDER INSTITUTING FURTHER PROCEEDINGS AND REQUIRING FILING OF DRAFT TARIFFS	9.23.05	Electronic
ORDER DENYING PETITIONS FOR REHEARING AND CLARIFICATION IN PART AND ADOPTING MANDATORY HOURLY PRICING REQUIREMENTS	4.24.06	Electronic
CECONY Filings and Communications to NY PSC:		
Appendix copy – Voluntary RTP Marketing Plan	2.12.04	Electronic
Compliance filing for 4.24.06 NY PSC Order	4.27.06	Electronic
Appendix copy – Mandatory Rider M 145-146	4.27.06	Electronic
Letter – Response to 4.24.06 order; assessment of potential implications of MHP for economic development customers	8.07.06	Electronic
Appendix copy - Hourly Pricing Marketing Plan	11.21.05	Hard copy
Compliance filing	11.21.05	Hard copy
Compliance filing	6.23.06	Hard copy
Public Presentation, Marketing, and Training Materials:		
Voluntary real time pricing notification letter to customers	12.08.05	Electronic
CECONY, NYISO, and NYSERDA presentation slides	1.31.06	Hard copy
Videotape of 1.31.06 seminar	1.31.06	VHS
In-House Training Materials:		
CECONY employee training on Voluntary RTP – slides	9.02.05	Hard copy
Procedure For Estimation of Customer Load Data to Support Consolidated Edison's MHP Program	6.27.06	Electronic
CECONY employee training on MHP – slides	7.14.06	Electronic
Customer and Internal Communications:		
CECONY Staff E-Mails – 40 e-mail threads between customers and staff between 12.01.05 and 5.31.06	various	Electronic

Interviews

In-depth interviews were performed in-person for key CECONY managers on October 27, 2006, along with a 3-way phone interview with the Demand Management System (DMS) contractor on the following week. A second round of telephone interviews was conducted with selected billing, customer service, and Account Executives on November 8, 2006. The table below represents the final count.

Table 3: Interview Summary

Staff	Count
Managers: Load Research and Rate Engineering, Retail Choice Operations, Account Executive Group, Market Manager-Residential, Small Commercial, and Multifamily, and Customer Corporate Group	5
Account Executives	2
Customer Service Representative	1
Senior System Analyst	1
Web tool contractor	1
TOTAL	10

Each type of program participant was interviewed using this guide. These interview questions were composed to follow the researchable questions shown at the top of this section. In order to ensure we had comprehensive interview answers, RLW also conducted several brief follow up calls and e-mails with interviewees to get final details or to clarify project issues.

These interviews gave RLW the opportunity to learn in-depth about how the MHP marketing and outreach plans were developed and implemented, and to gain insight on customer attitudes, awareness, and behaviors relating to hourly pricing.

Customer Survey Analysis

The NY PSC provided sponsorship and management of the customer survey. NY PSC staff agreed to conduct the six-month survey in order to avoid the issue of electric utilities surveying ESCO customers on commodity pricing. All NYS utilities, including CECONY, were given opportunity to comment on the survey instrument and make changes. NY PSC staff prepared the final version based on the comments received.

CECONY provided RLW with a copy of the survey questions, which was then compared to this evaluation's researchable questions. As shown in Table 1, a number of survey questions closely matched the researchable questions. Appendix 1 shows the complete survey form.

Survey data was provided by the NY PSC in both raw form and fully tabulated results on December 8, 2006. A second updated database was provided on December 15, 2006 that included seven additional entries. A total of 126 responses were collected. RLW subsequently segregated and tabulated results by CECONY customers served under MHP versus those large TOU that are on ESCO service. Additional cross tabulations were made on a number of survey questions of particular interest for the evaluation. Since this was a third-party designed and

administered survey, there were some minor limitations for RLW to perform quality control and data assessment. These are discussed in detail in the Recommendations section.

Additional Review Tasks

In addition to above, RLW also viewed a videotape of the hourly pricing seminar held on January 31, 2006, and attended the web-based training session on the DMS/Cost Analyst tool on September 28, 2006.

4. Program Process

4.1 Mandatory Hourly Pricing Program: Background

Orders and Filings

The foundation for the CECONY MHP Program, and the related outreach and marketing activities for MHP, began with the establishment of tariffs filed and approved by the NY PSC on March and May 2001 for Voluntary Real-Time Pricing (RTP) for commodity services.² CECONY also submitted a separate letter on February 14, 2001, for proposed public awareness and education programs.

On April 30, 2003 the NY PSC instituted Case 03-E-0641, Proceeding on Motion of the Commission Regarding Expedited Implementation of Mandatory Hourly Pricing for Commodity Service, to consider revisions to the major NYS utilities' real-time pricing tariffs, including implementation of mandatory hourly pricing. After receiving comments, the NY PSC issued an Order on Expansion of Voluntary Real-Time Pricing Programs on October 30, 2003, which directed the utilities to submit plans by February 2, 2004 that:

1. Specify the manner in which they will promote their Voluntary Real-Time Pricing programs to their largest customers;
2. Assess the potential impacts that RTP would have on their largest customers;
3. Provide details on improvements to their education and outreach programs targeted to those customers having the greatest opportunities or who are most suited to respond to hourly prices;
4. Undertake other measures to enhance their Voluntary RTP programs; and
5. Provide goals for levels of customer participation.

Per an approved date extension, CECONY submitted its compliance filing for the above on February 13, 2004. On August 1, 2005, the Commission issued an approval for the RTP marketing plans, and requested the utilities to submit participation goals by October 7, 2005. A subsequent order of September 23, 2005, detailed the need for acceleration of RTP implementation and requested draft tariffs for MHP for Large Time-Of-Use electric customers, while excusing the utilities from participation goals.

On November 21, 2005, CECONY filed its compliance plan for the September 23rd order. This filing included draft tariff leaves and a revised marketing and outreach plan. The draft tariff language changed the existing Rider M for Voluntary Real Time Pricing into mandatory Day-Ahead Hourly Pricing for large TOU customers unless a customer switches to ESCO commodity service. On April 24, 2006, the Commission issued an order which adopted the mandatory hourly pricing requirements, and directed CECONY to file tariff amendments to implement

² This in turn was based originally on Case 00-E-2054, Order Requiring Filings and Reports on Utility Demand Response Programs issued December 22, 2000.

mandatory hourly pricing in accordance with the draft tariff provisions previously filed, and to be effective on May 1, 2006. CECONY subsequently submitted these on April 27, 2006.

CECONY Tariff Implementation

Beginning May 1, 2006, 132 Large Time of Use customers³ were shifted into Day-Ahead Hourly Pricing under Rider M, where customers are charged hourly for the NYISO posted zonal day-ahead market price for energy. These energy charges vary depending on time of day, season and other market conditions. All MHP customers have interval meters. At that time there were also approximately 550 customers served by ESCOs that would fall under Rider M if they returned to full utility service.

NY PSC Evaluation Order

The NY PSC order of April 24, 2006, also included an order to conduct an evaluation of MHP issues as discussed in the order by February 1, 2008, along with the conduct of a survey of eligible MHP customers at a point six months after tariff implementation. CECONY filed an Evaluation Plan on June 23, 2006, in response to this portion of the order. This plan detailed how the six-month and two-year evaluations would be conducted. In addition, CECONY evaluated potential hourly pricing bill impacts on economic development customers, which was delivered separately to the NY PSC.

Per the plan, the six month evaluation (which this report represents) was undertaken to assess the effectiveness of CECONY's program efforts to implement MHP among its eligible customers and further facilitate customer transition. In particular, NY PSC staff agreed to conduct the six-month survey in order to avoid the issue of electric utilities surveying ESCO customers on commodity pricing. A survey was designed by the NY PSC staff and shared with the NYS utilities, including CECONY, and implemented in October 2006. A preliminary set of results was forwarded to CECONY on December 8, 2006, with a subsequent final set forwarded on December 13, 2006.

4.2 Marketing and Outreach

Overview

As mentioned above, CECONY submitted a revised marketing and outreach plan in its November 21, 2005 filing. In anticipation of the order to implement MHP, CECONY began implementation of its original plan in December 2005. Prior to the actual shifting of customers begun on May 1, 2006, CECONY developed a comprehensive communication and marketing plan, which included a direct mail campaign, educational seminars, and customer visits; provided customer bill evaluation tools; and initiated conversations with customers and customer/industry segments that had been alleged to be most affected by the new tariff. Certain customer segments such as the health care and real estate industry were offered additional hands-on assistance and support.

³ Six customers had switched service providers as of May 1, 2006.

A coordinated communications, training, and education effort was also led by Marketing and Sales and undertaken in conjunction with Customer Operations, Rate Engineering, Information Resources and the Law Department. This combined team looked to ensure that customers subject to the revised tariff were fully apprised of the implementation dates, understood the operation and impact of the new tariff, and become familiarized with potential alternative supply options or the ability to shift to third party energy suppliers. CECONY's Customer Operations Department (i.e. Customer Account Group) had the responsibility to answer customer questions and inquiries about billing and metering issues in a timely fashion. Moreover, CECONY's Account Executives and managers from Marketing and Sales provided additional support in addressing customer inquiries.

CECONY continued to use the services of Itron to deliver to its customers the Cost Analyst feature of DMS. Cost Analyst provides customers the opportunity to create comparisons between hourly pricing and a full service CECONY bill. CECONY also set up two customer education seminars in January and April, and invited key representatives of the New York State Independent Service Operator (NYISO) and New York State Energy Research and Development Authority (NYSERDA) for presentations. In these sessions, NYSERDA presented an overview of energy savings programs and incentives, while NYISO staff discussed the establishment of the wholesale electric market/operation of the transmission system. Finally, CECONY invited representatives of all active ESCOs to attend these customer educational seminars to facilitate critical networking between customers and energy suppliers.

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Mandatory Hourly Pricing Program – Process Evaluation

Timeline

The table below summarizes the key dates described above.

