



Sustainable Jersey–PSE&G Energy Efficiency Partnership Program 2023 Program Information Packet for Municipalities

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Application Due Date: March 29, 2023

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For questions, contact: Leanne McGowan, Program Manager, via email at mcgowale@tcnj.edu or voicemail at 609.771.2063.

A. Program Details

Overview

Sustainable Jersey and PSE&G are excited to announce the SJ-PSE&G Energy Efficiency Partnership Program (“the Program”) to support local action to reduce greenhouse gas emissions in New Jersey. The Program offers wrap-around support, customized resources, and flexible funding options for municipalities to take actions that lower emissions in their buildings, and help residents and local businesses do the same. What sets the Sustainable Jersey–PSE&G Partnership Program apart is the robust technical assistance and implementation support designed to make running an effective program as easy as possible for busy local governments.

Upon entering the Program, municipalities will choose one of the three tracks: Residential Energy Efficiency Outreach Campaign; Commercial Energy Efficiency Outreach Campaign; or Technical Assistance for Energy Efficiency in Municipal Facilities. Further detail on each track is provided below.

The goal of the SJ–PSE&G Partnership Program is to help participating municipalities achieve all three tracks over time. Once a municipality is successfully underway in the initially-selected track, that municipality can move into a second track (subject to the availability of resources from Sustainable Jersey). The tracks can be completed in any order, suiting the needs of each municipality.

Sustainable Jersey–PSE&G Energy Efficiency Partnership Program Tracks

Track 1. Residential Energy Efficiency Outreach Campaign

Track 2. Commercial Energy Efficiency Outreach Campaign

Track 3. Technical Assistance for Energy Efficiency in Municipal Facilities

Tracks 1 and 2: Energy Efficiency Outreach Campaigns (Residential/Commercial)

Community Energy Efficiency Outreach Campaigns – to residents in the Residential Outreach Campaign track or to local small businesses in the Commercial Outreach Campaign track – are essential to encouraging community members to take advantage of energy efficiency programs such as PSE&G’s free Quick Home Energy Check-up (QHEC) for residential customers or Small Business Direct Install program for local small businesses.

COHORT MODEL

For the Outreach Campaign tracks, Sustainable Jersey will utilize the ‘cohort model’ to work with cohorts of 4-6 municipalities to organize and launch outreach campaigns. The cohort model provides peer support and opportunities to share ideas and milestones with other municipalities over the course of the projects. While the pace of development and length of the outreach campaigns will vary based on the specifics within each municipality and its unique plan, Sustainable Jersey will provide group training sessions. In these trainings, we will go over best practices for outreach campaigns, campaign planning templates, and available resources for outreach campaigns that municipalities can incorporate into their planning, such as video testimonials of residents or business owners. All municipalities in the cohort will have an opportunity to learn from their peers while they develop their unique outreach campaign plan.

In the early stages of each cohort, municipalities will work on a common timetable to develop an outreach campaign plan. Sustainable Jersey will also work with each municipality individually to develop an outreach campaign plan and provide support for implementation. Completed outreach campaign plans will be specific to each community and have different elements and timetables. Once the plans are created, each municipality will work at its own pace according to its plan with support from Sustainable Jersey. Monthly and quarterly meetings of each cohort are foreseen for the duration of the outreach campaigns.

Outreach Campaign Track Expectations

The Energy Efficiency Outreach Campaign tracks, either Residential or Commercial, assign a Sustainable Jersey staff member to help the municipality identify resources and stakeholders for a community-wide outreach and education campaign. This, in combination with grants, plug and play tools, and services we provide will help make the campaigns easy, effective, and practical.

Through virtual training sessions and individualized technical assistance, Sustainable Jersey staff will assist the municipality in:

1. Assembling the outreach team and setting campaign goals;
2. Identifying community partners;
3. Selecting customized Toolkit* resources (videography, mailing);
4. Drafting an outreach campaign plan; and
5. Reviewing the plan with the municipal outreach team.

Municipalities participating in the Energy Efficiency Outreach Campaign track will:

1. Identify a staff person or Green Team member or other responsible party to serve as the primary contact for Sustainable Jersey;
2. Establish an outreach team typically made up of Green Team members, local decision makers, and/or volunteers from community-based organizations;
3. Work with Sustainable Jersey to develop an outreach campaign plan;
4. Commit to attending a virtual kick-off event and a minimum of three virtual meetings (combination of coaching, coordinating resources from SJ to your team, training and peer learning);
5. Make a good faith effort to initiate an outreach campaign within six months of receiving funding that includes some combination of: mailings, social media, signage (like a banner) a local video, a web presence; and
6. Offer educational outreach events for residents and businesses.

