



# 2014 ANNUAL REPORT

PREPARED FOR:  
The Michigan Public Service Commission  
4300 West Saginaw Highway  
Lansing, MI 48917





4	Executive Summary
6	Introduction & Historical Background
14	Highlights & Accomplishments
32	Satisfaction
34	New Team Members
35	Financials
38	Income Qualified
41	ENERGY STAR®
46	Appliance Recycling
49	Home Performance
52	Residential Education
54	Contractor Training Pilot
55	SmartStat Nest Thermostat Pilot
57	Commercial and Industrial
59	Commercial & Industrial - Education
61	Commercial & Industrial - Pilot
64	Marketing
66	QA/QC
68	Contacts
69	Glossary
70	Notes

At Efficiency UNITED, our goal is to make a difference in the communities we serve. For the third consecutive year, we have achieved our program savings targets with our partnering energy providers.

2014 was a transitional year for many of our programs. Several of the changes we made are listed below:

- An increased focus on implementing long-life measures rather than short-term solutions
- The introduction of new measure savings factors; net to gross, verified gross, market transformation and lifetime adjustment factors
- Indiana Michigan Power and SEMCO ENERGY Gas Company opted-out of Efficiency UNITED, but continued working in close collaboration
- Further implementation of Customer for Life approach; people first, buildings second

Among the highlights, Efficiency UNITED:

- Served 37,386
  - Income Qualified: 2,721
  - Residential: 34,053
  - Commercial & Industrial: 612
- Returned \$3,491,932 in incentive dollars to customers
  - Income Qualified: \$461,527
  - Residential: \$1,428,892
  - Commercial & Industrial: \$1,601,513
- Achieved total electric savings of 59,661,474 kWh
  - Income Qualified: 2,022,979 kWh
  - Residential: 10,765,627 kWh
  - Commercial & Industrial: 46,872,866 kWh
- Achieved total natural gas savings of 3,680,342 therms
  - Income Qualified: 65,184 therms
  - Residential: 707,377 therms
  - Commercial & Industrial: 2,907,782 therms
- Eliminated the sale of ENERGY STAR event kits in favor of selling individual products based on evaluation findings from 2013
- Provided consistent and customized monthly reporting
- Introduced and implemented several pilot programs which will continue in 2015 program year
- Continued the Customer for Life approach through implementation of the People First, Buildings Second model; Energy Advisors made approximately 5,400 calls to member customers.
- Built and enhanced rapport with the tribal communities leading to completion of work with the Ojibwa, Lac Vieux Desert and Pokagon Band of Potawatomi Indians tribes. Work with these tribes and the Keweenaw Bay Indian and Hannahville tribes is slated to continue for program year 2015
- Partnered with the non-profit, New Power Tour, to provide incentives to Income Qualified customers. New Power Tour completed direct installation of LEDs, high efficiency showerheads, aerators and pipe wrap.
- Efficiency UNITED hosted the 2014 Michigan Commercial & Industrial Energy Conferences, which were held in Harris, MI and Battle Creek, MI, drawing a combined attendance of more than 375 vendors, trade allies and customers. 2014 represented the first year all utilities within the state collaborated to offer the educational event to its end-use customers. Utility sponsors included Indiana Michigan Power, SEMCO ENERGY Gas Company, DTE Energy, Consumers Energy, Lansing Board of Water & Light and the grouping of utilities under Energy Optimization.
- The introduction of Trade Ally Tuesdays offered statewide networking events
- A Commercial & Industrial Trade Ally Manager was hired to enhance relationships with Trade Allies
- An Evaluation Consultant was hired to enhance the working relationship between the Program Team and the evaluator, DNV GL, to emphasize a more proactive approach



Efficiency UNITED is the brand name for energy optimization programs offered on behalf of participating providers of retail electric and natural gas services pursuant to 2008 PA 295, Section 91(1). Section 91 allows interested providers to comply with PA 295 EO requirements by making annual payments to a qualified, independent non-profit organization selected by the Michigan Public Service Commission. These payments are derived from surcharges collected from customers via their utility bills.

After competitive bid processes in July 2009 and November 2013, the MPSC selected Michigan Community Action (formerly Michigan Community Action Agency Association), with CLEAResult as its primary implementation contractor, to administer the Efficiency UNITED EO programs. MCA is a non-profit state association of 29 Michigan Community Action Agencies which provide programs and services, such as weatherization, to help income-qualified individuals and families throughout the state achieve greater economic self-sufficiency and stability. MCA has extensive experience with administering grant-funded weatherization and energy efficiency programs. The contract between the State of Michigan and MCA includes energy savings targets for each participating provider.

Initial program services began late in the fourth quarter of 2009. 2010 was the first full year of programming. Because of the limited programming period in 2009, the MPSC staff combined energy savings targets for 2009 and 2010. Energy savings targets were achieved for both 2009 and 2010 by December 31, 2010 for all but one utility, whose target was completed in 2011.

