



November 15, 2019

Quarterly Report of the North Shore Gas Company and the Peoples Gas Light and Coke Company

Program Year 2019, 3rd Quarter Report, July 2019 – September 2019

PEOPLES GAS[®]
ENERGY EFFICIENCY PROGRAM

NORTH SHORE GAS[®]
ENERGY EFFICIENCY PROGRAM

Pursuant to the Illinois Commerce Commission (“Commission”) final order in Docket No. 17-0309, attached is the Program Year 2019, Third Quarter (3Q) qualitative report accompanying the 2019, 3Q quantitative report which details program results from a savings and cost perspective.

Peoples Gas

I. Program, Sector and Portfolio Ex Ante Results

At the end of the third quarter, the Peoples Gas Energy Efficiency Programs have achieved 50% of realized savings goals, with C&I programs contributing 38% of realized savings; Residential programs 49%; and Income Qualified programs 13%. Ex Ante results are detailed in the Q3 Quantitative report.

II. Portfolio Level Costs

At the end of the third quarter, the Peoples Gas Energy Efficiency Programs have utilized 59% of the budget, with C&I programs comprising 24% of costs, Residential programs 25%, Income Qualified programs 48%, and Demonstration of Breakthrough Equipment and Devices 3%. Costs are detailed in the Q3 Quantitative report.

III. Program Level Narratives

I. Business – Commercial and Industrial

Program Descriptions

Program Name	Description
Prescriptive and Custom Rebates	Prescriptive rebates are standard incentive amounts for common types of energy efficiency measures. Custom rebates are awarded consideration to variables that affect the savings of energy efficiency projects.
New Construction Rebates	Incentives are provided for new construction that surpasses the region's building codes to improve energy efficiency.
Gas Optimization Studies	Provides an analysis of the facility's energy-using systems to identify no- and low-cost improvements to achieve natural gas savings.
Retro-Commissioning	Offers a full-building tune-up through a systematic evaluation of mechanical and electrical systems to help facilities to perform optimally. Identifies low-cost energy-saving operational improvements that can pay for themselves in 18 months or less.
Engineering Studies	Analysis of a single system within a facility's operations to support the implementation of natural gas saving project.
Smart Check Studies	Offers customers a detailed gas optimization study, an inventory of uninsulated steam piping, and a steam trap survey. Study findings are summarized in a Natural Gas Efficiency Plan to provide a phased approach to implement identified measures.
Staffing Grant	The program offers up to \$50,000 per customer per year to fund a project manager to guide projects to completion for customers who have energy efficiency projects that cannot be completed due to lack of staff time or availability.



Strategic Energy Management (SEM)	The program engages customers to deliver a continuous improvement approach to energy efficiency by engaging site management, leveraging data, and by promoting best practices at the site.
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Key Program Changes

- New measures: None in Q3
 - Developing new method to capture savings and incentivize pipe insulation projects at customer sites

Description of Program Successes

- Diligent work from the outreach teams to reactivate customers has led to an increase in program engagement amongst large customers and resulted in forecasts projecting over 125% of the Peoples Gas C&I goal.
- Increased engagement of subcontractors has led to significant increases in program savings projections for 2019 and building pipeline for 2020.
- Continued engagement of existing and new trade allies to ensure that they are actively participating in the programs.

Description of Program Challenges

II. Business – Public Sector

Program Descriptions

Program Name	Description
Prescriptive and Custom Rebates	Prescriptive rebates are standard incentive amounts for common types of energy efficiency measures. Custom rebates are awarded consideration to variables that affect the savings of energy efficiency projects.
New Construction Rebates	Incentives are provided for new construction that surpasses the region's building codes to improve energy efficiency.
Gas Optimization Studies	Provides an analysis of the facility's energy-using systems to identify no- and low-cost improvements to achieve natural gas savings.
Retro-Commissioning	Offers a full-building tune-up through a systematic evaluation of mechanical and electrical systems to help facilities to perform optimally. Identifies low-cost energy-saving operational improvements that can pay for themselves in 18 months or less.
Engineering Studies	Analysis of a single system within a facility's operations to support the implementation of natural gas saving project.
Smart Check Studies	Offers customers a detailed gas optimization study; an inventory of uninsulated steam piping; and a steam trap survey. Study findings are summarized in a Natural Gas Efficiency Plan to provide a phased approach to implement identified measures.
Staffing Grant	The program offers up to \$50,000 per customer per year to fund a project manager to guide projects to completion for customers who have energy efficiency projects that cannot be completed due to lack of staff time or availability.