Table 4: Key Timeline Events

Date	Who	Event
12.13.00	NY PSC	NY PSC status report on demand/supply component, including RTP
12.22.00	NY PSC	NY PSC issues Case 00-E-2054, Order Requiring Filings and Reports on Utility Demand Response Programs
5.31.01	NY PSC	NY PSC – 2 nd status report on above
4.30.03	NY PSC	NY PSC institutes proceedings on case no. 03-E-0641; directs utilities to file Voluntary RTP tariffs
10.30.03	NY PSC	NY PSC order on expansion of Voluntary RTP program; orders were to: 1. Assess potential impacts for RTP 2. Submit a plan by 2.02.04 for - i) specify how Voluntary RTP will be promoted ii) details on changes for education/outreach iii) enhancements on Voluntary RTP iv) goals for levels of customer participation
1.26.04	CECONY	CECONY letter requesting extension until 2.13.04 to make compliance filings
1.28.04	NY PSC	NY PSC letter granting the extension
2.13.04	CECONY	CECONY compliance filing
8.01.05	NY PSC	NY PSC order approving market plan compliance (“marketing compliance order”)
9.23.05	NY PSC	NY PSC order instituting further proceedings and order requiring draft tariff for MHP
11.21.05	CECONY	Con Ed compliance filings, including amended marketing plan
12.07.05	CECONY	Large Time of Use customers notified of tariff filing via letter 1. Draft tariff available on corporate web site 2. poweryourway.com website has ESCO information
1.31.06	CECONY	Hourly pricing information exchange on 1.31.06 1. invitations mailed to CECONY Large Time of Use customers 2. presentations coordinated with contributors (i.e. NYISO, NYSERDA)
3.06	CECONY	Hourly pricing information exchange survey mailed to customers
4.04.06	CECONY	2 nd hourly pricing information exchange held 4.04.06 1. large TOU ESCO customers invited 2. Web site edits performed
4.24.06	NY PSC	NY PSC Order Denying Petitions for Rehearing and Clarification in Part and Adopting Mandatory Hourly Pricing Requirements
4.27.06	CECONY	CECONY compliance filing for above
5.31.06	CECONY	DMS/Cost Analyst Webex on-line training No. 1 – invitation letters sent out ahead of time
6.23.06	CECONY	Compliance filing – evaluation plan filed
8.07.06	CECONY	Compliance filing – economic development exemptions for MHP
9.01.06	CECONY	CECONY begins six-month evaluation
9.28.06	CECONY	DMS/Cost Analyst Webex on-line training No. 2 – invitation letters sent out ahead of time
12.13.06	NY PSC	Final six-month survey results forwarded by the NY PSC to CECONY

Marketing and Outreach Plans

As part of its efforts to develop interest and participation in the Demand Response Program Voluntary Real Time Pricing (VRTP), CECONY had used a number of communication channels. Outreach efforts included direct mail, person-to-person contact, seminars, web site enhancements, and partnerships with trade associations. CECONY had also purchased the Enterprise Energy Management (EEM) software suite from Silicon Energy⁴ for its Demand Response Programs. Included in the EEM suite was the Demand Monitoring System (DMS). The company developed and launched DMS for its customers at no charge, which allowed customers to generally track their monthly energy usage and peak periods.

As mentioned earlier, CECONY submitted a marketing and outreach plan as part of the February 2004 filing. The NY PSC approved the plan in August 2005.

The original February 2004 plan stated the following actions would be taken:

Web Technology – CECONY would enhance the DMS to include Cost Analyst, a component, which allowed customers to model comparison scenarios between their current rate and the NYISO Day Ahead Market price.

Company Seminars – A web conferencing technology would be set up to provide additional customer education and training. These would be internet-based training sessions where customers can gain real time exposure to hourly energy usage patterns and use of the DMS/Cost Analyst tool. Account Executives, customer project managers, and sales/marketing employees would also participate in training as well.

Individual customer contact – A focused outreach would be conducted by CECONY Account Executives by offering face-to-face visits to discuss and present real-time pricing cost analyses. Customers who have interval meters would also receive direct mail to discuss the benefit of hourly pricing.

Trade association outreach – CECONY staff would also make real time pricing information available to trade associations that represent and serve key accounts in the CECONY service area.

In response to the September 2005 NY PSC order, a revised marketing plan was submitted in November 2005 reiterating each of the action items above. In addition, it identified the development and delivery of an Hourly Pricing Information Exchange in early 2006 that would include comprehensive informational sessions on energy market pricing, NYSERDA programs to provide support on load management, and the use of the DMS/Cost Analyst tool.

⁴ Now Itron

4.3 Implementation

4.3.1 Implementation Tasks and Strategies

Per their filed plans, CECONY used a number of concurrent tasks and strategies to ensure all customers eligible or affected by Rider M would be informed, and given sufficient opportunity to use resources to learn more or make choices.

DMS/Cost Analyst Tool

CECONY began development of the DMS tool in 2002. This tool was developed in part to respond to the NY PSC request to develop a real time pricing marketplace.

The tool was originally developed and launched to allow all account holders with interval meters to access their available energy use data, and see this data converted into a variety of charts and reports. Specifically, the DMS tool provides users the electronic tools to:

- Track wholesale electric energy costs and utility meter load profiles;
- Observe the length of time loads stay peaked at a given demand level;
- Break down and view energy use by hour, day, week, month, or year;
- Create and save individualized reports for later access to routine information;
- Export trend profiles for comparison of specific activity levels or other data to determine “cause-and-effect” relationships between energy use and other non-energy variables;
- Benchmark energy use among different facilities; and
- Rank multiple meters based on parameters such as consumption, peak demand, and load factor.

The Cost Analyst element of the DMS tool was then developed, and eligible accounts were entered and given access by June 2006. Cost Analyst was a new addition that allows customers to look at available hourly consumption for comparative purposes with day-ahead hourly pricing.

Using Cost Analyst, customers can develop rate decision comparison scenarios based on their historical usage.

In- House Training

CECONY conducted several in-house training sessions to inform and instruct staff before MHP began. These sessions included Customer Operations staff, Customer Service Representatives, Account Executives, and other CECONY staff. A September 2, 2005 training session was held where a complete PowerPoint presentation was made on MHP. These sessions covered the purpose and objective of MHP; what the calculations for pricing are based upon; NY PSC orders relevant to MHP; benefits of increased customer participation; known barriers to customer participation; marketing challenges; a review of the marketing plan and the elements in progress; and next steps.

Following the compliance filing of MHP tariffs in November 2005, a second internal training session was held in January 2006 that provided an historical overview of events leading up to MHP; described elements of Rider M; and gave details on which customers would be affected and those that are excluded; and outlined current marketing plans. Follow up training sessions were also conducted by Customer Operations in May and June 2006.

Notification to Customers

CECONY mailed a letter late in 2005 to every eligible customer that described the following:

- A description of the draft tariff pending NY PSC approval for mandatory hourly pricing, with a Web link to find and view these draft tariff leaves;
- An invitation to customers to comment on the tariffs, with the appropriate NY PSC web page for information on how to submit comments;
- A recommendation to learn more about electric load management programs and the contact information for NYSERDA;
- An invitation for customers to learn about retail choice and see a listing of energy service companies at the poweryourway.com website; and
- An open offer to contact CECONY representatives to assist with questions about the draft mandatory hourly pricing tariff along with the company phone number.

Customer Service Representatives (CSRs) were given training and instruction to contact each of the letter recipients to verify that they had received and seen the letter. Verification calls were made to each of these eligible customers to ensure the right person would receive it.

CECONY staff also reached out to key association leaders to give them a “heads up” about the pending tariff concurrent with the above mentioned customer notifications. These association leaders were also invited to the live seminars as well.

Live Information Exchanges

The Marketing and Sales Business Response Center (BRC) staff was given prompt scripts to double check contact information, and to invite each recipient to the energy seminar scheduled in January 2006. The prompt sheet included a series of typical questions with the correct responses. A second letter was sent by Customer Operations if the recipient claimed during the follow up call that he/she had not received the original mailing.

Per the marketing and outreach plan, a January 31, 2006 information exchange was planned and implemented. In preparation, an invitation letter about the information exchange was first mailed out to all CECONY MHP-eligible customers in December 2005. Account Executives were given early information about the seminar, and asked to reach out to their major accounts inviting them to attend. These were a combination of phone calls, e-mails, and face-to-face visits with key association contacts. Follow up calls were also conducted by Customer Service Representatives.

The information exchange was a four hour session that provided a complete overview of the hourly power market, and tools and information available from CECONY and NYSERDA. The sessions consisted of:

- A presentation by a senior representative of the New York Independent System Operator (NYISO) that described what NYISO does; how the New York power markets work, including the settlement system for load and a description of load zones; how delivery costs are constructed; a review of the NYISO Website; a review of the OASIS Website and how it works; and an invitation to contact the NYISO for questions and help;
- A presentation by a senior manager for the contractor that has developed and maintained the CECONY DMS site (www.conedisonDMS.com). This presentation broke out what the website does; how the building load and energy usage data looks, and what it represents; how to access and use the site; how to look at or compare load or usage data for multiple buildings owned by the account holder; how to set up and run “what-if” comparisons from existing rates to an Hourly Pricing scenario; how to evaluate supplier bids; and where to get on-line training; and
- A presentation by senior NYSERDA staff on specific programs, technical services, and incentives that CECONY electric account customers can access to manage hourly and demand pricing. Information was specifically given on the Flex Tech/Technical Assistance programs for a wide variety of engineering, technical, custom, or specialized services relating to energy management and energy efficiency; and detailed information was given on the services and incentives available from the Peak Load Reduction Program for permanent demand reduction, load curtailment/shifting, distributed generation, and interval metering. Other programs relevant to large commercial users were mentioned as well.

Approximately 89 customers (or consultants representing them) registered to attend this session, along with the presenters and several ESCO representatives. CECONY Account Executives were also on hand, including those who had customers in attendance.

A repeat session was held on April 4, 2006, with the same presenters and information. Approximately 23 customers or their representatives attended. Similar to preparations for the January event, all eligible customers were invited to this event, including ESCO customers. In addition, representatives from all active ESCOs were likewise invited to be on hand at the event to meet and talk freely with attendees.

A follow up survey was sent out to each of the participants after the April event to get their feedback and perceptions on the seminar. None of the survey forms were returned.

Outreach, Follow Up and Support by CECONY staff

As early as 2001, CECONY offered information and support to all of their major account holders for participating in Voluntary Day-Ahead Hourly Pricing as part of its portfolio of Demand

Response Programs.⁵ Account Executives had especially conducted outreach to engage and inform customers about real time pricing in the fall of 2005, and this effort was repeated to notify and explain mandatory hourly pricing to the same customers during the first quarter of 2006.

Hospitals were a particular focus by the Account Executives, in part because of their challenging economic conditions and in part from the Commission's specific request. Account Executives also spent significant time reaching all of the major associations that represented nearly all of the account holders that would be affected by Rider M.

To help facilitate understanding and knowledge transfer, a senior Account Executive created and distributed an extensive internal "RTP talking points" memorandum in December 2005 to further help other Account Executives succinctly articulate the "hows" and "whys" of RTP.

CECONY Account Executives also have ESCOs assigned to them. In this role, the Account Executives act as the liaison to help ESCOs with the market process and to facilitate customer choice. CECONY staff provided lengthy responses to e-mail inquiries from ESCO contacts, customers and customers' energy consultants detailing how the MHP tariff and billing worked. CECONY staff also conducted an additional tutorial session for the billing and analysis staff of two active ESCOs who had posed a number of questions. This session gave these ESCO staff an additional opportunity to understand the details behind the pending MHP, the billing equations, the reasoning behind the tariffs, and how the DMS/Cost Analyst tool works.

Account Executives and Customer Operations staff also provided account billing analyses to any customer who asked. Account Executives also conducted ad-hoc training sessions on the DMS/Cost Analyst tool for facility or energy management staff to give them the ability to access and analyze their own meter and billing data. Account Executives, Customer Operations and Rate Engineering also responded to numerous questions from ESCOs and consultants in spring and summer 2006 as these market actors became increasingly focused and cognizant of MHP implementation.