In 2011, all but one electric and one natural gas utility met energy savings targets through the Efficiency UNITED program.

In 2012, in addition to making up the 2011 savings shortfalls, Efficiency UNITED achieved the savings goals for all electric and natural gas providers.

In 2013, Efficiency UNITED welcomed two additional municipal electric providers to the consortium (The City of Dowagiac and The City of Harbor Springs Electric Department), bringing the total to 20 providers. Efficiency UNITED achieved or exceeded all classes combined savings targets for each participating member.



In 2014, Efficiency UNITED continued its program success by achieving all classes combined savings targets for each participating member.

Members included:

#### ELECTRIC PROVIDERS

- Alpena Power Company
- Baraga Electric Utility
- Bayfield Electric Cooperative
- The City of Crystal Falls
- Daggett Electric Company
- The City of Dowagiac
- The City of Gladstone Department of Power & Light
- The City of Harbor Springs Electric Department
- Hillsdale Board of Public Utilities
- L'Anse Electric Utility
- The City of Negaunee Electric Department
- The City of Norway Department of Power & Light
- The City of South Haven Public Works
- Upper Peninsula Power Company
- We Energies
- Wisconsin Public Service
- Xcel Energy

#### NATURAL GAS PROVIDERS

- Michigan Gas Utilities
- Wisconsin Public Service
- Xcel Energy

#### SELF-IMPLEMENTING MEMBERS

- Indiana Michigan Power
- SEMCO ENERGY Gas Company

Both Indiana Michigan Power and SEMCO ENERGY Gas Company left Efficiency UNITED and began contracting directly with CLEARResult; both energy providers continue to collaborate with Efficiency UNITED.

The following organizations assisted MCAAA with design, implementation, administration and marketing of Efficiency UNITED in 2014:

ORGANIZATION	ROLE
Morgan Marketing Partners	Program Design
MCAAA	General Contract/Financial Management
CLEARresult	Implementation Contractor
Jaco Environmental, Inc.	Appliance Recycling Program Delivery
Enercom	Online Audit Software Development
MCAAA/Statewide CAA Network	Income Qualified Program Delivery
DNV GL - Energy <small>(formerly DNV Kema)</small>	Program Evaluation Contractor
National Energy Foundation	Residential Education - School Program Delivery
Blue Terra Energy	Direct Installation Services
Camden Appliance	Direct Installation Services/In-Home Surveys
First Contracting Inc.	Direct Installation Services
Parker-Arntz Plumbing and Heating, Inc.	Direct Installation Services
Strategic Energy Solutions	Data Analysis
United Way	Community Outreach/Advocacy
Michigan Saves	Comprehensive Program Customer Funding
Michigan State University	Agriculture Program Delivery



## MARKET TRANSFORMATION, LONG-LIFE MEASURES AND NEW SAVINGS FACTORS

Continued emphasis on market transformation and transitioning to long-life measures occurred in 2014 program design. The MPSC introduced savings factors that influenced program offerings and encouraged the installation of longer life measures.

These savings factors include:

- Market Transformation (MT)
  - Applies to electric measures only
  - Factor of 2x annual verified savings for residential
  - Factor of 1.5x annual verified savings for commercial
  - Encourages installation of LEDs, mini-split heat pump water heaters and air source heat pump water heaters
- Lifetime Adjustment Factor (LAF)
  - Applies to all measures
  - Economic Useful Life/10
  - Neutral impact on measures with EUL of 10 years
  - Positive impact on measures with EUL greater than 10 years
  - Negative impact on measures with EUL lower than 10 years

The new factors were combined with factors used in prior years including:

- Net-to-Gross (NTG)
  - Applies to all measures
  - MPSC set values of .82 percent for retail program CFL, .9 percent for all other non-Income Qualified measures, 100 percent for all Income Qualified measures

- Verified Gross (VG)
  - Applies to all measures
  - Prior year evaluation verified savings values

Savings values for measures were calculated as follows during program year 2014:

- 2013 Carryover Savings – Gross x NTG x VG
- 2014 Savings – Gross x NTG x VG x MTx LAF

---

### This approach:

- Allowed Efficiency UNITED to offer increased incentives on measures allowing more customers the opportunity to invest in longer life measures.
  - Saw a significant increase in the number of LEDs, heat pump water heaters and mini split heat pumps installed during 2014
  - Increased emphasis on transitioning toward the use of LED bulbs and away from CFLs. Saw Efficiency UNITED decrease reliance on direct installs, mainly offered through the multi-family Energy Efficiency Assistance Program.
-

## A CONTINUED EMPHASIS ON THE CUSTOMER FOR LIFE APPROACH

The “customer for life” approach continued in 2014 with an emphasis on generating repeat program participants. This idea is demonstrated by putting “people first, buildings second” and was the guiding light for the Customer for Life Pilot Program.