***Outreach Campaign Toolkit**

Sustainable Jersey has prepared an Outreach Toolkit of resources that have proven especially impactful in engaging residents and/or businesses to take advantage of energy efficiency incentive programs that save energy and save money. For example, we have engaged a professional videographer to create a video testimonial of a local resident or business owner in your town who has participated in one of the PSE&G energy efficiency programs. More details on the Sustainable Jersey–PSE&G Outreach Toolkit can be found below in [Section D](#).

Track 3: Technical Assistance for Energy Efficiency in Municipal Facilities

The Technical Assistance track provides no-cost assistance and assigns a Sustainable Jersey staff member to guide and support municipal efforts to improve building performance through energy efficiency analysis, planning, and preparing applications for PSE&G and/or NJCEP incentives for facility upgrades. These efforts can help the municipality save money on utility bills, while reducing greenhouse gas emissions from their operations. Municipalities taking steps to reduce their energy use can ‘lead by example’ for residents and businesses in their community.

Technical Assistance Track Expectations

The Program is customizable, so technical assistance plans and timelines will vary. Generally, activities to achieve a municipality's goals, with assistance from Sustainable Jersey staff, could last from 3 – 6 months.

Through virtual training sessions and individualized technical assistance, Sustainable Jersey can help municipal staff/project team members:

1. Set up a building portfolio and an energy tracking and management system to understand how your buildings are using energy;
2. Establish a process for ongoing reporting and tracking of energy usage and cost;
3. Understand and take advantage of PSE&G and/or NJCEP incentives and rebates to improve energy efficiency in facilities; and
4. Collect and submit documentation for Sustainable Jersey energy actions.

Municipalities participating in the Technical Assistance track will:

1. Identify a staff person to serve as the primary contact for Sustainable Jersey;
2. Provide access to utility bills and other energy records as needed for the project;
3. Support participation of staff from relevant departments as needed, such as finance, facility, and other staff;
4. Commit to attending a minimum of three virtual training sessions; and
5. Begin foundational track activities within three months of receiving funding.

B. Eligibility Requirements

To be eligible to apply for the **2023 Sustainable Jersey–PSE&G Partnership Program**, an applicant must:

- Be a New Jersey municipality;
- Receive BOTH electricity and gas service from PSE&G.

The Partnership Program is open to municipalities served 100% by PSE&G, whether or not they are currently registered or certified with Sustainable Jersey. Completing activities related to program participation can help a municipality earn points toward certification.

The list of eligible municipalities can be found [here](#) and in [Appendix B on page 14](#).

Low- and moderate-income, overburdened, and distressed municipalities are encouraged to apply. Priority for some grants will be provided to distressed communities (based on the New Jersey Department of Community affairs Municipal Revitalization Index score).

C. Application Process

Sustainable Jersey staff will review applications. During the application process, an interview with municipal staff may be requested. Applicants must be responsive to an interview request.

Applications will be screened based on the Eligibility Requirements outlined in [Section B](#) and evaluated based on the criteria below:

- Responsiveness to a selection interview, if requested; and
- Demonstrated commitment to follow through with the Program and support SJ staff with any requested information relevant to the track (i.e. data needed to complete energy efficiency incentive applications for the Technical Assistance track).

Once admitted to the program, the municipal staff contacts listed on the application, along with other key team members, are expected to participate in an introductory conference call with Sustainable Jersey in April 2023 to orient both the on-site staff and Sustainable Jersey staff to the municipality's needs and goals for this engagement. During this initial consultation, Sustainable Jersey staff will solicit information on current needs for energy efficiency/equipment replacements (Technical Assistance track) or for outreach campaign planning.

Due to the robust support provided by Sustainable Jersey and the customization of this Program, the number of applicants may exceed Sustainable Jersey's capacity to accommodate all applicants. Sustainable Jersey reserves the right to limit program participation at its discretion.