Customers who expressed interest in examining retail choice were encouraged to visit the "Power Your Way" Website to view and further research any of the ESCOs actively operating within the CECONY service area. Account Executives also encouraged customers to take a look at the prospect of using a third party consulting firm to help them make economic choices.

Account Executives encouraged customers to reach them anytime by phone or e-mail for questions, comments, or issues. Several expressed this as being a beneficial relationship to their accounts. Account Executives related that many of the senior managers at their accounts would rather reach their respective CECONY Account Executive when they need to talk than schedule regular meetings.

⁵ While the tariff was called real-time pricing, the actual price paid was the NYISO's day-ahead hourly price.

WebEx Training Sessions

As identified in the plan, on-line training sessions were developed to allow any CECONY customer an opportunity to watch and learn, in real time, how the DMS/Cost Analyst tool works and how to use it. Similar to the preparation for the seminars (above), invitations were mailed out to all eligible customers, and CECONY Account Executives were notified ahead of time to encourage their customers to participate.

These on-line sessions were conducted by a DMS software expert. Each session described an overview of the tool; what it does, and the kinds of reports it generates; how each of the analysis and report functions work; and a sample run of a typical account, where many of the function buttons and choices were demonstrated to show how the reports and charts look from this typical sample. Participants were encouraged to contact the representative for any questions, as well as to CECONY.

The table below shows the attendance per each session:

Table 5: WebEx Training Sessions for DMS/Cost Analyst Tool

Date	Attendees
April 27, 2006	10
May 31, 2006	17
September 28, 2006	16

4.3.2 Implementation Challenges

Customers

Interviews with CECONY staff revealed that there are customer challenges that make an impact on the level of motivation and interest towards learning about real time pricing and making energy purchase choices.

There are split information channels, attention, and interests from customer facility and operational staff. One issue is the nature and composition of facility management for many of these large accounts. Some firms do not have a dedicated energy manager, but instead split their decision making on energy choices between a facility manager and a corporate decision maker, who usually is a financial officer or similar.

The customer process of receiving and processing bills also has some barriers in customer understanding and information. It was reported that some accounts have an accounts payable staff that will receive the actual energy bills, but the detailed information pertaining to the bill may not make it to a senior financial officer of that firm. Other accounts may be served by a larger property management company or developer where there also may be time lags between bills being received and processed, and any senior-level assessment of those costs. Some bills are sent to a different mailing address other than the actual metered site.

This split between those managing operational costs versus those paying the bills also raised challenges in ensuring the message from the customer letters was received. As discussed earlier, notification letters were sent to every eligible account, and then verified through a follow up call; however, several anecdotes were shared about a number of customers who nevertheless called and asked a number of questions only after the new tariff began. Once an account's decision maker focused his/her attention on the issue, CECONY offered additional information and support, such as described by this comment:

One customer from Westchester called me and said he didn't receive any letters. So [we] sent copies [of his original letter]. I explained the process on the phone. He said okay – he'll pay his bill – and said "I'll keep your number handy!" Many of them just wanted to know how it works. We sent a lot of them over to DMS [and] pointed them to the web training.

There are gaps in customer energy manager knowledge, sometimes which are created by turnover. CECONY staff said that they see frequent turnover of energy managers in some larger corporate structures. In addition, several Account Executives said that new and inexperienced energy managers sometimes appear reluctant to use an energy consultant to support them. This means that although these managers may not fully understand how hourly pricing works, they may be reluctant to reveal that lack of understanding by hiring a consultant who could provide them with expert support.

There may be an inconsistency in the quality of consulting services. One experienced Account Executive who has interacted significantly with consulting firms pointed out that some consultants are not as knowledgeable about retail energy markets as others. This may lead to further cloudiness by some customers on what they think they should know about hourly pricing.

There is evidence of customer apathy or lack of concern. A number of CECONY staff pointed out that some account holders have not shown a lot of impetus or interest in investigating retail choice. It was pointed out in one interview that this may be partly attributable to perceptions by these customers that they already properly react to voluntarily curtail their loads during peak demand times.

Billing Implementation and Support

Because of the limited time CECONY had to design, submit, and implement a MHP tariff, there was significant effort and "fast tracking" steps that had to be taken in order to comply with the May 1 implementation. Per staff interviews, a normal schedule for new rate design and implementation is usually longer than the time that was available for MHP. Although MHP was not a completely new rate, many more individuals were affected when it became mandatory. Extensive changes to the billing process for these mandatory time-of-use customers were implemented. These changes included adding bill messages, coordinating significantly with field forces needed to download interval data, and building new file transfers to accommodate the inclusion of hourly day-ahead prices from the NYISO.

CECONY had only run this kind of billing for a small population of customers which was performed manually each month. In order to meet the implementation of the MHP rate by May 1, 2006, CECONY continued to employ some of the manual processes, later switching to a more automated billing process. After implementation of the automated billing process, CECONY corrected some minor problems while continuing to monitor all active MHP accounts. Customers were billed correctly at the inception. These changes were for display of text in the bill itself. CECONY staff used these situations to gain real time learning. When there was customer questions about the tariff, CECONY staff said they leveraged those questions as learning lessons. These questions and responses were used to further instruct Customer Operations staff on how the question was answered, where the information is accessed, and how to manage that type of question. CECONY continues to closely monitor the remaining 89 MHP customer accounts as of December 2006.

Rate complexities were worked out to fine tune the Cost Analyst function of the DMS tool. Customer Operations, Rate Engineering and Itron staff reported that they worked closely together as rate modeling tools were developed for MHP. As previously mentioned, the Cost Analyst function is provided to customers as a tool for comparison purposes only, but not to represent a specific utility bill. As reported by CECONY staff, most ESCOs attempt to emulate utility billing rates in their own analytical tools down to the exact penny. The Cost Analyst tool was designed to provide customers with a comparative analysis for informational purposes, and there is a disclaimer on the tool that it provides an estimation to make choices. CECONY identified some initial needs towards fine tuning the outputs, and worked to correct these with the contractor in the latter half of 2006.

4.3.3 Implementation Successes

Interviews with CECONY staff and an assessment of sampled e-mail conversations revealed a number customer situations or questions that were successfully managed. As MHP got underway, a number of customers posed different questions and concerns to the Account Executives. As demonstrated in a number of e-mail communications provided for this evaluation, customer inquiries and information requests were readily responded by CECONY staff; in some cases, questions were forwarded to billing or rate engineering staff as needed. Account Executives also had the ability to directly communicate with the DMS contractor as well.

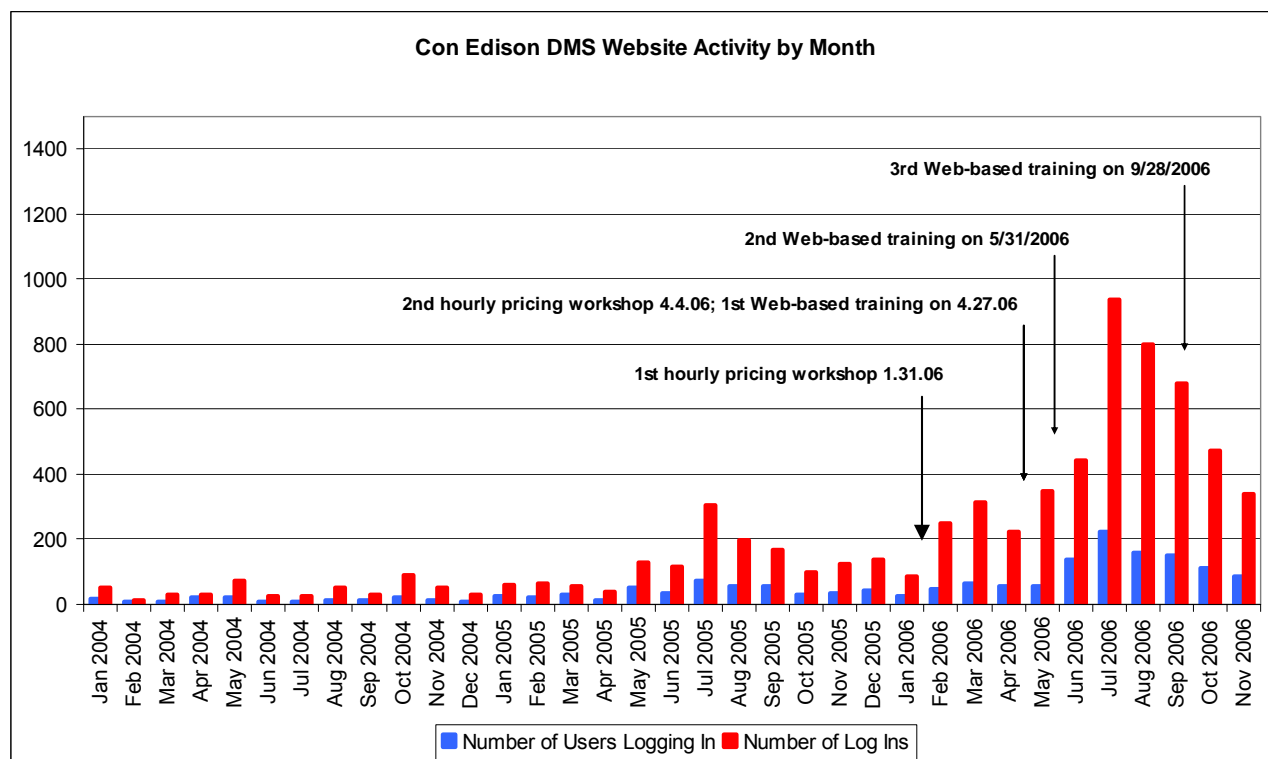
Some of these outreach successes were for large accounts and hospitals that had been previously approached and informed about RTP, but had not made any movement towards assessing their choices. It was demonstrated from the interviews and e-mail accounts how these account holders became more comfortable with retail choice over time, and switched over to ESCO service shortly before or after MHP was implemented.

Some of the more recent switchovers included a large national corporation that had been made aware of real time pricing by CECONY Account Executives in past years, but had not looked further at it nor done anything further. The actual implementation of MHP created the final impetus for this corporation to make the move into retail choice. Another large account is currently taking energy through the New York City Public Utility Service (NYCPUS) but

nonetheless had attended the live seminar, and also dedicated staff time to learn about MHP and the retail marketplace.

The contractor that developed the DMS/Cost Analyst tool was able to provide tabulated counts of user and log-in activity for the tool. The illustration below shows the level of users and activity that increased as Mandatory Hourly Pricing was implemented. As shown, activity increased significantly throughout the first half of 2006 as informational events and the above-mentioned support was provided to customers.

Figure 1: CECONY DMS Website Activity



5. Customer Survey

A customer survey was conducted by the NY PSC in October 2006 to gather feedback about their experiences and knowledge surrounding hourly electric commodity pricing. A total of 126 responses were gathered by the NY PSC, which were then tabulated and forwarded to CECONY, who in turn forwarded these results to RLW for this analysis.

5.1 Response Demographics

Table 6 below shows the breakdown of respondents who are on CECONY service versus those whom are served through an ESCO. Q1 allowed customers a third option to choose "Other." Of the seven customers who selected "Other", four gave no further response, one specified a particular ESCO, one cited a government purchasing plan for a third party supplier, and one cited NYCPUS (New York City Public Utility Service).