The Customer for Life Pilot provides energy advising services to customers of participating members. In 2014, Efficiency UNITED Energy Advisors called more than 6,000 past program participants to enroll in energy advising service calls.

The intent of the calls was to:

- Learn what is important to the customer.
- Develop energy action plans.
- Advise customers on energy efficiency opportunities in their home.
- Advise customers on program opportunities and incentives.
- Generate repeat program participants.

The Customer for Life Pilot will continue into 2015 and results will be determined upon program year end (see Customer for Life Pilot for more information).

---

Efficiency UNITED continued to enhance existing and foster new relationships to generate repeat program participants. Efficiency UNITED’s relationships with the community action agencies, housing commissions, other non-profit groups, trade allies and customers continues to yield positive results.

### This Results In:

- The Energy Efficiency Assistance Program continued work with community action agencies and multifamily management groups throughout the state. The Program also fostered new relationships with non-profit groups such as New Power Tour and the tribal communities across Michigan resulting in the development of two year plans with many of these groups.
- Commercial and Industrial Energy Advisors continued to complete Joint Energy Efficiency Plans and build rapport with relationships established in prior program years.
- The introduction of the Continuous Improvement Pilot focused on continuing relationships with commercial and industrial customers by moving them through steps of creating an energy management program.
- Trade Ally Coordinators continued to visit trade allies in the field to solicit feedback, provide updates on program changes and drive participation.
- Through the introduction of Trade Ally Tuesdays, Efficiency UNITED offered contractors a great learning opportunity with different topics presented each month, while also building rapport.
- The introduction of a Commercial and Industrial Trade Ally Manager bolstered our trade ally efforts.

## COLLABORATION WITH EFFICIENCY UNITED PARTICIPATING MEMBERS & PROGRAM COMMUNICATION

The voice of Efficiency UNITED participating members continued to be a priority in 2014.

Our goal was to:

- Solicit feedback from participating members
- Enhance collaboration
- Enhance program communication for current and future activities

These activities included:

- Introduction of improved, individualized and consistently delivered monthly reporting
- In-person visits to discuss program and pilot activities, plans and to solicit program feedback
- Email and phone call updates delivered throughout the year to discuss program and pilot activities, plans and to solicit program feedback
- Review of 2014 and 2015 pilot programs and associated budgets prior to implementation
- Event invitations consistently delivered in advance of event date via Outlook Calendar invitations
- Invitations to member Account Executives/ Representatives for Commercial and Industrial customer visits where requested

Communication and collaboration enhanced in 2014 based on feedback from participating members.

---



## COLLABORATION WITH MPSC AND DNV GL

Collaborative energy efficiency activities continued in 2014. During 2014, Efficiency UNITED:

- Participated in the MPSC EO Collaborative Design, Implementation and Evaluation Work Groups
- Solicited input and provided feedback on the Michigan Energy Measures Database and 2014 introduced savings factors
- Provided updates on trade ally partnership efforts
- Worked closely with the Michigan Energy Efficiency Contractors Association to solicit trade ally feedback and drive participation to events such as Trade Ally Tuesday

In 2014, there was also a strong focus on enhancing our working relationship with program evaluator DNV GL. An Efficiency UNITED Evaluation Consultant was hired to lead this effort with the focus of reaching our goal of becoming more proactive and less reactive to program evaluations.

Efforts included:

- Weekly communication on evaluation activities planned
- Review of engineer savings calculations for select Commercial and Industrial Custom projects
- Working to provide data needed

Efficiency UNITED continued to build on lessons learned through program delivery and feedback provided by DNV GL and participating members. Efficiency UNITED continually seeks ways to enhance our:

- Innovative energy optimization program offerings
- Outstanding customer service
- Robust educational tools (including online residential and small business energy audits)
- Partnerships with local retailers and contractors
- Cooperative working relationship with our participating providers

Efficiency UNITED program offerings are divided into two general categories:

RESIDENTIAL

Appliance  
Recycling

Multifamily

Pilot

ENERGY STAR

Home  
Performance

Education

COMMERCIAL & INDUSTRIAL

C&I Prescriptive\*

C&I Custom\*

C&I Pilot

C&I Education

*\*Energy savings goals and results are combined for these programs to provide maximum flexibility for customers.*

### GOAL ACHIEVEMENT

The program team built on past successes and lessons learned to deliver energy savings in excess of target for all classes combined, for all electric and natural gas utility providers. The programs issued \$3,491,932 in incentives to 37,386 program participants and generated Michigan residents savings of 59,661,474 kWh and 3,680,342 therms respectively.

Pulse allows for accurate up-to-date tracking and forecasting of both energy-savings and incentive-spend activity. The team is able to plan effectively and accurately to remain on track.

The table on the right shows goal achievement by utility for the Income Qualified, Residential and Commercial & Industrial classes.