Key Program Changes

- New measures (aligned with the Business – Commercial and Industrial program):
 - None in Q3

Description of Program Successes

- Working closely with five of the largest public sector accounts to discuss energy efficiency projects and how the programs can more productively partner with these organizations. Through this effort, we have identified over 4,000,000 therms in available savings, which would, if approved and implemented over the next two years.
- Working with new contractors to increase Energy Efficiency program visibility and engagement in the public sector, focusing on executive-level engagement and capital expenditure pipelines.
- In partnership with our largest public sector customers and trade allies, the public sector program has created a new incentive structure to help streamline the implementation of projects across multiple facilities within customer portfolios. This approach was designed to

reduce the procurement requirement barriers that these customers face in implementing energy efficiency projects.

Description of Program Challenges

- Long procurement timelines in the public sector make it difficult to implement low-cost measures.
- The program team is focusing on establishing new, and lasting relationships in the public sector to build up momentum for future program years.

III. Business – Small and Midsize Business

Program Descriptions

Program Name	Description
Prescriptive and Custom Rebates	Prescriptive rebates are standard incentive amounts for common types of energy efficiency measures. Custom rebates are awarded with consideration to variables that affect the savings of energy efficiency projects.
New Construction Rebates	Incentives are provided for new construction that surpasses the region’s building codes to improve energy efficiency.

Key Program Changes

- New measures: None in Q3
- To better engage our mid-tier customer base (150,000 – 400,000 therms usage), the therm threshold has been raised to 400,000 therms, and the program name was changed to be the Small and Midsize Business program. This change will allow more customers to work with our Partner Trade Allies which are approved to provide key cost-effective measures at no cost to the customer.
- Bonuses offered to Partner Trade Allies through the end of the year
 - Space Heating Tune-up Bonus
 - Process Boiler Tune-up Bonus
 - Project Bundling Bonus
 - Domestic Hot Water and Hydronic Pipe Insulation Bonus

Description of Program Successes

- BOMA event led to many connections to property managers, which will lead to new projects.
- A large pipe insulation project which resulted in over 13k therms completed at a Hospitality facility.
- A steam trap repair resulted in over 24k therms completed at a Hospital facility.
- Launched a Restaurant Kit distribution campaign with free saving products to restaurants, a difficult market to penetrate.

• *Description of Program Challenges*

- The Small and Midsize Business program continues to engage larger customers in 2019. This is an underserved market that requires increased outreach and marketing efforts to reach customers.

IV. Residential – Single Family Programs

Program Descriptions

Program Name	Description
Home Energy Jumpstart (HEJ)	Offers an assessment and direct installation of energy-saving materials at no cost to the customer. Additional measures are available for a co-pay.
Home Energy Rebates (HER)	Offers rebates on energy-efficient equipment and qualifying weatherization projects for residential customers.
Home Energy Reports	An opt-out program that provides residential customers with free reports showing their energy usage compared to their peers, with tips for reducing energy consumption in the home.
Elementary Education	Elementary education program targeting fifth-grade classrooms, providing teachers with energy efficiency lesson plans, activity guides, and take-home kits for students containing free direct installation materials for their home.

Key Program Changes

- None in Q3.

Description of Program Successes

- Realizing higher than anticipated therm savings per home in the Home Energy Jumpstart program (38 therms per home actual vs. 33 therms per home planned).
- High customer satisfaction score of 4.83 out of 5.00 for Home Energy Jumpstart and 9.99 out of 10.00 for Home Energy Rebates.
- Completed 65 HVAC trade ally outreach activities in the quarter across PGL and NSG territory, including 5 “counter days” at Johnstone Supply, Munch Supply and Able Distributors.
- Working on data integration with Uplight/Simple Energy for stacked rebates for smart thermostats.
- For the months of July, August, September, there was no elementary education activity since school is not in session until mid-August. Shipments will resume in October.

Description of Program Challenges

- Continued decrease in natural inbound activity for customers interested in participating in the HEJ program. Encountering market saturation (primarily on the southside of Chicago) for homes where HEJ’s have occurred before. Working with marketing and outreach to offset these lulls and identify strategies to reach more customers.

