3.2 NON-UTILITY PROGRAM ADMINISTRATOR BUSINESS MODEL

3.2.1 Introduction

The non-utility program administrator is an organization that manages a program to encourage home and business energy efficiency improvements. Below is a brief overview of the fundamental characteristics of a program administrator.

Summary of Non-utility Program Administrator Characteristics	
Size	Typically range from approximately $500,000 to $100 million in grant funding
Market Role	Services include: ■ Educating consumers on the benefits of home performance through public outreach ■ Serving as enablers of financing or incentives for home performance work ■ Qualifying and training private service providers to perform and sell home performance installation work ■ Providing the general workforce with technical training in energy efficiency ■ Providing installation work and quality assurance work directly in some cases
Operating Environment	Operate in a market impacted by: ■ Tight regulations associated with grant funding, which can restrict program operations, limit service offerings, and/or increase administrative burdens on potential partners
Competitive Landscape	As market enablers, program administrators do not compete in the traditional sense; however, an abundance of programs in the market and a lack of coordination between them can often result in: ■ Overlapping service offerings ■ Conflicting reporting requirements with other programs ■ Competition with the private firms that offer services directly
Collaborative Landscape	Collaborate with any of the following, depending on their local market demographics: ■ Remodelers (provision of incentives and training, demand generation, and quality assurance) ■ HVAC contractors (provision of incentives and training, demand generation, and quality assurance) ■ Home performance contractors (provision of incentives and training, demand generation, and quality assurance) ■ Retailers (consumer education and outreach and demand generation) ■ Utility program administrators (customer education and outreach, demand generation, co-branding, marketing, and service provision) ■ Other program administrators (customer education and outreach, demand generation, co-branding, marketing, and service provision)