37,386

# of Program Participants

\$3,491,932

Incentives Paid

59,661,474

kWh Savings Achieved

3,680,342

Therm Savings Achieved



## Combined (All Classes) Savings Achieved in 2014

PROVIDER	INCOME QUALIFIED	RESIDENTIAL	C&I	ALL COMBINED
<b>ELECTRIC UTILITIES</b>				
Alpena Power Company	163%	474%	109%	189%
Baraga Electric Utility (WPPI)	127%	37%	200%	181%
Bayfield Electric Cooperative	146%	97%	-	109%
Crystal Falls Electric Department (WPPI)	192%	184%	315%	252%
Daggett Electric Company	58%	72%	310%	129%
City of Dowagiac	103%	66%	166%	140%
The City of Gladstone Department of Power and Light	141%	47%	198%	125%
City of Harbor Springs	40%	33%	281%	153%
Hillsdale Board of Public Utilities	148%	45%	160%	130%
L'Anse Electric Utility (WPPI)	170%	60%	216%	168%
City of Negaunee Electric Department (WPPI)	201%	85%	149%	122%
City of Norway Department of Power and Light (WPPI)	113%	204%	149%	171%
City of South Haven Department of Public Works	121%	110%	220%	181%
Upper Peninsula Power Company (WPS)	107%	113%	138%	129%
We Energies	96%	194%	95%	99%*
Wisconsin Public Service Corp. - Electric	95%	91%	129%	120%
Xcel Energy - Electric	105%	178%	100%	126%
<b>Electric Utility Total</b>	<b>112%</b>	<b>167%</b>	<b>110%</b>	<b>118%</b>
<b>NATURAL GAS UTILITIES</b>				
Michigan Gas Utilities	52%	79%	237%	164%
Wisconsin Public Service Corp. - Gas	11%	71%	146%	121%
Xcel Energy - Gas	33%	99%	232%	154%
<b>Natural Gas Utility Total</b>	<b>49%</b>	<b>79%</b>	<b>231%</b>	<b>161%</b>

\*Savings goal achieved via Special Pilot Program delivery, Total achieved with Special Pilot is 31,706,398 kWh.

## HIGHLIGHTS BY CLASS

### Income Qualified Class

The Efficiency UNITED Income Qualified program issued more than \$461,527 in rebates to more than 2,721 program participants. The programs achieved spend targets for 17 of 20 member participants and generated energy savings of 2,022,979 kWh and 65,183 therms.

As in years past, the community action agency network was able to use Efficiency UNITED funds to leverage with weatherization programs to continue to assist the demand for income qualified clients. In addition, Efficiency UNITED continued relationships with housing commissions, property management companies and groups such as United Way and the Lac Vieux Desert tribal community.

New relationships were fostered with four additional tribal communities, independent multifamily landlords, New Power Tour and Interfaith Manor.

Assistance to customers included, but was not limited to, complimentary lower-cost energy savings measures, rebates for weatherization work, rebates for heating system and refrigerator replacements. As a result of these activities, Michigan's most vulnerable residents received much needed assistance.

**2,721**

# of Program Participants

**3%**

% of All Classes kWh Savings Achieved

**\$461,527**

Incentives Paid

**65,183**

Therm Savings Achieved

**2,022,979**

kWh Savings Achieved

**2%**

% of All Classes Therm Savings Achieved

### Residential Class

The Efficiency UNITED Residential Programs achieved savings through a multiple-programs approach and issued more than \$1,428,892 in incentives to more than 34,053 program participants. The programs generated energy savings of 10,765,627 kWh and 707,377 therms.

The programs continue to evolve and deliver energy savings through a wide variety of measures and outreach approaches. Consistent with the Efficiency UNITED objective to increase the impact of longer-life measures on energy savings, the ENERGY STAR Program increased the LED program offerings. The Home Performance Program focused on driving measures such as heat pump water heaters, mini split heat pumps and envelope measures.

The ENERGY STAR team worked to collaborate with Efficiency UNITED energy providers on community events, often participating in local events requested by Efficiency UNITED member energy providers. Family Dollar stores were added in many smaller communities making instant discounted CFLs more accessible.

The Appliance Recycling program recycled 428 appliances and continued community recycling events, which offered customers the opportunity to recycle dehumidifiers and room air conditioners without requiring a refrigerator or freezer. Appliance collection was also extended through November in the Upper Peninsula.

The Think! Energy program collaborated with Indiana Michigan Power, SEMCO ENERGY Gas Company and DTE Energy while continuing to deliver energy education to 4th and 6th grade classrooms representing 1,564 student participants. Teachers and parents alike continue to enjoy this experience.

Several pilot programs were introduced to compliment core program offerings including Customer for Life and SmartStat. Each pilot focuses on building a relationship between the customer and their energy provider.