Table 6: Energy Purchases

Q1. While Con Edison distributes your electricity, from whom do you purchase the electric supply?				
MHP		ESCO or "Other" ⁶		Total
Total	%	Total	%	
23	18%	103	82%	126

The majority of respondents described themselves as commercial office buildings, with medical facilities, manufacturers, and multi-family building operators also among the larger responses:

Table 7: Self-Descriptions

Q2. What description best reflects your organization?					
	MHP		ESCO		Total
	Total	% - all responses	Total	% - all responses	
Commercial Office Building	12	10%	55	44%	67
Hospital, Nursing Home or other Health Care	2	2%	10	8%	12
Multi-Family	0	0%	8	6%	8
Manufacturing	2	2%	4	3%	6
Retail	1	1%	3	2%	4
Education	1	1%	2	2%	3
Government	1	1%	2	2%	3
Other (please explain)	3	4%	18	14%	18
No response	0	0%	1	1%	1
Total	23	18%	103	82%	126

⁶ The singular response for NYCPUS is folded under "ESCO" responses for this and the other tables for reading clarity.

CECONY had previously provided RLW with a break down, by percentages, of the North American Industry Classification System (NAICS) categories of the current MHP customers served by CECONY. RLW compared this break down against the response categories collected from the survey (below):

Table 8: Make Up of MHP Customers – CECONY vs. Survey Results

MHP Makeup by NAICS, as of 11.30.06	
Real Estate	33.6%
Financial/Banks	7.7%
Legal firms	2.6%
Total commercial types: 44	
Hospitals	22.5%
Theaters	2.6%
Colleges	2.6%
Religious Facilities	2.6%
[not listed]	0%

MHP respondents - from survey	
60	Commercial Office Building
10%	Hospital, Nursing Home or other Health Care
0%	Theater
5%	Education
0%	Religious Facilities
10%	Retail

As shown, there is a rough equity between a number of customer types, although hospitals are somewhat underrepresented in the survey. Those who cited themselves as “retail” in the survey may be included under “Real Estate” for the NAICS coding.

5.2 Customer Choices

Of those who are MHP customers, over half of them stated that they have talked with an ESCO about alternative pricing:

Table 9: Discussion of Alternative Electricity Pricing

Q1a. Have you discussed alternative electricity pricing arrangements with one or more Energy Service Companies (ESCOs)?					
	MHP		ESCO		TOTAL
	<i>Total</i>	<i>% MHP</i>	<i>Total</i>	<i>% ESCO</i>	
Yes	14	61%	0	0%	14
No	9	39%	0	0%	9
No response	0	0%	103	100%	103
Total	23	100%	103	100%	126

Most of the ESCO customers claimed they had made their choice independent of or before the change to MHP (below):

Table 10: Motivation to Switch to ESCO Service

Q1b. Did you switch to an alternative electricity supplier because of the change in Consolidated Edison's electricity supply billing to hourly pricing?					
	MHP		ESCO		Total
	<i>Total</i>	<i>% MHP</i>	<i>Total</i>	<i>% ESCO</i>	
Yes	0	0%	16	16%	16
No	1 ^a	4%	81	79%	82
No response	22	96%	6	6%	28
Total	23	100%	103	100%	126

^a This "no" response for a MHP customer appears to be an erroneous response

Of those who do use an alternative supplier, the contractual arrangement these ESCO customers have is largely fixed pricing:

Table 11: ESCO Contractual Arrangements

Q1c. How does your ESCO or alternative supplier charge for electricity supply?					
	MHP		ESCO		Total
	<i>Total</i>	<i>%</i>	<i>Total</i>	<i>%</i>	
Blend of fixed and hourly prices	0	0%	12	12%	12
Fixed price	1 ^a	4%	65	63%	66
Hourly prices	0	0%	7	7%	7
Not sure	0	0%	2	2%	2
Other, please explain	0	0%	7	7%	7
No response	22	96%	10	10%	32
Total	23	100%	103	100%	126

^a This response for a MHP customer also appears to be an erroneous response

The seven respondents who stated "Other" cited these contractual agreements:

1. "Discount off bundled price";
2. "Discount of bundled rate";
3. "Indexed";
4. "MSC indexed discount product";
5. ".001 discount to MSC";
6. "Fixed indexed, and day-ahead plus adder (30 buildings)"; and
7. "Variable, not to exceed".

5.3 Operating Conditions

About 65% of the MHP customers (15 of 18) cite their costs between 6% to greater than 20%, which is roughly equal to 74% of ESCO customers (74 of 103) who responded in the same range.

Table 12: Annual Operating Costs

Q3. What % of annual operating costs do total electricity costs represent?					
	MHP		ESCO		Total
	<i>Total</i>	<i>% MHP</i>	<i>Total</i>	<i>% ESCO</i>	
Less than 1%	0	0%	2	2%	2
1% - 5%	3	13%	9	9%	12
6% - 10%	6	26%	16	16%	22
11% - 20%	5	22%	36	35%	41
Greater than 20%	4	17%	22	21%	26
Do not know	3	13%	9	9%	12
No response	2	9%	9	9%	11
Total	23	100%	103	100%	126

A cross tabulation of the responses for Q3 (above) was next made to key parts of the customer survey (Table 13, below). The most visible outcomes that can be derived from these results are:

1. Half of those in the "<5%" category (7 of 14) had either attended the workshop or else had known but declined, higher than the group with 11% or higher costs (25 of 67, or 37%);
2. A significant percentage across the three groups all claim to have or will pursue energy efficiency in the next 12 months, get or will get an energy audit, and have used or will access NYSERDA programs;
3. All three types show double digit percent responses towards a forecast of switching over to an ESCO in the next three months; and
4. Relatively few across all groups have or will plan to shift electricity demand or purchase financial hedges.

Table 13: Cross Tabulations – Q3: % of Electric Costs to Annual Operating Costs

		Don't Know		<5%		>11%	
TOTAL		12		14		67	
		Count	% DK	Count	% <5%	Count	% >11%
ESCO		9	75%	11	79%	58	87%
MHP		3	25%	3	21%	9	13%
Customer Type (multiple responses only)	Commercial Office Building	7	58%	2	14%	44	66%
	Hospital, Nursing Home, or Health Care	1	8%	6	43%	2	3%
	Multi-family	1	8%		0%	6	9%
	Retail	2	17%		0%	1	1%
	Government		0%		0%	3	4%
	Manufacturing		0%	2	14%	2	3%
	Other" - Pharmaceutical co.		0%		0%	2	3%
Workshop Attendance	Attended workshop	0	0%	4	29%	9	13%
	Did not attend, but aware	1	8%	3	21%	16	24%
	Did not attend, not aware	11	92%	7	50%	42	63%
Past and Planned Actions	ENERGY AUDIT - Past 12 months	4	33%	4	29%	13	19%
	ENERGY AUDIT - Next 12 months	3	25%	5	36%	11	16%
	Improve EE - Past 12 months	4	33%	4	29%	19	28%
	Improve EE - Next 12 months	4	33%	4	29%	15	22%
	Shift electricity demand - Past 12 months	2	17%	1	7%	5	7%
	Shift electricity demand - Next 12 months	2	17%	1	7%	6	9%
	Purchase financial hedges - Past 12 months	0	0%	0	0%	9	13%
	Purchase financial hedges - Next 12 months	0	0%	2	14%	7	10%
	Use load management software - Past 12 months	0	0%	1	7%	8	12%
	Use load management software - Next 12 months	0	0%	3	21%	10	15%
	Participate in NYSERDA program(s) - Past 12 months	3	25%	2	14%	14	21%
	Participate in NYSERDA program(s) - Next 12 months	4	33%	3	21%	11	16%
	Participate in NYISO load mgt programs - Past 12 months	0	0%	1	7%	5	7%
	Participate in NYISO load mgt programs - Next 12 months	2	17%	1	7%	11	16%
	Switch to elect. supplier other than utility - Past 12 months	6	50%	6	43%	26	39%
	Switch to elect. supplier other than utility - Next 12 months	4	33%	3	21%	12	18%
	Install on-site or distributed generation - Past 12 months	1	8%	1	7%	3	4%
	Install on-site or distributed generation - Next 12 months	1	8%	2	14%	9	13%
	None - Past 12 months	4	33%	1	7%	22	33%
	None - Next 12 months	4	33%	0	0%	6	9%

5.4 Education and Outreach

Information Sources

The survey next asked respondents to check which organizations had provided information to them, and to rank those organizations. Table 14 below shows the results by the selections offered in the survey:

Table 14: Information Sources and Ranking of Usefulness

Q4. Organizations that provided information, and ranking of usefulness (1 = "Not at all useful", 5 = "Very useful"). DNP = "Did not provide information to me"												
	Con Edison		ESCOs		NYISO		NY PSC		NYSERDA		Industry Assn.	
<i>Ranking</i>	MHP	ESCO	MHP	ESCO	MHP	ESCO	MHP	ESCO	MHP	ESCO	MHP	ESCO
1	0	7	1	1	0	0	0	1	0	1	0	0
2	1	9	0	6	0	1	1	2	0	5	0	2
3	9	23	8	19	2	7	2	2	4	10	3	7
4	4	9	2	13	0	3	0	3	1	5	2	6
5	1	4	1	8	0	4	0	1	2	4	0	8
DNP	7	30	9	34	18	58	17	63	13	51	15	51
No response	1	21	2	22	3	30	3	31	3	27	3	29
Total	23	103	23	103	23	103	23	103	23	103	23	103
Weighted avg.	3.3	2.9	3.2	3.4	3.0	3.7	2.7	3.1	3.7	3.2	3.4	3.9

In general, all of the organizations fell within the middle range between "3" and "4", with "industry associations" garnering the highest weighted average overall and with ESCO customers. Interestingly, NYSERDA ranked the highest with MHP customers, while they gave rankings which netted lower weighted averages for NY PSC and NYISO. NYSERDA, NY PSC and CECONY had the lowest weighted averages for ESCO customers.

A further examination of the raw tabulations reveal that ESCO customers had more negative scoring than MHP customers did for five of the six different organizations identified in the survey. A sum of negative scores (that is, those rankings customers gave of "1" or "2") was next calculated as a ratio of the overall ranked responses. This reveals that a larger fraction of ESCO customers than MHP customers had more pronounced negative reactions for all except one of the organizations ranked. Interestingly, this even extends to ESCO customers who (presumably) assessed their own particular ESCO.

Table 15: Analysis of Negative Ranking

Analysis of Negative Scoring - % of rankings of "1" or "2" against all ranked responses			
	Overall	MHP	ESCO
NY PSC	33%	33%	33%
CECONY	25%	7%	31%
NYSERDA	19%	0%	24%
ESCO	14%	8%	15%
Industry Assn.	7%	0%	9%
NYISO	6%	0%	7%

A number of respondents identified other sources beyond the choices given in the survey. Table 16 below shows the counts, and reveals that consultants were cited as a provider to a number of respondents. All except one of the respondents counted here were also ESCO customers.