D. Funding Support for Program Participants

Program participants are eligible to receive funding to support their efforts. The Program's flexible funding options are designed to cover expenses involved in completing energy efficiency tracking and management tasks and supporting outreach campaign activity to achieve energy efficiency goals. Funds can be used for eligible (direct or indirect) program-related expenses related to energy efficiency planning initiatives and energy efficiency community outreach campaigns.

Eligible Expenses

Eligible expenses refers to anything directly related to participation in this program. That can include direct expenses such as the purchase of outreach materials, hiring of contractors/consultants, contracting for professional services, or compensating/hiring/reimbursing staff or volunteers for completing tasks and activities related to energy efficiency tracking and management, utility data collection/entry/tracking, attending virtual training sessions, and outreach campaign planning and implementation. For questions, please contact Leanne McGowan, Program Manager, via email at: mcgowale@tcnj.edu.

Grants and Reporting Requirements

By accepting Program funding, a municipality agrees to use the funds to support their efforts related to implementing the SJ–PSE&G Partnership Program. Municipalities accepted into the Program are eligible for the following funding options:

\$2,500 Program Start-up Grant (non-competitive)

All Program participants will receive a \$2,500 Start-up grant to support their efforts in any of the three tracks.

Application: No scope of work or budget is required.

Availability: One time per municipality upon entering the Program.

Reporting: Upon completion of the TA or Outreach Campaign, submit a short statement on how the funds were utilized, including a summary of accomplishments.

\$5,000 Outreach Campaign Grant

Supplemental grants will be available on a competitive basis to support Outreach Campaigns only (participation in virtual sessions and completion of foundational program tasks is expected).

Application: A separate application is required, including submission of a budget and description of planned activities.

Availability: All municipalities are eligible to apply for this grant upon completion of an outreach campaign **plan** in consultation with Sustainable Jersey.

Reporting: Upon completion of the Outreach Campaign, submit a brief project report/summary of campaign activities and campaign accomplishments and a simple accounting of expenses.

A second Outreach Campaign Grant is available on a competitive basis to all communities, subject to the availability of funds, with priority given to distressed communities (as determined by a community’s MRI Rank, based on the NJ Division of Community Affairs Municipal Revitalization Index (MRI)).

Total Program Grant funding for any municipality will not exceed \$12,500.

Outreach Toolkit

An Outreach Toolkit of customizable resources is offered in addition to the above Grants for participants in Tracks 1 and 2.

Sustainable Jersey–PSE&G Partnership Program Outreach Toolkit

Materials available in the Toolkit* include:

- a. Complimentary customized outreach campaign services and resources
 - i. videography for creating testimonial videos of local residents or business owners who've participated in PSE&G incentives;
 - ii. community website for promoting the Outreach Campaign;
 - iii. direct mailing to residents or small businesses from the municipality; and/or
 - iv. customized tablecloth and banner.
- b. Outreach Campaign promotional and tabling materials that can be customized** and used throughout the campaign and at community events
 - i. newsletter insert, flyers, brochures, etc.;
 - ii. press release and social media templates; and
 - iii. PSE&G giveaways.

*Municipalities will select relevant Toolkit items from the list above upon consultation with Sustainable Jersey staff. Please note that availability of some items may depend on professional services beyond the control of Sustainable Jersey.

**Outreach Templates provided by Sustainable Jersey must be used “as is” without any changes other than the insertion of the municipality’s name and logo where indicated.

E. Program Application

Applications must be submitted using the SJ–PSE&G Partnership Program [Online Application](#) by 11:59 PM on **Wednesday, March 29, 2023**. Only online application submissions will be considered for funding.

Applicants will submit one application to participate in the Partnership Program. Each applicant will select ONE of the following tracks as part of the initial application process:

- Track 1. Residential Energy Efficiency Outreach Campaign
- Track 2. Commercial Energy Efficiency Outreach Campaign
- Track 3. Technical Assistance for Energy Efficiency in Municipal Facilities

Upon successful completion of foundational activities (see [Section A](#) above) in the initially-selected track, a municipality can move into a second track (subject to the availability of resources from Sustainable Jersey).

The goal of the Program is to have participating municipalities complete all three tracks over a period of time. Each municipality can move at its own pace, with some municipalities completing tracks in a shorter timeframe than others that might need two or more years.

See [Appendix A](#) for instructions on how to use the SJ–PSE&G Partnership Program Online Application. The Program application can be accessed using this link:

<https://webportalapp.com/sp/login/sjsegeppapp>

The online application form includes the following sections:

1. Applicant Information

- Municipality, county, and mailing address.