## 34,053

# of Program Participants

## \$1,428,892

Incentives Paid

## 10,765,627

kWh Savings Achieved

## 18%

% of All Classes kWh Savings Achieved

## 707,377

Therm Savings Achieved

## 19%

% of All Classes Therm Savings Achieved



### Electric Savings Table by Program

PROGRAM	# OF TOTAL PROGRAM PARTICIPANTS	INCENTIVES PAID	KWH SAVINGS ACHIEVED	% OF RESIDENTIAL KWH SAVINGS ACHIEVED
Appliance Recycling	335	\$56,576	373,869	3%
ENERGY STAR	28,526	\$557,213	9,114,363	85%
Home Performance	278	\$57,457	679,356	6%
Education	1,519	\$37,517	248,565	2%
Pilot	133	\$42,469	287,138	3%
Multifamily	0	\$0	62,336	1%

### Natural Gas Savings Table by Program

PROGRAM	# OF TOTAL PROGRAM PARTICIPANTS	INCENTIVES PAID	THERM SAVINGS ACHIEVED	% OF RESIDENTIAL THERM SAVINGS ACHIEVED
ENERGY STAR	224	\$7,585	14,672	2%
Home Performance	1558	\$528,769	635,093	90%
Education	1197	\$29,392	30,708	4%
Pilot	68	\$22,680	23,735	3%
Multifamily	0	\$0	3,168	0%

### Commercial & Industrial Class

The Commercial & Industrial team delivered energy savings through the prescriptive and custom measure rebates, energy education and pilot programs. The Commercial & Industrial programs and issued more than \$1,601,513 in incentives to more than 612 program participants. The programs generated energy savings of 46,872,866 kWh and 2,907,782 therms respectively. Building on established relationships with customers and trade allies, Energy Advisors continued their success in not only identifying projects, but assisting customers with moving projects forward. Using prior year and new Joint Energy Efficiency Plan(s), Energy Advisors helped customers identify energy saving goals and prioritize projects.

The first annual Michigan Commercial & Industrial Energy Conferences (formerly the Efficiency UNITED Commercial & Industrial Energy Conference) were held in Battle Creek and Harris, Michigan. The team's hard work and collaboration with Consumers Energy, DTE Energy, Energy Optimization and the Lansing Board of Water & Light helped drive record attendance levels to each conference with approximately 250 attendees in Battle Creek and approximately 125 attendees in Harris. The conferences provided attendees with breakout sessions, networking opportunities and exposure to exhibitors.

Several pilot programs were introduced to compliment core program offerings including Compressed Air, Contractor Training, Continuous Improvement and Non-profit.

## 612

# of Program Participants

## \$1,601,513

Incentives Paid

## 46,872,866

kWh Savings Achieved

## 78%

% of All Classes kWh Savings Achieved

## 2,907,782

Therm Savings Achieved

## 79%

% of All Classes Therm Savings Achieved

### Electric Savings Table by Program

PROGRAM	# OF TOTAL PROGRAM PARTICIPANTS	INCENTIVES PAID	KWH SAVINGS ACHIEVED	% OF COMMERCIAL KWH SAVINGS ACHIEVED
Prescriptive & Custom	299	\$781,153	43,680,853	93%
Education	153	\$43,474	1,200,577	3%
Pilot	55	\$72,088	1,991,436	4%

### Natural Gas Savings Table by Program

PROGRAM	# OF TOTAL PROGRAM PARTICIPANTS	INCENTIVES PAID	THERM SAVINGS ACHIEVED	% OF COMMERCIAL THERM SAVINGS ACHIEVED
Prescriptive & Custom	49	\$272,641	2,837,053	98%
Education	30	\$10,511	37,729	1%
Pilot	10	\$9,282	32,999	1%