V. Residential – Multi-Family

Program Descriptions

Program Name	Description
Multi Family Energy Jumpstart	Offers free direct installation of energy-saving measures for multi-family buildings.
Prescriptive and Custom Rebates	Prescriptive rebates are standard incentive amounts for common types of energy efficiency measures. Custom rebates are awarded with consideration to variables that affect the savings of energy efficiency projects.
Gas Optimization	Analysis of energy-using systems to identify no- and low-cost improvements to achieve natural gas savings.
New Construction Prescriptive and Custom Rebates	Incentives are provided for new construction that surpasses the region's building codes to improve energy efficiency.

Key Program Changes

- Continued a limited time bonus for qualified Partner Trade Allies for increased incentive levels for the following measures:
 - Domestic Hot Water Pipe Insulation
 - Hydronic Pipe Insulation
- Updated the On-Demand Domestic Hot Water Recirculating Pump controller rebate (incentive and program requirements) to better facilitate participation.

Description of Program Successes

- Multi-Family demand is high, assessments and direct installation appointments have a strong pipeline and are scheduled into December of 2019.
- Over 2,100,000 therms savings have been identified for completion so far for 2019. On track to achieve an expanded MF goal of 2.3 million therms to make up for goal underachievement in 2018.

Description of Program Challenges

- In order to manage program budget, outreach is centered on a few key measures with a more limited trade ally network.
- Warmer September weather prevented any steam trap testing to occur, limiting pipeline for Q4.

VI. Income Eligible Programs

Program Descriptions

Program Name	Description
Multi-Family Income Eligible	Offers prescriptive gas rebates, energy assessments, and direct-install at income-qualified multi-family buildings.

Public Housing	Offers prescriptive and custom rebates for gas measures in housing owned by Public Housing Authorities.
Income Eligible Weatherization	Offers direct install products and no-cost weatherization services for income-eligible single-family home customers.
Affordable Housing New Construction	Provides custom incentives for Affordable Housing New Construction projects, jointly delivered with ComEd.
Illinois Home Weatherization Assistance Program	Provides supplemental funding for energy efficiency projects for low-income residents.

Key Program Changes

- Program design research is underway for an energy savings kit for Income Eligible customers. This kit will focus on water and gas savings and will be distributed initially to LIHEAP grant recipients. These kits will be mailed in October 2019 and throughout Q4 of 2019.

Description of Program Successes

- All income-eligible programs started on time in 2019 and have continued through Q3 with a strong performance.
- All programs are in the second year of implementation and have momentum to achieve higher volumes than in 2018. Working with programs to manage budget and therm savings.
- All programs have produced a consistent high customer satisfaction score.

Following are the achievements by program through Q3:

Program	Net Therms Achieved	% of Annual Goal
CBA	280,406	72%
Elevate - IEMS	238,402	106%
Elevate - PHES	62,115	65%
IHWAP - SF	34,880	79%
IHWAP - MF	4,968	7%
AHNC	8,062	116%

Description of Program Challenges

- The success of these programs have created an additional challenge which is to maximize cost efficiency while maintaining a healthy mix of measures to serve the broad customer base for the income eligible segment. Programs are aiming to maintain the 2018 spend levels and achieve greater therm savings.

VII. Demonstration of Breakthrough Equipment and Devices

Program Descriptions

Program Name	Description
Research and Development	Focus is on evaluating innovative technologies and projects for possible inclusion in programs to achieve additional therm savings. Projects are funded through the research organizations, educational institutions, and non-profit organizations.

Key Program Changes

- Q3 saw Market Transformation initiatives expanding, specifically with the Commercial Food Service Pilot project moving into Phase II implementation.

Description of Program Successes

- The IIT Open Source Building Sensors and Controls project (OSBS) is leveraging Peoples Gas funding to pursue substantial DOE grant.

Description of Program Challenges

- Art Institute of Chicago project implementation of next phase is starting with expansion into additional galleries anticipated through 2019.