Table 16: Other Sources of Information

Q5. If you received info on hourly pricing from any source other than those not mentioned, please indicate source and type of information you received.	
Open-Ended Response	No. of Respondents
Consultants	13
Consumer Advocacy Groups	2
ESCO	1
TOTAL	16

About half of the respondents cited that they were not aware of the hourly pricing workshops (below).⁷

Table 17: Attendance and Awareness of Pricing Workshops

Q6. Attend an hourly electricity pricing workshop sponsored by Con Edison on Jan 31 or April 4, 2006? 1 = YES, 2 = NO, BUT AWARE, 3 = NO - NOT AWARE					
	MHP		ESCO		Total
	<i>Total</i>	<i>% MHP</i>	<i>Total</i>	<i>% ESCO</i>	
Yes	5	22%	9	9%	14
No, but aware	4	17%	23	22%	27
No, not aware	14	61%	70	68%	84
No response	0	0%	1	1%	1
Total	23	100%	103	100%	126

A total of 14 survey respondents said they attended. Based on the attendance numbers reported by CECONY for the seminars, these respondents roughly represent about 15% of the past attendees. Some caution, however, must be made on that interpretation because of the survey structure which allowed any particular customer with multiple properties to submit multiple surveys, that is, one survey for each different building account for as many properties they own or manage.

⁷ Notifications given to customers for this event primarily refer to it either a "seminar" or "information exchange", and on a few e-mail communications as a "meeting" or "presentation". It is assumed that respondents understood the survey query of a "workshop" refers to one of the two live information exchanges.

A cross-tabulated examination of the five MHP customers who cited “yes” towards attending yielded some useful results:

- Four of the five said they had examined alternative energy choices from one or more ESCOs;
- Four of the five said they contacted CECONY for additional information, and ranked the usefulness of that information as a “3”; and
- All other organizations were ranked by two or three of these respondents as a “3” or else as a “Did Not Provide”.

Of all who attended the live seminar, the general response was roughly “middle of the road” in terms of ranking:

Table 18: Workshop Attendees – Ranking of Usefulness

Q6a. How helpful was the workshop in providing useful information (1 = Not useful, 5 = very useful)					
	MHP		ESCO		Total
	<i>Total</i>	<i>% MHP</i>	<i>Total</i>	<i>% ESCO</i>	
1	0	0%	0	0%	0
2	3	13%	4	4%	7
3	1	4%	1	1%	2
4	1	4%	3	3%	4
5	0	0%	0	0%	0
No response	18	78%	94	92%	112
Total	23	100%	102	100%	125

The overall weighted average was 2.7, with ESCO customers ranking the event slightly higher (2.9) over MHP customers (2.7).

Only a handful of respondents recorded “yes” or “no” on whether they requested additional information from CECONY (next table, below).

Table 19: Con Edison Account Manager Information Requests

Q6b. Request that a Con Edison account manager provide additional info on hourly electricity pricing?					
	MHP		ESCO		Total
	<i>Total</i>	<i>% MHP</i>	<i>Total</i>	<i>% ESCO</i>	
Yes	4	17%	6	6%	10
No	1	4%	3	3%	4
No response	18	78%	94	91%	112
Total	23	100%	103	100%	126

Likewise, the raw counts of those who said they had gotten a response from CECONY (question 6.c) are small, and of limited value. It is useful, however, to view a direct cross tabulation of these responses to question 6.b above:

Table 20: Affirmation of Con Edison Account Manager Responses

Respondent Type	Q6b. Request that a Con Edison account manager provide additional information on hourly pricing?	Q6c. Did Con Edison account manager follow-up with you to provide more customized information on hourly electricity pricing?		
	Yes	Yes	Unsure	No
MHP	4	2	2	0
ESCO	6	6	0	0
TOTAL	10	8	2	0

These results ascertain that almost everyone who cited that they had requested additional information from CECONY had indeed received that information.

Depth of Information

The survey next asked a series of questions about the depth of understanding the respondents had on a series of items relating to hourly pricing. A summary of the weighted averages is shown on the table below.

Table 21: Level of Customer Understanding to Energy Issues and Resources

Q7 - Ranking of understanding (1 = lowest, 5 = highest) – Weighted averages			
Items ^a	MHP ^b	ESCO ^c	Overall
Energy purchasing from an ESCO	3.1	3.8	3.6
Energy efficiency opportunities	3.0	3.3	3.2
How monthly electric bill is calculated	2.8	3.0	3.0
NYSERDA incentives for energy efficiency or demand response	2.8	3.1	3.0
NYSERDA technical assistance services	2.9	2.9	2.9
NYISO demand response programs	2.3	3.0	2.8
NYSERDA programs for distributed generation	2.9	2.8	2.8
Whole energy pricing	2.6	2.6	2.6
Use of load management software	2.1	2.6	2.5
Purchasing financial hedges to offset risk	2.1	2.2	2.2

^a Items are sorted here by scoring rather than by the order given in the survey

^b Response counts were 18 of a possible 20 responses for Q7a through Q7j; remainders are no responses

^c Response counts ranged from 62 to 71 responses, out of a possible 100; remainder are no responses

As shown, most of the weighted averages show a middle ground ranking that ranges around a “3”. Understanding of energy purchasing and energy efficiency opportunities garnered the highest averages. The more technical knowledge – “use of load management software” and “purchasing financial hedges” - earned the lowest averages. There are no significant differences in averages between MHP and ESCO customers except for NYISO demand response programs.

It is particularly useful to compare the responses for these questions for those who said they attended the January or April workshop versus those that did not. The next table below shows the averages of answers from all those who said they attended (14) versus those who said they did not (111). As shown, there are net positive differences across every item. These results show notable differences in self-reported levels of understanding of those who attended versus those who did not.

Table 22: Self-Reported Levels of Understanding – Average Scores

Q7 - Ranking of understanding (1 = lowest, 5 = highest) – Weighted averages	Attended workshop ^a	Did not attend workshop ^b	Difference
7a. How wholesale energy prices are set	3.5	2.4	1.0
7b. How monthly electricity commodity bill is calculated	3.6	2.9	0.8
7c. Using load management software	3.7	2.3	1.4
7d. Securing electricity from a supplier other than utility (e.g. ESCOs)	4.1	3.6	0.5
7e. Purchasing financial hedges to offset electricity price risk	3.4	2.0	1.4
7f. Understanding EE opportunities	3.5	3.2	0.3
7g. NYISO demand response programs	3.7	2.7	1.0
7h. NYSERDA Tech Assistance Services (e.g., audits or load analysis)	3.7	2.7	0.9
7i. NYSERDA Incentives for energy efficiency/demand response measures	3.7	2.9	0.8
7j. NYSERDA Installing on-site or distributed generation	3.7	2.7	1.0

^a Response counts ranged from 11 to 14 answers, out of a possible 14

^b Response counts ranged from 73 to 81 answers, out of a possible 111

Interestingly, those who stated that they get information on hourly pricing from a consultant or consulting firm and did not attend (9) show average levels of understanding very similar to the overall averages for those that did not attend the workshop. The light blue (or shaded) rows correlate specifically to the seminar subjects that were presented at the workshop. This appears to reflect the interview comments provided by CECONY staff on the inconsistency of knowledge among consultants.

Hourly Pricing Conditions

Only a small minority of customers claim they have the ability to respond to hourly pricing by shifting operations (below):

Table 23: Customer Ability to Shift Operational Loads

Q8. Does your facility have flexibility to shift operations in response to hourly prices?					
	MHP		ESCO		Total
	<i>Total</i>	<i>% MHP</i>	<i>Total</i>	<i>% ESCO</i>	
Yes	2	9%	12	12%	14
No	17	74%	75	73%	92
Unsure	4	17%	14	14%	18
No response	0	0%	2	2%	2
Total	23	100%	103	100%	126

About half of the respondents served by ESCOs felt it was helpful to view hourly commodity prices in advance, while the remainder was split between “no” and “unsure”. About one fourth of the MHP customers felt this is helpful; a similar fraction did not, while those who are “unsure” were double the amount of either one of those groups (below):

Table 24: Desirability to View Hourly Pricing

Q9. Do you feel it is helpful to be able to view Consolidated Edison's hourly commodity prices a day in advance?					
	MHP		ESCO		Total
	<i>Total</i>	<i>% MHP</i>	<i>Total</i>	<i>% ESCO</i>	
Yes	5	22%	56	54%	61
No	6	26%	23	22%	29
Unsure	12	52%	23	22%	35
No response	0	0%	1	1%	1
Total	23	100%	103	100%	126

Most felt they could use more information to develop a strategy (below):

Table 25: Perception of Necessary Information for Hourly Pricing Strategy

Q10. Do you feel you have the necessary information to develop a strategy for responding to hourly pricing?					
	MHP		ESCO		Total
	<i>Total</i>	<i>% MHP</i>	<i>Total</i>	<i>% ESCO</i>	
Yes	5	22%	17	17%	22
No	12	52%	62	60%	74
Unsure	6	26%	20	19%	26
No response	0	0%	4	4%	4
Total	23	100%	103	100%	126

This kind of ratio is revealed even for those who said they get their information from a third party consultant (question 5). For those twelve respondents, only two said “Yes” towards having necessary information. Seven said “No”, and four others were unsure or gave no response.

As far as how respondents felt hourly pricing affects their business, there seems to be an overall ambivalence about it (below):

Table 26: Perception of Hourly Pricing Impact

Q11. How do you think hourly pricing has affected or will affect your business?					
	MHP		ESCO		Total
	<i>Total</i>	<i>% MHP</i>	<i>Total</i>	<i>% ESCO</i>	
Positively	2	9%	7	7%	9
Not very much at all	4	17%	34	33%	38
Negatively	5	22%	19	18%	24
Unsure	12	52%	41	40%	53
No response	0	0%	2	2%	2
Total	23	100%	103	100%	126

There were a significant amount of open-ended comments for Q11. These responses (Q11a) are shown in correlation with the responses from Q11 in the table below. A summarization of the comments would be:

- “Positively” (7 comments): One respondent representing three accounts recognized the value of choosing prices rather than paying the embedded utility costs. Three other comments identified - even as they gave a “positive” response - that hourly pricing does require additional resources;
- “Not very much at all” (29 comments): Many of these comments (17) simply referred to the fact that purchases are done through an ESCO. The general tone in the remainder of the comments was that hourly pricing was yet to make a large impact one way or the other;
- “Negatively” (15 comments): Most of these comments – three specifically from health care institutions – reflected an inability to shift load or forecast for budget; and
- “Unsure” (25 comments): These comments were roughly split between those who claim insufficient information (12) and those who are not clear about the impact (13).