## Total Budget &amp; Expenses: Includes All Classes

PROVIDER	2014 IMPLEMENTATION & INCENTIVE BUDGET	2013 INCENTIVE CARRY FORWARD	2014 ADJUSTED BUDGET WITH CARRYOVER	2014 RECEIVED TO DATE BY CLEAR RESULT	TOTAL IMPLEMENTATION & INCENTIVE SPENT	2014 INCENTIVE CARRY FORWARD	% OF 2014 BUDGET SPENT
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	\$443,320.62	\$176,894	\$620,214.62	425,273.37	\$526,476.33	\$93,738.83	85%
Baraga Electric Utility	\$43,006.60	\$15,627	\$58,633.60	41,255.78	\$33,883.69	\$24,749.89	58%
Bayfield Electric Cooperative	\$855.29	\$173	\$1,028.29	820.72	\$521.44	\$507.12	51%
The City of Crystal Falls	\$39,966.61	\$11,437	\$51,403.61	36,374.38	\$50,299.36	\$1,099.38	98%
Daggett Electric Company	\$2,098.24	\$1,387	\$3,485.24	2,012.98	\$1,589.47	\$1,895.93	46%
The City of Dowagiac	\$120,500.59	\$18,819	\$139,319.59	115,594.84	\$97,242.06	\$42,077.19	70%
The City of Gladstone Department of Power & Light	\$73,584.67	\$39,746	\$113,330.67	70,589.14	\$60,792.09	\$52,538.63	54%
The City of Harbor Springs Electric Department	\$61,748.39	\$6,049	\$67,797.39	59,235.01	\$48,454.93	\$19,342.72	71%
Hillsdale Board of Public Utilities	\$211,564.13	\$30,691	\$242,255.13	202,952.28	\$173,136.34	\$69,119.00	71%
L'Anse Electric Utility	\$26,899.27	\$10,637	\$37,536.27	25,803.80	\$21,925.22	\$15,611.20	58%
The City of Negaunee Electric Department	\$54,008.67	\$28,085	\$82,093.67	51,810.48	\$38,343.01	\$43,750.64	47%
The City of Norway Department of Power & Light	\$66,718.78	\$702	\$67,420.78	64,003.04	\$56,711.48	\$10,709.66	84%
City of South Haven Public Works	\$243,214.40	\$92,797	\$336,011.40	233,313.24	\$207,415.11	\$128,596.13	62%
Upper Peninsula Power Company	\$1,848,537.00	\$876,584	\$2,725,121.00	1,773,284.65	\$1,375,155.66	\$1,349,965.37	50%
We Energies	\$897,987.54	\$471,526	\$1,369,513.54	861,430.81	\$698,683.68	\$670,829.40	51%
Wisconsin Public Service	\$366,707.27	\$116,526	\$483,233.27	351,778.69	\$334,594.23	\$148,638.19	69%
Xcel Energy	\$233,015.46	\$114,426	\$347,441.46	223,529.41	\$191,032.67	\$156,408.66	55%
<b>Electric Utility Total</b>	<b>\$4,733,734.53</b>	<b>\$2,012,106</b>	<b>\$6,745,840.53</b>	<b>\$4,539,062.62</b>	<b>\$3,916,256.77</b>	<b>\$2,829,577.94</b>	<b>58%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	\$2,192,706.02	\$1,076,544	\$3,269,250.02	2,103,442.70	\$2,265,550.70	\$1,003,699.08	69%
Wisconsin Public Service	\$68,550.40	\$2,879	\$71,429.40	65,760.12	\$68,302.89	\$3,126.86	96%
Xcel Energy	\$80,045.77	\$65,064	\$145,109.77	76,786.81	\$91,293.91	\$53,815.46	63%
<b>Natural Gas Utility Total</b>	<b>\$2,341,302.19</b>	<b>\$1,144,487</b>	<b>\$3,485,789.19</b>	<b>2,245,989.63</b>	<b>\$2,425,147.50</b>	<b>\$1,060,641.40</b>	<b>70%</b>

### Total Energy Savings Achieved: Includes All Classes

PROVIDER	TOTAL PARTICIPANTS	SELF-DIRECTED	TOTAL GOAL	TOTAL SAVINGS ACHIEVED	% OF ACHIEVED GOAL
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	9,381	300,000	3,597,001	6,770,087	188%
Baraga Electric Utility (WPPU)	88	-	187,001	338,212	181%
Bayfield Electric Cooperative	9	-	2,000	2,186	109%
The City of Crystal Falls	420	-	162,000	407,815	252%
Daggett Electric Company	22	-	12,401	15,995	129%
The City of Dowagiac	510	-	660,000	926,780	140%
The City of Gladstone Department of Power & Light	332	-	325,000	405,526	125%
The City of Harbor Springs Electric Department	160	-	375,000	572,151	153%
Hillsdale Board of Public Utilities	281	-	1,205,000	1,561,578	130%
L'Anse Electric Utility	123	-	126,999	213,002	168%
The City of Negaunee Electric Department	217	-	221,999	270,847	122%
The City of Norway Department of Power & Light	803	-	293,000	500,728	171%
City of South Haven Department of Public Works	2,570	-	1,347,000	2,436,769	181%
Upper Peninsula Power Company	7,055	-	8,141,999	10,514,261	129%
We Energies	7,506	23,602,940	29,915,825	29,575,074	99%*
Wisconsin Public Service	1,260	-	2,832,000	3,397,525	120%
Xcel Energy	2,730	-	1,400,000	1,752,937	125%
<b>Electric Utility Total</b>	<b>33,467</b>	<b>23,902,940</b>	<b>50,804,225</b>	<b>59,661,474</b>	<b>118%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	3,414	-	2,107,570	3,449,980	164%
Wisconsin Public Service	216	-	113,660	137,709	121%
Xcel Energy	289	-	60,000	92,653	154%
<b>Natural Gas Utility Total</b>	<b>3,919</b>	<b>0</b>	<b>2,281,230</b>	<b>3,680,342</b>	<b>161%</b>

\*Savings goal achieved via Special Pilot Program delivery. Total achieved with Special Pilot is 31,706,398 kWh.