Portfolio Level Narrative

- All measures that are demonstrated as successful through a Program Administrator Breakthrough Equipment and Devices Program
 - Residential ozone laundry now a measure in the TRM
- Fund-shifts meeting threshold of Section 6.1
 - N/A
- Key changes to marketing strategies such as new marketing channels or marketing campaigns
 - CHP participation initiatives – unique landing page development
 - Q3 Outreach efforts exceeded 99 event completions
 - Trade Ally Summit – 50% attendance increase from FY18
 - Social media implementation: Q3-Q4 campaign executions
- List of market research studies conducted by consultants if study costs exceed \$25,000 and are not protected by license agreements or other proprietary arrangements
 - N/A
- Brief description of new pilots/programs, including target market, strategy, and key Measures
 - Expanded compliance code project anticipated in 2020
- Any discontinued programs
 - N/A

North Shore Gas

I. Program, Sector and Portfolio Ex Ante Results

At the end of the third quarter, the North Shore Gas Energy Efficiency Programs have achieved 60% of realized savings, with C&I programs contributing 57% of savings; Residential programs 40%, and Income Qualified programs 3%. Ex Ante results are detailed in the Q3 Quantitative report.

II. Portfolio Level Costs

At the end of the third quarter, the North Shore Gas Energy Efficiency Programs have utilized 52% of the budget, with C&I programs comprising 45% of costs; Residential programs 37%, Income Qualified 13%, and Demonstration of Breakthrough Equipment and Devices 5%. Costs are detailed in the Q3 Quantitative report.

III. Program Level Narratives

I. Business – Commercial and Industrial

Program Descriptions

Program Name	Description
Prescriptive and Custom Rebates	Prescriptive rebates are standard incentive amounts for common types of energy efficiency measures. Custom rebates are awarded consideration to variables that affect the savings of energy efficiency projects.
New Construction Rebates	Incentives are provided for new construction that surpasses the region's building codes to improve energy efficiency.
Gas Optimization Studies	Provides an analysis of the facility's energy-using systems to identify no- and low-cost improvements to achieve natural gas savings.
Retro-Commissioning	Offers a full-building tune-up through a systematic evaluation of mechanical and electrical systems to help facilities to perform optimally. Identifies low-cost energy-saving operational improvements that can pay for themselves in 18 months or less.
Engineering Studies	Analysis of a single system within a facility's operations to support the implementation of natural gas saving project.
Smart Check Studies	Offers customers a detailed gas optimization study; an inventory of uninsulated steam piping; and a steam trap survey. Study findings are summarized in a Natural Gas Efficiency Plan to provide a phased approach to implement identified measures.
Staffing Grant	The program offers up to \$50,000 per customer per year to fund a project manager to guide projects to completion for customers who have energy efficiency projects that cannot be completed due to lack of staff time or availability.



Strategic Energy Management (SEM)	The program engages customers to deliver a continuous improvement approach to energy efficiency by engaging site management, leveraging data, and by promoting best practices at the site.
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Key Program Changes

- New measures: None in Q3

Description of Program Successes

- Close collaboration with key customers has led to substantial energy savings achievement of 114% of the annual goal, and the program is projecting 139% of the goal for 2019 by the end of the year.
- Continued engagement of existing and new trade allies to ensure that they are actively participating in the programs.
- Identified over 700,000 therms in savings at two large industrial customers for 2020

Description of Program Challenges

- Significant goal increase in territory savings targets continues to be a struggle as there are fewer large facilities with more modern systems resulting in more scarce opportunities.



II. Business – Public Sector

Program Descriptions

Program Name	Description
Prescriptive and Custom Rebates	Prescriptive rebates are standard incentive amounts for common types of energy efficiency measures. Custom rebates are awarded consideration to variables that affect the savings of energy efficiency projects.
New Construction Rebates	Incentives are provided for new construction that surpasses the region’s building codes to improve energy efficiency.
Gas Optimization Studies	Provides an analysis of the facility’s energy-using systems to identify no- and low-cost improvements to achieve natural gas savings.
Retro-Commissioning	Offers a full-building tune-up through a systematic evaluation of mechanical and electrical systems to help facilities to perform optimally. Identifies low-cost energy-saving operational improvements that can pay for themselves in 18 months or less.
Engineering Studies	Analysis of a single system within a facility’s operations to support the implementation of natural gas saving project.
Smart Check Studies	Offers customers a detailed gas optimization study; an inventory of uninsulated steam piping; and a steam trap survey. Study findings are summarized in a Natural Gas Efficiency Plan to provide a phased approach to implement identified measures.
Staffing Grant	The program offers up to \$50,000 per customer per year to fund a project manager to guide projects to completion for customers who have energy efficiency projects that cannot be completed due to lack of staff time or availability.