Consolidated Edison Company of New York, Inc.
Mandatory Hourly Pricing Program – Process Evaluation

Table 27: Open Responses to Q11

Q1. How purchase electric supply	Q11. Hourly pricing impact	Q11a. Please explain your answer to the previous question. [NOTE: Responses shown verbatim; not every answer in Q11 had a subsequent comment]
MHP (M) or ESCO (E)		<i>Open-Ended Response</i>
M	"Positively"	Save[s] us money
E		By realizing the cost of power use in real time, it highlights the need for investments in efficiency and training for personnel.
E		Knowing when prices are lowest would help to modify or influence energy usage.
E		Hourly pricing places the ability to have more control over our own energy costs in our own hands rather than being subject to the utility's hedging strategy.
E		Hourly pricing places the ability to have more control over our own energy costs in our own hands rather than being subjected to the utility's hedging strategy.
E		Hourly pricing places the ability to have more control over our own energy costs in our own hands rather than being subjected to the utility's hedging strategy.
E		We can't forecast! Budget and volatility hurt cash flow.
M	"Not very much at all"	total cost for year will be the same
E		Currently buy based on NYISO Day ahead prices
E		We are not on the hourly pricing plan.
E		We buy from a ESCO
E		Total cost has not changed much from last year.
E		We have a fairly steady load. I feel hourly price changes will not be great enough to generate substantial savings if we shift loads.
E		The bulk of my business is during specific time periods, so this program would not affect us.
E		I have constant use daily, Monday thru Friday
E		Purchase through ESCO
E		We are contracted for the commodity with an ESCO
E		We are contracted for the commodity with an ESCO
E		We are contracted for the commodity with an ESCO
E		We are contracted for the commodity with an ESCO
E		We are contracted for the commodity with an ESCO
E		We are contracted for the commodity with an ESCO
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E		We are contracted for the commodity with an ESCO
E		We are contracted for the commodity with an ESCO
E		Hourly real time prices would have to be much higher in order to have an impact on how customers respond, i.e., the cost of doing nothing has to be felt in the budget.
E		We purchase supply through an ESCO
E		Our greatest demand for electricity is during peak hours and cannot be changed.
E		We currently purchase our electricity from an ESCO at a fixed rate.
E		At present, contract is fixed pricing
E		We feel that on a 24 hour operation, it is better to get the lower price per kwh rates rather than hourly rate.
M	"Negatively"	Prices have risen as a hospital, we can not shift our hours of operation to meet lower demand times
M		Cost of Service billing excessive
M		Due to the nature of building operations i.e., theater, concert hall, retail, commercial office, media tenant operating various hours.
M		Operating a hotel, we cater to the guests. We can not cut back on consumption if it effects [sic] the guest's comfort and requirements.
E		Do not have time/staff to evaluate day ahead and [our] organization to[o] complex of an operation.
E		We are unable to shift operations to respond to hourly pricing
E		Without knowing how hourly pricing is established very hard to determine cost for total budgeting purposes.
E		Not having information in advance to be able to shed some load has impacted us negatively
E		As a healthcare institution, our loads cannot vary to take advantage of hourly pricing
E		We are a service related operation and are directly connected to our clients needs and timetables.
E		Demands vary
E		The hospital can not control demand during the day.
E		As a commercial office building - our peak load occurs at the warmest time and highest use part of the day. There is no way I can shift load to a different time of day, other than to retro-fit the building, which the owner is not likely to do.
E		Business model, consumer demand for products, and delivery logistics dictate production during peak daily hours and seasons.
E		We redistribute power on retail basis (Submetering) and have no control over individual use.

Table 28: Open Responses – Q11 (continued)

Q1. How purchase electric supply	Q11. Hourly pricing impact	Q11a. Please explain your answer to the previous question.
M	"Unsure"	Too early to determine affects
M		Too early to determine affects
M		We are not sure if this has a positive or negative effect on our total cost.
M		Escallation [sic] Clauses in Leases
M		I do not have much information on hourly pricing and therefore cannot answer the question
M		We would like more information concerning Hourly Pricing Program.
E		Don't know enough about it to make a decision.
E		Do not have enough information to answer questions
E		Not informed enough to determine
E		This still is not clear how the billing is taking place. The bills should show or indicate the costs. Also, what about the hidden MAC charges?
E		We are buying 1, 2, or 3 year contracts. Currently, prices are rising. In the future I don't know!
E		Don't know what hourly pricing means on a practical level.
E		In a hotel we can not change consumption
E		I'm still not sure how the hourly pricing program compares to the previous pricing policy. My employer feels the new policy will cost our company more in the long run.
E		In a hotel we can not change consumption.
E		not very familiar
E		insufficient data
E		would need more information
E		Do not know until it happens
E		I do not have enough data
E		I'm not sure how it affects the transportation portion of the bill except where the hourly demand charge is concerned.
E		I don't have enough detail to answer comprehensively.
E		LCPA is in the beginning stages of redevelopment. Various operational issues are still being addressed and past load profiles may not reflect future load profile projections.
E		Difficult to get timely information on rates plus adder.
E		Hotel Business has a fluctuating demand for electricity based on business conditions and time of day

As shown, a majority of the MHP customer comments corresponded to the "negatively" or "unsure" responses. One MHP customer had a positive comment that hourly pricing "saves us money" while one other felt their prices would be the same.

It is also be useful to observe that 58% of all ESCO customers responded "negatively" or "unsure" about hourly pricing, and that their open response comments largely reflect concerns they have in lack of information, or describes their inability to shift load and respond to price signals.

Respondents were next asked to identify barriers, real or anticipated, in responding to hourly pricing (next table, below). This shows that a substantial amount of respondents identified one or more barriers towards responding to hourly electricity prices. The highest responses were for "insufficient resources", "inflexible labor schedule", and "cost of responding outweighs savings". MHP customers generally reflected the same ratio of answers as ESCO customers. A sole exception is "insufficient resources", where nearly half of the MHP customers felt that way. These answers generally correspond to the previous open-ended responses (above) about insufficient data, abilities, or flexibility.

Table 29: Perceived Barriers in Responding to Hourly Pricing

Q12. What barriers has your facility experienced in responding to hourly electricity supply prices? (If your organization does not currently face hourly prices, please indicate which barriers you feel your facility would face.) [MORE THAN ONE RESPONSE ALLOWED]					
	MHP		ESCO		Total
	Total	% MHP	Total	% ESCO	
Insufficient resources to pay attention to hourly prices	14	45%	44	29%	58
Inflexible labor schedule	9	29%	39	26%	48
The cost of responding outweighs the savings	4	13%	17	11%	21
Managing electricity use is not a priority in my organization	2	6%	10	7%	12
Negative previous experience with day-ahead hourly pricing	0	0%	3	2%	3
Other (please specify)	0	0%	10	7%	10
Subtotal	29	94%	123	81%	152
No barriers have been encountered	2	6%	28	19%	30
Total	31	100%	151	100%	182

Finally, respondents were asked about past and future actions relating to energy use and hourly pricing. The table below shows the breakdown of responses. As depicted, the largest percentage answer was “None” for past activities for MHP customers, and “improve energy efficiency” for ESCO customers (below). Participation in NYSERDA programs, use of load management software, and switching to an electrical supplier also had significant responses as future planned actions.

Interestingly, 26 ESCO respondents cited “switch to an electric supplier other than utility” as a future activity. This may either reflect respondents who interpreted the question as meaning “what I will *continue* to do in the future” (i.e. purchase from an ESCO), or some respondents may be expressing that they will switch to a *different* supplier in the future.

Table 30: Past and Future Energy-Related Actions

Q13. In your response to Consolidated Edison's hourly electricity pricing program, what actions have you already taken during the past 12 months, or anticipate taking during the next 12 months? [MORE THAN ONE RESPONSE ALLOWED; SORTED IN THIS TABLE BY MHP RESPONSES]					
	MHP		ESCO		TOTAL
	<i>Total</i>	<i>% MHP</i>	<i>Total</i>	<i>% ESCO</i>	
PAST Reported activities					
None - Past 12 months	6	26%	24	23%	30
Improve energy efficiency - Past 12 months	5	22%	34	33%	39
Energy audit - Past 12 months	3	13%	23	22%	26
Shift electricity demand - Past 12 months	2	9%	8	8%	10
Participate in NYSERDA program(s) - Past 12 months	2	9%	26	25%	28
Purchase financial hedges - Past 12 months	1	4%	11	11%	12
Switch to electricity supplier other than local utility - Past 12 months	1	4%	49	48%	50
Use load management software - Past 12 months	0	0%	15	15%	15
Participate in NYISO load mgt programs - Past 12 months	0	0%	11	11%	11
Install on-site or distributed generation - Past 12 months	0	0%	7	7%	7
FUTURE planned activities					
Improve EE - Next 12 months	8	35%	29	28%	37
Participate in NYSERDA program(s) - Next 12 months	6	26%	25	24%	31
None - Next 12 months	6	26%	6	6%	12
Use load management software - Next 12 months	5	22%	18	17%	23
Switch to electricity supplier other than local utility - Next 12 months	5	22%	26	25%	31
Energy audit - Next 12 months	4	17%	22	21%	26
Shift electricity demand - Next 12 months	3	13%	10	10%	13
Purchase financial hedges - Next 12 months	2	9%	9	9%	11
Participate in NYISO load mgt programs - Next 12 months	2	9%	21	20%	23
Install on-site or distributed generation - Next 12 months	1	4%	18	17%	19

A simple cross tabulation of the results from the above question reveals that twelve respondents stated "None" for both past and planned actions. Additional cross tabulations reveals the following (next table):

Table 31: Analysis of “None” Respondents to Past and Future Actions

Service Type	MHP: 6	ESCO: 6
Business Type	Commercial: 5 Retail: 1	Commercial: 4 Manufacturer: 1 Retail – 1
Energy cost as % of annual operating cost	11% - 20%: 2 6% - 10%: 1 1 “don’t know” 1 no response	Greater than 20%: 3 11% - 20%: 1 1 “don’t know”
Attended workshop?	Didn’t attend, but aware: 2 Didn’t attend, not aware: 4	Didn’t attend, but aware: 2 Didn’t attend, not aware: 4

Interestingly, two MHP and three ESCO respondents who cite that they have not done anything in the past twelve months - and are not planning anything for the next twelve months - claim energy costs of 11% or higher as a ratio of their operating costs. This appears to reflect the comments collected from the staff interviews that some customers do not show much interest in managing energy costs.

6. Analysis

This section describes the summary analysis of results found from the process interviews, documentation review, and the NY PSC survey.