2. Applicant Contacts

- Primary and secondary contacts. Provide full contact information, including name, title, street address, email address, and phone numbers for a primary and secondary staff contact. The primary and/or secondary contacts should be municipal officials (not consultants). These contacts will be notified once a final decision on the application is made.
- Fiscal contact. Provide full contact information for a fiscal contact who can process the grant funds (this can be the same as the primary or secondary contact).

3. Contacts for Program-related activities

- We encourage you to provide additional contacts likely to be involved in the Program. This is not mandatory but demonstrates the municipality’s commitment.
 - For the Outreach Campaign track, please provide names for members of the outreach team, such as Environmental Commission or Green Team member or elected officials.
 - For the Technical Assistance track, please provide names for municipal staff that will be involved in reviewing utility bills, energy use, and making decisions regarding energy efficiency upgrades, such as DPW/facilities staff, financial staff, and Business Administrator.

4. Proposed Program energy efficiency goals (optional)

- For the Outreach Campaign track, please share information (if any is available) on existing initiatives or priorities that your community may have that could support or relate to a community Outreach Campaign on energy efficiency. Feel free to include any previous energy efficiency awareness outreach or other related activities or relevant community needs/barriers.
- For the Technical Assistance track, please provide general goals for municipal facilities that the municipality hopes to address with the support of Sustainable Jersey technical assistance.

5. Program Authorization

- Digitally sign the authorization form. This should be signed by a member of the governing body, the business administrator, or an authorized staff member.

6. Resolution

- A signed and dated municipal resolution demonstrating a commitment to the Program should be submitted with the application by the March 29th deadline.
- NOTE: This resolution is different from the resolution passed to register for Sustainable Jersey.
 - Click [here](#) for a sample municipal resolution supporting the submission of the 2023 Sustainable Jersey–PSE&G Partnership Program application. It would be best to start the process of obtaining the municipal resolution as early as possible to allow enough time to have the resolution adopted.
 - **Applications may be accepted with a proposed resolution and the date it will be presented to the governing body.** Please contact Leanne McGowan at mcgowale@tcnj.edu if you are unable to submit the signed and dated resolution with your application.
 - Once the online application, including your resolution, has been submitted via the Sustainable Jersey Grants Online Grant Application, the primary and secondary contacts listed on the application will receive a confirmation email that the application was successfully submitted.

Additional questions for Track 3. Technical Assistance applicants.

If your municipality initially selects Track 3. Technical Assistance for Energy Efficiency in Municipal Facilities, please include the following information with your application. If you are beginning with Tracks 1 or 2, the information below may be provided at a later date, if/when you proceed to Track 3.

1. List of municipal buildings

- Provide a list of municipally owned and operated buildings with street addresses.

2. Completed energy projects

- Provide a brief summary of recently completed energy projects.
 - Upgrades and/or equipment replacements completed within the past five years.
 - If available, please note if efforts were funded in part through utility and/or New Jersey's Clean Energy Program (NJCEP) incentives or other external funding sources, for example the municipality upgraded HVAC within the past 5 years using the Direct Install program.
 - Recent building renovations or substantial retrofits of existing space, including additions or expansions.
 - Newly acquired properties needing renovations/upgrades.

3. Planned energy projects

- Provide a brief summary of planned energy projects:
 - Equipment replacements foreseen (immediate, next 1-2 years, etc.)
 - Upcoming renovation or new construction projects
 - Recent or planned building acquisitions

NOTE FOR ALL APPLICANTS

Contact Leanne McGowan, Program Manager, via email at mcgowale@tcnj.edu, or voicemail at 609.771.2063 if you have any questions regarding this opportunity.

F. Terms and Conditions

1. For municipalities beginning with Track 1. Residential Energy Efficiency Outreach Campaign or Track 2. Commercial Energy Efficiency Outreach Campaign: It is expected that a good faith effort will be made to launch an outreach campaign within 6 months of receiving Program funding.
2. For municipalities beginning with Track 3. Technical Assistance for Energy Efficiency in Municipal Facilities: It is expected that the municipality will begin its Technical Assistance efforts within three months of receiving Program funding.
3. For all Program Grants, please review the reporting requirements ([Section D](#)).
4. Outreach Materials: Outreach material templates (Mayor's letter to residents, flyer, etc.) have been created by Sustainable Jersey and PSE&G to support municipalities in creating successful Outreach Campaigns. Templates are designed to be easily customizable by inserting a municipality's name and logo where indicated. Beyond this, the information/text in templates cannot be altered or omitted.