Key Program Changes

- New measures (aligned with the Business – Commercial and Industrial program)
- Program added a dedicated team member to engage public sector customers in the North Shore territory

Description of Program Successes

- Significant increase in customer engagement with new outreach plan in place.
- Scheduled over 20 site assessments in the territory to investigate energy savings opportunities.
- Program representatives invited to present about programs and incentives at building engineers meeting for public schools in the territory.
- In partnership with our largest public sector customers and trade allies, the public sector program has created a new incentive structure to help streamline implementation of projects across multiple facilities within customer portfolios. This approach was designed to reduce the procurement requirement barriers that these customers face in implementing energy efficiency projects.

Description of Program Challenges

- Long procurement timelines in the public sector make it challenging to implement low hanging fruit measures.
- The program team is focusing on establishing new, lasting relationships in the public sector to build up momentum for future program years.

III. Business – Small and Midsize Business

Program Descriptions

Program Name	Description
Prescriptive and Custom Rebates	Prescriptive rebates are standard incentive amounts for common types of energy efficiency measures. Custom rebates are awarded consideration to variables that affect the savings of energy efficiency projects.
New Construction Rebates	Incentives are provided for new construction that surpasses the region’s building codes to improve energy efficiency.

Key Program Changes

- New measures: None in Q3
- To better engage our mid-tier customer base (150,000 – 400,000 therms usage) the therm threshold has been raised to 400,000 therms, and the program name was changed to be the Small and Midsize Business program. This change will allow more customers to work with our Partner Trade Allies which are approved to provide key cost-effective measures at no cost to the customer.
- Bonuses offered to Partner Trade Allies through the end of the year
 - Space Heating Tune-up Bonus
 - Process Boiler Tune-up Bonus
 - Project Bundling Bonus
 - Domestic Hot Water and Hydronic Pipe Insulation Bonus

Description of Program Successes

- No Cost Boiler Tune-up campaign resulted in over 30,000 therms.
- One Trade Ally brought in over 20 projects which resulted in over 35,000 therms.
- Launched a restaurant kit distribution outreach campaign to restaurant owners, a typically hard to reach market segment.

Description of Program Challenges

- The small and midsize business program continues to engage larger customers in 2019. This is an underserved market that requires a lot of more outreach and marketing efforts to reach customers.

IV. Residential – Single Family Programs

Program Descriptions

Program Name	Description
Home Energy Jumpstart (HEJ)	Offers an assessment and direct installation of energy-saving materials at no cost to the customer. Additional measures are available for a co-pay.
Home Energy Rebates (HER)	Offers rebates on energy-efficient equipment and qualifying weatherization projects for residential customers.
Home Energy Reports	An opt-out program that provides residential customers with free reports showing their energy usage compared to their peers, with tips for reducing energy consumption in the home.
Elementary Education	Elementary education program targeting fifth-grade classrooms, providing teachers with energy efficiency lesson plans, activity guides, and take-home kits for students containing free direct installation materials for their home.

Key Program Changes

- No changes in Q3.

Description of Program Successes

- Realizing higher than anticipated therm savings per home in the Home Energy Jumpstart program (34 therms per home actual vs. 20 therms per home planned).
- High customer satisfaction score of 4.69 out of 5.00 for Home Energy Jumpstart and 9.99 out of 10.00 for Home Energy Rebates.
- Completed 65 HVAC trade ally outreach activities in the quarter across PGL and NSG territory, including 5 “counter days” at Johnstone Supply, Munch Supply and Able Distributors.
- Working on data integration with Uplight/Simple Energy for stacked rebates for smart thermostats.
- For the months of July, August, September, there was no Elementary Education activity since school is not in session until mid-August. Shipments will resume in October.

Description of Program Challenges

- Programs are reviewing measure mixes to ensure cost-effective program delivery going in to 2020.

V. Residential – Multi-Family

Program Descriptions

Program Name	Description
Multi-Family Energy Jumpstart	Offers free direct installation of energy-saving measures for multi-family buildings.
Prescriptive and Custom Rebates	Prescriptive rebates are standard incentive amounts for common types of energy efficiency measures. Custom rebates are

	awarded consideration to variables that affect the savings of energy efficiency projects.
Gas Optimization	Analysis of energy-using systems to identify no- and low-cost improvements to achieve natural gas savings.
New Construction Prescriptive and Custom Rebates	Incentives are provided for new construction that surpasses the region's building codes to improve energy efficiency.