### Total Incentive Budget & Expenses: Includes All Classes

PROVIDER	2014 INCENTIVE BUDGET	2013 INCENTIVE CARRY FORWARD	2014 ADJUSTED BUDGET WITH CARRYOVER	2014 INCENTIVE RECEIVED TO DATE	TOTAL INCENTIVE SPENT	2014 CARRY FORWARD	% OF DOLLARS SPENT
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	\$262,849.27	\$176,894	\$439,743.27	\$262,848.91	\$346,004.44	\$93,738.83	79%
Baraga Electric Utility	\$25,498.98	\$15,627	\$41,125.98	\$25,498.94	\$16,376.09	\$24,749.89	40%
Bayfield Electric Cooperative	\$507.27	\$173	\$680.27	\$507.26	\$173.15	\$507.12	25%
The City of Crystal Falls	\$23,693.94	\$11,437	\$35,130.94	\$21,728.13	\$34,031.56	\$1,099.38	97%
Daggett Electric Company	\$1,244.16	\$1,387	\$2,631.16	\$1,244.16	\$735.23	\$1,895.93	28%
The City of Dowagiac	\$71,445.67	\$18,819	\$90,264.67	\$71,445.71	\$48,187.48	\$42,077.19	53%
The City of Gladstone Department of Power & Light	\$43,629.03	\$39,746	\$83,375.03	\$43,629.04	\$30,836.40	\$52,538.63	37%
The City of Harbor Springs Electric Department	\$36,611.34	\$6,049	\$42,660.34	\$36,611.36	\$23,317.62	\$19,342.72	55%
Hillsdale Board of Public Utilities	\$125,438.17	\$30,691	\$156,129.17	\$125,438.76	\$87,010.17	\$69,119.00	56%
L'Anse Electric Utility	\$15,949.11	\$10,637	\$26,586.11	\$15,948.56	\$10,974.91	\$15,611.20	41%
The City of Negaunee Electric Department	\$32,022.04	\$28,085	\$60,107.04	\$32,022.48	\$16,356.40	\$43,750.64	27%
The City of Norway Department of Power & Light	\$39,558.36	\$702	\$40,260.36	\$39,558.34	\$29,550.70	\$10,709.66	73%
City of South Haven Public Works	\$144,203.87	\$92,797	\$237,000.87	\$144,203.88	\$108,404.74	\$128,596.13	46%
Upper Peninsula Power Company	\$1,096,014.05	\$876,584	\$1,972,598.05	\$1,096,013.95	\$622,632.68	\$1,349,965.37	32%
We Energies	\$532,424.52	\$471,526	\$1,003,950.52	\$532,424.52	\$333,121.12	\$670,829.40	33%
Wisconsin Public Service	\$217,423.27	\$116,526	\$333,949.27	\$217,423.75	\$185,311.08	\$148,638.19	55%
Xcel Energy	\$138,156.87	\$114,426	\$252,582.87	\$138,156.80	\$96,174.21	\$156,408.66	38%
<b>Electric Utility Total</b>	<b>\$2,806,669.92</b>	<b>\$2,012,106.00</b>	<b>\$4,818,775.92</b>	<b>\$2,804,704.55</b>	<b>\$1,989,197.98</b>	<b>\$2,829,577.94</b>	<b>41%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	\$1,300,074.77	\$1,076,544	\$2,376,618.77	\$1,300,074.78	\$1,372,919.69	\$1,003,699.08	58%
Wisconsin Public Service	\$40,644.41	\$2,879	\$43,523.41	\$40,644.36	\$40,396.55	\$3,126.86	93%
Xcel Energy	\$47,459.62	\$65,064	\$112,523.62	\$47,459.62	\$58,708.16	\$53,815.46	52%
<b>Natural Gas Utility Total</b>	<b>\$1,388,178.80</b>	<b>\$1,144,487.00</b>	<b>\$2,532,665.80</b>	<b>\$1,388,178.76</b>	<b>\$1,472,024.40</b>	<b>\$1,060,641.40</b>	<b>58%</b>