Appendix A. Online Grant Application Portal, Creating an Account

NOTE: Whether the municipality has submitted a grant application to Sustainable Jersey in the past, or has not previously created an online account on the Sustainable Jersey Grants Program Online Application portal, please follow the instructions below.

This account can be used to submit multiple applications for the Sustainable Jersey–PSE&G Partnership Program. A municipality should use only one account to submit any program track applications, grant applications and reporting forms associated with its participation in the Program.

A municipality will be able to submit up to three applications--one for each of the program tracks. Municipalities will be given the opportunity to apply for more than one program track following initial acceptance into the Program and after recommendation from the Sustainable Jersey Energy Team. Making progress in one program track will not prevent a municipality from working on another program track.

Below is more information on how to utilize the online portal. When working on an application, you may save your work, log out, and resume your progress at any time by using the login feature. Drafts of the application will automatically save every 5 minutes and a "save draft" button is available at the end of the application form. Applicants are encouraged to save manually using the button.

An application can be accessed and edited once submitted, until the March 29th deadline. Please contact **Leanne McGowan, Program Manager**, mcgowale@tcnj.edu, if you need assistance.

STEP ONE

Sign up for an account via the online **SJ–PSE&G Partnership Program Online Application**.

<https://webportalapp.com/sp/login/sipsegeppapp>

Be sure to record the email address and password you used. Accepted program participants will need this information to log into the system to complete grant applications, any required reports, and additional program track applications.

The person signing up for the account will be considered the account's **primary contact**. Sustainable Jersey will direct all communications about any applications to both the primary and secondary contacts (see Step Three below).

NOTE: This account is **NOT** the same account used by your municipality to submit applications into any of the Sustainable Jersey Grants Program cycles. Even if your municipality has a grant account, the primary contact working on the SJ–PSE&G Energy Efficiency Partnership Program must sign up for a new account.

Sustainable Jersey-PSE&G Energy Efficiency Partnership Program Account

This account can be used to submit an application to participate in the Sustainable Jersey-PSE&G Energy Efficiency Partnership Program. Below is more information on how to utilize your account. Learn more about the Program [here](#) in the Application Information Packet.

Multiple Tracks
Applicants will submit one application to participate in the Partnership Program. Each applicant will select ONE of the following tracks as part of the initial application process.

Sign In
Email
Password
Log In [Forgot your password?](#)

Need an Account?
Sign Up

Sign Up
Enter an email address and choose a password to create a new account.

Email

Password

- Must contain at least one lowercase letter
- Must contain at least one uppercase letter
- Must contain one number
- Must be between 8 and 32 characters
- Must not be an email address

Confirm password

Passwords must match

Sign Up

STEP TWO

After signing up for your account, you must create a profile before moving forward with filling out an application. Click “Create a Profile to Get Started” to access the Profile form.

Homepage Welcome, vollmerk@tcnj.edu

Thank you for signing up for a Sustainable Jersey-PSE&G Energy Efficiency Partnership Account account! As the **primary contact**, you will use this account to submit program track applications and, if selected to participate, any grant applications or required reporting requirements associated with your participation. Before moving forward with an application, you must first create a Profile for your account.

Please click “**Create a Profile to Get Started**” to begin. You can always edit your Profile by clicking “Edit”.

You cannot move forward until you have completed your Profile.

The profile will ask you to provide more information about your municipality.

[Create a Profile to Get Started](#)

Applicant Information

Only eligible municipalities are listed and able to apply. Search for your municipality name via the search bar and this information will auto-fill. Please note that municipalities with the same name may have to try clicking on more than one name before finding the one assigned to the correct county.

If your municipality is not listed, then you are not eligible to apply for this Program.

Select Your Municipality *

Only eligible municipalities are listed

County *

Mailing Address *

STEP THREE

You will also be asked to provide contact information for a **primary, secondary and fiscal contact**.

Please note that the primary and secondary contacts must be municipal employees. These contacts cannot be consultants. Sustainable Jersey will direct all communications about the application to the primary and secondary contacts.