6.1 Effectiveness of CECONY's implementation efforts of the MHP program among Full Mandatory Hourly Pricing customers

Based on the researchable questions, RLW determined the following:

1. *Customers were given sufficient notice to be aware of the pending MHP tariff.* As given in the interview results and supporting documentation, all customers were given reasonable notice of the pending MHP tariff. Letters and follow up calls were made to every affected customer, and Account Executives further pursued a strategy of informing key accounts and industry associations that represent these accounts. Follow up calls were made to ascertain addresses and contact names to ensure there could not be an accidental exclusion of any affected customer.
2. *Customers who communicated with CECONY staff or attended any informational session appear to readily understand MHP.* Interview results from Account Executives and a review of e-mail communications by CECONY staff show that anyone from the major accounts affected who showed any type of interest was readily served with the appropriate level of information and resources. From the customer survey, a cross tabulation analysis of reported levels of understanding reveals that those who attended either workshop showed scoring averages higher than all those who reported not attending workshops.
3. *Some customers still need resources to assess hourly pricing.* As shown in the survey results, the rankings of understanding about hourly pricing was generally a "middle of the road" average scoring. While many customers were well informed, as discussed above, nearly half of MHP customers who responded said they have insufficient resources to assess hourly pricing. But since the commencement of MHP for large TOU customers, approximately 35% have moved to ESCOs (ESCO customers also said they lacked knowledge, but they were not subject to MHP). As depicted earlier in this report, a significant increase in use of the CECONY DMS/Cost Analyst tool occurred after April 2006. Respondents overall gave themselves an average low score on understanding load management software; however, those who attended one of the workshops reported a significantly higher average score for understanding a number of energy-related issues as opposed to those who did not attend.
4. *A number of customers, ESCOs, and consultants communicated with CECONY for information and support.* As described earlier, CECONY Account Executives and other staff fielded questions from customers, their consultants, and a number of ESCO representatives. Other key accounts, like hospitals and industry associations, were actively approached by CECONY staff for information and support. For those MHP customers who cited that they obtained information from CECONY, their average ranking on the usefulness of that information was a little higher (3.3) versus the overall average given by ESCO customers (2.9).

6.2 Customer transition issues and effectiveness of CECONY assistance towards customers during program transition

1. *CECONY effectively used a number of communication channels to reach customers.* As given in the interview results and supporting documentation, all customers were given reasonable notice of the pending MHP tariff. Letters and follow up calls were made to every affected customer. Account addresses and contacts were ascertained in the follow up calls to ensure there could not be an accidental exclusion of any affected customer. Account Executives further pursued a strategy of informing key accounts and industry associations that represent these accounts. This was a combination of face to face meetings with industry associations, e-mails, and phone calls.
2. *The educational seminars and internet-based training sessions made an impact for those who participated.* As shown in the comparative analysis of understanding of energy issues between those who attended the sessions versus those who didn't (Table 22: Self Reported Levels of Understanding, page 34), there is a positive net difference in self-reported scoring. Figure 1: CECONY DMS Website Activity, page 23, also shows the surge in use of the DMS/Cost Analyst tool after MHP was implemented. This reflects, in part, the levels of awareness that was created by CECONY's outreach efforts and their subsequent customer support.
3. *The DMS/Cost Analyst tool provides a reasonable means for customers to view their interval meter data and forecast hourly costs.* This tool was utilized by both customers and Account Executives on behalf of particular customers. Account Executives relayed in their interviews that they demonstrated the tool or brought printouts to those customers who had asked for additional support.
4. *A significant portion of customers express an inability to shift loads.* The survey results show that a number of customers cite barriers in the ability to shift loads or respond to price signals. This is evident, for example, for any respondents who represent hospitals, retail, and service operations. These types of customers could potentially seek to purchase power from ESCOs to the extent they are attractive customers for these third party suppliers. As shown in the survey, a significant number of customers cite insufficient resources or a perception that it costs too much to respond to prices.

6.3 Recommendations

CECONY has implemented each of the items specified in its submitted marketing and outreach plan. Barriers such as split information channels for customers, energy manager turnovers, inconsistent consulting services, and general customer apathy resulted in challenges that were generally overcome through the Company's concurrent outreach and educational efforts.

The evaluation itself is highly dependent on customer feedback to best understand how well these efforts are working. The NY PSC-administered survey provided general useful information on the status of customer perceptions, levels of knowledge, and behaviors. A customer survey or a set of customer interviews that allows for probing and clarification beyond close-ended answers further allows the evaluator - and ultimately the sponsor - to best assess this customer feedback. In this light, there are several learned lessons that can be applied into recommendations going into the future of outreach and education efforts, as well as with the two year evaluation itself:

- A. Consider offering another live information exchange;
- B. Continue customer support; and
- C. Enhance the customer research element of the evaluation.

A. Consider offering another live information exchange in the future. Another live information exchange could be useful as a follow up to the two previous ones held in 2006. A new information exchange could provide market updates on real time pricing; tools and resources available for managing real time pricing and demand load management, both from the open marketplace as well as from NYSERDA and the utility; and live testimonials from those customers who have successfully switched to alternative sources. As shown in the survey results, customers who attended the live seminar had higher weighted averages of self-reported levels of understanding for many energy issues versus those who did not attend. If offered, this kind of session could be structured to provide new, updated information for those who are already relatively informed and engaged, as well as provide information for those customer representatives who are new employees or for those who are still learning about energy pricing.

B. CECONY should continue to offer customer support. As demonstrated in the survey, the live seminars provided useful information for customers and ESCO staff. As MHP implementation arrived and appeared, Account Executives provided ad hoc training sessions with customers on such things as how the MHP tariff worked or how to use the DMS/Cost Analyst tool. The survey results were not able to ascertain one way or the other how much impact this kind of support has made to date; however, as evidenced from the Account Executive interviews as well as e-mail communications provided to RLW, customers who received this customized type of support expressed satisfaction. Although this support was not specifically mentioned in the MHP marketing plan, this kind of effort was readily provided by the Account Executives and other CECONY staff, and appears to be beneficial and long lasting with customers.

CECONY should continue its efforts to invite customers – directly and through their associations – to contact Account Executives for direct information on Day-Ahead Hourly Pricing and direction on use of the DMS/Cost Analyst tool.

ESCO staff and consultants raised a number of questions to learn more about MHP and the rate structure. In response, CECONY staff created ad hoc training sessions to address those questions. It may be useful for CECONY to consider continuing learning sessions with ESCOs and consultants.

C. Enhancements could be made on the customer research portion of the evaluation. This evaluation's separation of the design, management, and quality control of the survey versus the other part of the evaluation tasks posed some challenges not typically encountered in a process evaluation. These limitations relate to sampling, quality control, and the usefulness and quality of customer responses.

Specifically, these are the conditions in the current survey and our recommendations for the two year evaluation if it would include a customer survey:

Table 32: Customer Research Recommendations

Current Condition	Recommendation
No ability to follow up as routine quality control checks on questionable answers; for example, a MHP customer who answered several ESCO-related questions	The survey contractor should have ability to follow up with survey respondents to clarify or ascertain a clearly erroneous entry.
Uncertainty about skip patterns followed or if web survey made entries mandatory in order to continue	The survey methodology should be made clear as part of evaluation kickoff.
Uncertainty on how entries are submitted and represented, i.e. does the survey reflect 126 unique perspectives and opinions, or, a much lower number of unique organizations and building owners that have multiple accounts	<p>Evaluation team should ascertain how utility and NY PSC would want to see responses represented:</p> <ul style="list-style-type: none"> a) each survey submission is given equal weight (as done for this survey) b) counts are made only per each unique submission (ex. a developer with 11 accounts is given one survey as would be an owner of just one building) c) a hybrid that gives relative weight to multiple accounts in specific questions, but recognizes such things as "level of awareness" or "level of understanding" as coming from just one person who may represent multiple accounts

Table 33: Survey Management Recommendations (continued)

No opportunity to probe beyond initial close-ended responses	In-depth interviews used in a smaller sampling that allows the evaluator to probe for deeper and more quantitative answers. In-depth interview answers can also be used to better interpret the larger survey results.
No survey ID numbers	Each response should be given a unique ID code for proper survey data management.

Multiple responses coming from one person may create a potential skew in the analysis of this kind of survey. In this survey, for example, RLW discovered 14 responses from an ESCO-served customer with commercial buildings that had the exact answers throughout each of the survey questions. Similarly, three other survey results also had the same open-ended responses throughout the survey. These are technically acceptable because each one is a representation of a different account, but the analysis has to be somewhat constrained because it can be perceived that the results may not represent 126 *unique* opinions, but perhaps in this case represents only 108 unique opinions, or even a somewhat smaller number.

As a specific example, the 14 identical answers – as appearing to come from just one respondent – shows a response for the workshop attendance as “No, not aware”. This can make a significant difference towards interpreting the results (i.e. does this reflect 14 different people who said they were not aware, or likely one person citing “not aware” who represents 14 separate accounts?). Evaluation results for this survey question, for example, can be made clearer if any homogeneous group of responses are shown to reflect the answer of *one* unique respondent (representing 14 accounts), *or*, if that group of answers represent 14 *unique* respondents.

There should also be an opportunity to conduct in-depth interviews with at least a smaller sampling of customers. There are a number of questions in this current survey that would have been useful to explore with customers to get a better understanding behind the simple, close-ended responses. For example, it would be useful to follow through on the questions regarding the live seminars. If a respondent said he/she had attended, this would provide an opportunity to ask specific questions on what that person specifically learned and used, and what information or support they were still looking for afterwards. Another useful in-depth question would have been to ascertain if a customer has used the DMS/Cost Analyst tool, and if so, to ask for their thoughts and perceptions about it. Another item that would have been useful to follow up would have been on the responses for future actions to better understand those intentions.

In-depth customer interviews allow the evaluator and the research sponsor to gain deeper insight into customer actions. Such interviews also allow the evaluator to detect and further probe for other customer issues that had not been thought of by the evaluator or research sponsor.

The customer survey results showed a dependency and trust on ESCOs above or equal to the utility and other NYS sources. Consultants were also significantly cited as information sources in the open ended responses to one of the survey questions. As done in a previous ad hoc training session, CECONY staff could consider offering further short technical workshops on the “nuts and bolts” of the tariff and billing structure for the ESCO staff who maintain billing models that emulate the utility tariffs, and for consultants to gain a more thorough understanding.

7. Conclusions

The customer survey revealed that while progress has been made, there are some MHP customers who need more information on hourly pricing and how to make retail choices. As shown in the survey results, there are still levels of uncertainty with customers on Day-Ahead Hourly Pricing. A number of customers who responded to the survey are yet unsure about how it works for them, or what all the potential economic impacts would be.

Continued customer updates and support by CECONY, directly to these customers and indirectly through their industry associations, help to provide further awareness and informed decision-making.

8. Appendix A: NY PSC Customer Survey

*New York State Public Service Commission
Department of Public Service*

HOURLY ELECTRIC COMMODITY PRICING SURVEY

Your Profile:

1. While Consolidated Edison distributes your electricity, from whom do you purchase the electric supply?

- ☐ Consolidated Edison *[Go to question 1a]*
 - ☐ An Energy Services Company (ESCO) *[Go to question 1b]*
 - ☐ Another organization (Please explain) *[Go to question 1b]*
-

1a. Have you discussed alternative electricity pricing arrangements with one or more Energy Service Companies (ESCOs)?

- ☐ Yes
- ☐ No

[Go to question 2]

1b. Did you switch to an alternative electricity supplier because of the change in Consolidated Edison's electricity supply billing to hourly pricing?