Key Program Changes

- Continued a limited time bonus for qualified Partner Trade Allies for increased incentive levels for the following measures:
 - Domestic Hot Water Pipe Insulation
 - Hydronic Pipe Insulation
- Updated the On-Demand Domestic Hot Water Recirculating Pump controller rebate (incentive and program requirements) to better accommodate customers and trade allies.

Description of Program Successes

- Multi-Family demand is high, assessments and direct installation appointments have a strong pipeline and are scheduled into December of 2019.
- Program is providing incentives for a diverse set of contractor-installed measures:
 - Boiler Tune-Ups
 - Outdoor Reset Controls
 - Pipe Insulation
 - Domestic Hot Water Storage Tank Insulation
- Program has surpassed 2019 therm goal and will continue to serve more customers in 2019.

Description of Program Challenges

- North Shore Gas territory continues to be challenging to find comprehensive, cost-effective projects as the building stock is relatively modern compared to Peoples Gas territory. The program will continue to need to focus on DI offerings and serving buildings with hydronic space heating to achieve goals as remain cost-effective.

VI. Income Eligible Programs

Program Descriptions

Program Name	Description
Multi-Family Income Eligible	Offers prescriptive gas rebates, energy assessments, and direct-install at income-qualified multi-family buildings.
Public Housing	Offers prescriptive and custom rebates for gas measures in housing owned by Public Housing Authorities.
Affordable Housing New Construction	Provides custom incentives for Affordable Housing New Construction projects, jointly delivered with ComEd.

Illinois Home Weatherization Assistance Program	Provides supplemental funding for energy efficiency projects for low income residents.
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Key Program Changes

- No key program changes for 2019.

Description of Program Successes

- All income eligible programs started on time in 2019 and have continued through Q3 with a strong performance.
- All programs are in the second year of implementation and have momentum to achieve higher volumes than in 2018. Working with programs to manage budget and therm savings.
- All programs have produced a consistently high customer satisfaction score. A customer satisfaction survey was added to the IHWAP program in October 2019.

Following are the achievements by program through Q3:

Program	Net Therms Achieved	% of Annual Goal
Elevate - IEMS	1,076	24%
Elevate - PHES	3,142	49%
IHWAP - SF	5,826	41%
IHWAP - MF	24,065	193%

Description of Program Challenges

- The success of these programs has created an additional challenge, which is to maximize cost efficiency while maintaining a healthy mix of measures to serve the broad customer base for the income eligible segment.
- Programs are aiming to maintain the 2018 spend levels and achieve greater therm savings.

VII. Demonstration of Breakthrough Equipment and Devices

Program Descriptions

Program Name	Description
Research and Development	Focus is on evaluating innovative technologies and projects for possible inclusion in programs to achieve additional therm savings. Projects are funded through the research organizations, educational institutions, and non-profit organizations.

Key Program Changes

- Q3 saw Market Transformation initiatives expanding, specifically with the Commercial Food Service Pilot project moving into Phase II implementation.

Description of Program Successes

- The IIT Open Source Building Sensors and Controls project (OSBS) is leveraging North Shore Gas funding to pursue substantial DOE grant.

Description of Program Challenges

- Art Institute of Chicago project implementation of the next phase is starting with expansion into additional galleries anticipated through 2019.

IV. Portfolio Level Narrative

- All measures that are demonstrated as successful through a Program Administrator Breakthrough Equipment and Devices Program
 - Ozone laundry is now a measure in the TRM
- Fund-shifts meeting threshold of Section 6.1
 - N/A
- Key changes to marketing strategies such as new marketing channels or marketing campaigns
 - CHP participation initiatives – unique landing page development
 - Q3 Outreach efforts exceeded 99 event completions
 - Trade Ally Summit – 50% attendance increase from FY18
 - Social media implementation: Q3-Q4 campaign executions
- List of market research studies conducted by consultants if study costs exceed \$25,000 and are not protected by license agreements or other proprietary arrangements
 - N/A
- Brief description of new pilots/programs, including target market, strategy, and key Measures
 - Expanded compliance codes project anticipated in 2020
- Any discontinued programs
 - N/A