Primary Application Contact

This is the primary person Sustainable Jersey will correspond with regarding this application and any subsequent award. The primary contact must be a municipal staff member. It cannot be a consultant.

Name *

Title *

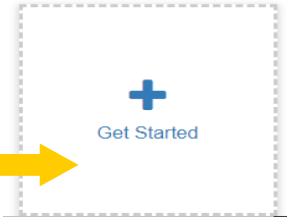
Phone *

Phone Number Extension

Email *

STEP FOUR

After filling out the profile section, you will be able to access an application form for any of the three program tracks. Click “Get Started” to access the application form. You are now ready to complete the different application sections. The application questions are provided in [Section E](#) above.



Appendix B. List of Municipalities Served 100% by PSE&G (electricity and gas)

Allentown Boro	Ewing Twp	Maplewood Twp	Ridgewood Village
Audubon Boro	Fair Lawn Boro	Maywood Boro	River Edge Boro
Audubon Park Boro	Fairfield Twp	Merchantville Boro	River Vale Twp
Barrington Boro	Fairview Boro	Middlesex Boro	Riverside Twp
Bayonne City	Fieldsboro Boro	Midland Park Boro	Riverton Boro
Belleville Twp	Florence Twp	Millstone Boro	Rochelle Park Twp
Bellmawr Boro	Fort Lee Boro	Montclair Twp	Rocky Hill Boro
Bergenfield Boro	Franklin Twp, Somerset	Montgomery Twp	Roseland Boro
Beverly City	Garfield City	Moonachie Boro	Rutherford Boro
Bloomfield Twp	Glen Ridge Boro	Moorestown Twp	Saddle Brook Twp
Bogota Boro	Glen Rock Boro	Mount Ephraim Boro	Secaucus Town
Bordentown City	Gloucester City	Mount Holly Twp	Somerville Boro
Bordentown Twp	Guttenberg Town	Mount Laurel Twp	South Bound Brook Boro
Bound Brook Boro	Hackensack City	National Park Boro	South Hackensack Twp
Brooklawn Boro	Haddon Heights Boro	New Brunswick City	South Orange Village Twp
Burlington City	Haddon Twp	New Milford Boro	South Plainfield Boro
Burlington Twp	Haddonfield Boro	Newark City	Tavistock Boro
Caldwell Boro	Hainesport Twp	North Arlington Boro	Teaneck Twp
Camden City	Haledon Boro	North Bergen Twp	Tenafly Boro
Carlstadt Boro	Hamilton Twp	North Brunswick Twp	Teterboro Boro
Cedar Grove Twp	Harrison Town	North Caldwell Boro	Totowa Boro
Cinnaminson Twp	Hasbrouck Heights Boro	North Haledon Boro	Trenton City
City of Orange Twp	Haworth Boro	North Plainfield Boro	Union City
Cliffside Park Boro	Hawthorne Boro	Nutley Twp	Verona Twp
Clifton City	Highland Park Boro	Oaklyn Boro	Waldwick Boro
Collingswood Boro	Hillsdale Boro	Oradell Boro	Wallington Boro
Delanco Twp	Hoboken City	Palisades Park Boro	Washington Twp, Bergen
Delran Twp	Ho-ho-kus Boro	Palmyra Boro	Weehawken Twp
Dumont Boro	Irvington Twp	Paramus Boro	West Caldwell Twp
Dunellen Boro	Jersey City	Passaic City	West New York Town
East Orange City	Kearny Town	Paterson City	West Orange Twp
East Rutherford Boro	Leonia Boro	Pennsauken Twp	Westampton Twp
Eastampton Twp	Little Falls Twp	Piscataway Twp	Westville Boro
Edgewater Boro	Little Ferry Boro	Plainfield City	Westwood Boro
Edgewater Park Twp	Lodi Boro	Plainsboro Twp	Willingboro Twp
Elmwood Park Boro	Lumberton Twp	Princeton	Woodbury City
Emerson Boro	Lyndhurst Twp	Prospect Park Boro	Woodcliff Lake Boro
Englewood City	Mansfield Twp	Raritan Boro	Woodland Park Boro
Englewood Cliffs Boro	Manville Boro	Ridgefield Boro	Woodlynne Boro
Essex Fells Boro	Maple Shade Twp	Ridgefield Park Village	Wood-ridge Boro