- ☐ Yes
- ☐ No

1c. How does your ESCO or alternative supplier charge for electricity supply?
(check one)

- ☐ Fixed price
 - ☐ Hourly prices
 - ☐ Blend of fixed and hourly prices
 - ☐ Other, please explain
-
-

2. What description best reflects your organization? Please check one.

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Mandatory Hourly Pricing Program – Process Evaluation _____

- ☐ Manufacturing
- ☐ Commercial Office Building
- ☐ Hospital, Nursing Home or other Health Care
- ☐ Government
- ☐ Education
- ☐ Retail
- ☐ Multi-Family
- ☐ Other, please explain _____

3. **What percent of total annual operating costs do total electricity costs represent?**

(Check only one)

- ☐ Less than 1%
- ☐ 1% - 5%
- ☐ 6% - 10%
- ☐ 11% - 20%
- ☐ Greater than 20%
- ☐ Do not know

Education and Outreach:

4. **We would like to know what organizations, over the past 12 months, provided you or another member of your organization with information about hourly electricity pricing and the usefulness of the information. For each organization listed, please rate the usefulness of the information on a 1-5 scale with 1 being "Not at all useful" and 5 being "Very useful" or check "Did not provide information" if no information was provided by the organization.**

	Did not provide information	Not at all useful 1	2	3	4	Very useful 5
Consolidated Edison	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy Service Companies (ESCOs)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New York Independent System Operator (NYISO)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NYS Department of Public Service (Public Service Commission staff)	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New York State Energy Research	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Consolidated Edison Company of New York, Inc.
*Mandatory Hourly Pricing Program – Process Evaluation*_____

and Development
Authority (NYSERDA)

Industry association ☐ ☐ ☐ ☐ ☐ ☐

5. **If you received information on hourly pricing from any source, other than those listed in question 4 above, please indicate the source and type of information you received.**

6. **Did you attend an hourly electricity pricing workshop sponsored by Consolidated Edison on January 31st or April 4th of this year?**

- ☐ Yes, I attended
☐ No, but I was aware of the workshop ***[Go to question 7]***
☐ No, I was not aware of the workshop ***[Go to question 7]***

- 6a. **How helpful did you find the workshop in providing useful information regarding hourly electricity commodity billing?**

Not at all useful					Very useful
1	2	3	4	5	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 6b. **Did you request that a Consolidated Edison account manager provide additional information on hourly electricity pricing?**

- ☐ Yes ***[Go to question 6c]***
☐ No ***[Go to question 7]***

- 6c. **Did your Consolidated Edison account manager follow-up with you to provide more customized information on hourly electricity pricing?**

- ☐ Yes
☐ No
☐ Unsure

7. The purpose of this question is to help us better design future Outreach and Education sessions regarding hourly pricing.

Please tell us your level of understanding in the following areas and point out the areas where additional information would be helpful in assisting you and your organization in making decisions regarding the purchase of electricity supply.

Indicate your level of understanding using a 1-5 scale with 1 representing the lowest level of understanding and 5 the highest level of understanding, and check the appropriate boxes if you think additional information in that particular area would be helpful.

	Lowest level of understanding				level of understanding	Highest More information would be helpful
	1	2	3	4	5	
How wholesale energy prices are set	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
How your monthly electricity commodity bill is calculated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Using load management software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Securing electricity from a supplier other than your utility (e.g., ESCOs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Purchasing financial hedges to offset electricity price risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Understanding energy efficiency opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
NYISO Demand Response programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
NYSERDA Technical Assistance Services (e.g., audits or load analysis)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
NYSERDA incentives for energy efficiency/ demand response measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
NYSERDA programs for installing on-site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

or distributed generation

Your View:

8. **Does your facility have the flexibility to shift operations in response to hourly prices?**

- ☐ Yes
- ☐ No
- ☐ Unsure

9. **Do you feel it is helpful to be able to view Consolidated Edison's hourly commodity prices a day in advance?**

- ☐ Yes
- ☐ No
- ☐ Unsure

10. **Do you feel you have the necessary information to develop a strategy for responding to hourly pricing?**

- ☐ Yes
- ☐ No
- ☐ Unsure

11. **How do you think hourly pricing has affected or will affect your business?**

- ☐ Positively
- ☐ Not very much at all
- ☐ Negatively
- ☐ Unsure

11a. **Please explain your response to the previous question.**

Your Actions:

12. **What barriers has your facility experienced in responding to hourly electricity supply prices? (If your organization does not currently face hourly prices, please indicate which barriers you feel your facility would face.) Please check all that apply.**

- ☐ Insufficient resources to pay attention to hourly prices
- ☐ Inflexible labor schedule
- ☐ Managing electricity use is not a priority in my organization
- ☐ The cost of responding outweighs the savings
- ☐ Negative previous experience with day-ahead hourly pricing
- ☐ Other (please specify): _____
- ☐ No barriers have been encountered

13. **In your response to Consolidated Edison's hourly electricity pricing program, what actions have you already taken during the past 12 months, or anticipate taking during the next 12 months? Please check all that apply:**

	<u><i>past 12</i></u>	<u><i>next 12</i></u>
Energy audit	<input type="checkbox"/>	<input type="checkbox"/>
Improve energy efficiency	<input type="checkbox"/>	<input type="checkbox"/>
Shift electricity demand	<input type="checkbox"/>	<input type="checkbox"/>
Purchase financial hedges	<input type="checkbox"/>	<input type="checkbox"/>
Use load management software	<input type="checkbox"/>	<input type="checkbox"/>
Participate in NYSERDA program(s)	<input type="checkbox"/>	<input type="checkbox"/>
Participate in NYISO load management programs	<input type="checkbox"/>	<input type="checkbox"/>
Switch to an electricity supplier other than your local utility	<input type="checkbox"/>	<input type="checkbox"/>
Install on-site or distributed generation	<input type="checkbox"/>	<input type="checkbox"/>
None	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments:

14. Do you have any additional comments you would like to share with us about your experience with hourly pricing?

Optional:

We plan to send a follow-up reminder to those who do not complete this survey. We would appreciate you giving us your name and your organization's name so that we can avoid sending you this reminder.

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*Mandatory Hourly Pricing Program – Process Evaluation*_____

Your responses to the survey will remain anonymous and the individual information will be kept confidential.

Name

—

Organization

—

Thank You for completing this survey!

Please return by November 22, 2006 in the enclosed postage paid addressed envelope to:

*Consumer Assistance
NYS Department of Public Service
3 Empire State Plaza - Ste 1401
Albany, NY 12214-0234*

If you have any questions or would like assistance with completing this survey, please contact Bill Saxonis (518-474-5368 or william_saxonis@dps.state.ny.us) at the Department of Public Service.

Consolidated Edison Company of New York, Inc.
*Mandatory Hourly Pricing Program – Process Evaluation*_____

Would you like additional information?

If you would like additional information on Hourly Pricing or NYSERDA Programs, please check the appropriate boxes below, fill in your contact information and return this form in the enclosed return envelope.

NOTE: This form will be processed separately from the survey and will not be used to track survey responses.

Hourly Pricing:

- ☐ I would like more information on hourly pricing sent to me from Consolidated Edison
- ☐ I would like to speak with someone from Consolidated Edison to get a more detailed explanation about the Hourly Pricing program.
- ☐ Neither

NYSERDA Programs:

- ☐ I would like more information sent to me on NYSERDA programs that may assist my organization in evaluating and responding to hourly prices.
- ☐ I would like to speak with someone from NYSERDA about programs that may assist my organization in evaluating and responding to hourly prices.
- ☐ Neither

Please provide your contact information below so that the above requested information can be provided:

Name/Contact _____

Organization _____

Address _____

Phone No. _____

E-mail address _____

9. Appendix B: Interview Guide

RLW Analytics CECONY MHP Program Evaluation Interview Guide

Verbal introduction to interviewee: Our goal in this interview is to gather information on the role that you have in the development and delivery of the MHP Program. In addition, we are looking to further understand the process of how this program is delivered, any strengths and weaknesses of the program that you see, things that have been learned since its inception, and ways in which the program's delivery methods and procedures could be further modified, if any.

This interview session is an opportunity for you to voice your opinions and your particular experiences with this program. This will also be a chance for you to share ideas about further increasing the program effectiveness and delivery to your customers.

The questions here are neutral, and meant to be open-ended. There are no expectations of any right or wrong answers. Feel free to embellish; details and examples are most welcome.

Because this is an interview guide that goes across various positions, some questions may be less relevant than others, or even unrelated to your position. You are welcome to ask to skip any of those questions.

All answers are strictly confidential. Our notes are not shared with anyone else at CECONY or outside the utility. In our report, anecdotal answers are either paraphrased or cited in a generic way, ex. "several respondents said...", "one respondent noted...", etc.

After we complete the interview, we will later transcribe our notes on a separate sheet and send them back to you to review. This will give you an opportunity to correct or clarify anything we recorded.

I. Background

1. Can you please first briefly describe your current professional position – title and general responsibilities?

2. a) What is your current role and level of involvement with the program?
3. Did you have a role or other involvement in the development of the marketing and sales plan? IF YES > what was that?

2. Program Delivery

4. From what you know, what typically are the primary barriers, concerns, or challenges that major account customers have towards moving into a real time pricing tariff?
5. a. How were customers first notified and informed about the pending MHP tariff?

b. How were follow ups done to ensure the correct contact people understood and recognized the pertinent facts about Rider M, and the choice they could make between that and Retail Access?

c. What are the steps taken or indications checked to ensure a customer is fully informed, satisfied, and comfortable with the level of information and support given by CECONY for this or any other new initiative?
6. For the 140 customers who transitioned into the MHP:
 - a) How often are they normally visited or contacted by their respective CECONY account representative?
 - b) What resources of time were planned up and beyond this normal level in order to properly communicate the changes concerning MHP?

7. What were the initial reactions or concerns from customers when they were first notified? How did you or CECONY address those concerns?
8. a. What specific goals were established for each of the elements detailed in the Marketing, Outreach, and Education Plan? How much are these elements, once implemented, are recorded and compared to the goals?
 - mailings
 - access and use of DMS
 - seminars
 - direct contact
- b. Specifically for the partnership strategy: what trade associations and industry organizations were reached? Were these relationships all previously established? What specifically was conducted with each of these entities?
9. What were the typical successes you achieved in the transition to Rider M? Are there specific examples? *[These also may be addressed in whole or in part by the e-mails provided for this evaluation]*
10. What were the typical challenges that arose in the transition to Rider M? What are specific examples? *[These may also may be addressed in whole or in part by e-mails provided for the evaluation]*
11. What amount, and what kinds, of customers have used CECONY services to assess choices for staying with Rider M or moving to Retail Access?
12. How well has DMS worked for you and for the customers who have accessed it? What kinds of additional informational support have customers asked for?
13. From what you have seen or learned: what customer have used their own internal resources towards assessing the choices between MHP and Retail Access? What kind of internal resources have these been?

14. Again, from what you have seen or learned: what customers used external services to assess choices (apart from CECONY staff or the DMS)? What kind of external services have been used?
15. Were you involved with the customer presentations for MHP? IF YES > What tangible outcomes did you see come out, especially from those who attended?
16. To ensure we covered all your thoughts, are there any other specific improvements and recommendations you have on marketing, outreach, and education for MHP?
17. There may be other issues you would like to talk about that these questions did not address. If so, what are they, and what would you like to say about them?