## Income Qualified Budget &amp; Expenses

PROVIDER	2014 IMPLEMENTATION & INCENTIVE BUDGET	2013 INCENTIVE CARRY FORWARD	2014 ADJUSTED BUDGET WITH CARRYOVER	2014 RECEIVED TO DATE BY CLEAR RESULT LESS HOLDBACK	TOTAL IMPLEMENTATION & INCENTIVE SPENT	2014 INCENTIVE CARRY FORWARD	% OF 2014 BUDGET SPENT
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	\$49,876.36	\$14,147	\$64,023.36	\$48,351.27	\$50,308.80	\$13,674.64	79%
Baraga Electric Utility	\$4,865.40	(\$29)	\$4,836.40	\$4,690.56	\$4,880.49	(\$48.39)	101%
Bayfield Electric Cooperative	\$95.88	(\$1)	\$94.88	\$93.31	\$96.30	(\$1.40)	101%
The City of Crystal Falls	\$4,497.65	\$237	\$4,734.65	\$3,996.90	\$4,607.37	\$123.40	97%
Daggett Electric Company	\$236.36	-	\$236.36	\$228.86	\$238.17	(\$2.37)	101%
The City of Dowagiac	\$13,557.10	\$181	\$13,738.10	\$13,142.51	\$13,649.18	\$77.47	99%
The City of Gladstone Department of Power & Light	\$8,522.00	\$2	\$8,524.00	\$8,025.60	\$8,595.31	(\$78.11)	101%
The City of Harbor Springs Electric Department	\$7,105.13	\$190	\$7,295.13	\$6,734.75	\$6,889.50	\$400.44	94%
Hillsdale Board of Public Utilities	\$23,805.40	(\$287)	\$23,518.40	\$23,074.56	\$24,014.16	(\$515.10)	102%
L'Anse Electric Utility	\$3,159.40	\$13	\$3,172.40	\$2,933.76	\$3,169.95	-	100%
The City of Negaunee Electric Department	\$6,301.40	\$464	\$6,765.40	\$5,890.54	\$6,760.49	-	100%
The City of Norway Department of Power & Light	\$8,346.00	\$236	\$8,582.00	\$7,276.79	\$8,575.93	-	100%
City of South Haven Public Works	\$27,363.67	\$195	\$27,558.67	\$26,526.36	\$27,610.07	(\$73.77)	100%
Upper Peninsula Power Company	\$208,093.33	\$33,321	\$241,414.33	\$201,612.83	\$209,118.87	\$32,127.08	87%
We Energies	\$101,023.27	\$44,413	\$145,436.27	\$97,939.92	\$102,374.51	\$42,980.42	70%
Wisconsin Public Service	\$47,743.80	\$669	\$48,412.80	\$39,995.39	\$48,379.37	-	100%
Xcel Energy	\$23,366.20	-	\$23,366.20	\$25,414.07	\$22,536.86	\$808.02	96%
<b>Electric Utility Total</b>	<b>\$537,958.33</b>	<b>\$93,751.00</b>	<b>\$631,708.33</b>	<b>\$515,927.98</b>	<b>\$541,805.33</b>	<b>\$89,472.33</b>	<b>86%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	\$246,705.84	\$21,029	\$267,734.84	\$239,149.91	\$222,979.27	\$44,556.62	83%
Wisconsin Public Service	\$7,860.20	-	\$7,860.20	\$7,476.59	\$7,922.59	(\$68.87)	101%
Xcel Energy	\$9,509.60	-	\$9,509.60	\$8,730.23	\$9,679.57	(\$192.90)	102%
<b>Natural Gas Utility Total</b>	<b>\$264,076.63</b>	<b>\$21,029</b>	<b>\$285,105.63</b>	<b>\$255,356.73</b>	<b>\$240,581.43</b>	<b>\$44,294.86</b>	<b>84%</b>

## Income Qualified Participation/Energy Savings

PROVIDER	# OF CAA PARTICIPANTS	# OF OTHER PARTICIPANTS	2013 CARRYOVER	2014 ACHIEVED SAVINGS	KWH/CCF ACHIEVED	2014 ANNUAL KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	4	285	40,157	171,462	211,619	129,821	163%
Baraga Electric Utility	-	23	3,141	16,833	19,974	15,702	127%
Bayfield Electric Cooperative	-	1	8	747	755	517	146%
The City of Crystal Falls	-	43	6,329	32,108	38,437	20,060	192%
Daggett Electric Company	2	0	108	1,101	1,209	2,094	58%
The City of Dowagiac	3	44	3,940	42,618	46,558	45,066	103%
The City of Gladstone Department of Power & Light	-	55	240	40,210	40,450	28,659	141%
The City of Harbor Springs Electric Department	-	11	1,220	8,726	9,946	24,923	40%
Hillsdale Board of Public Utilities	-	131	22,334	96,982	119,316	80,559	148%
L'Anse Electric Utility	-	34	3,437	25,321	28,758	16,876	170%
The City of Negaunee Electric Department	-	31	3,601	22,601	26,202	13,023	201%
The City of Norway Department of Power & Light	-	33	7,176	24,214	31,390	27,833	113%
City of South Haven Public Works	1	134	4,866	104,526	109,392	90,483	121%
Upper Peninsula Power Company	-	433	182,011	494,657	676,668	633,983	107%
We Energies	1	395	2,141	352,650	354,791	370,994	96%
Wisconsin Public Service	-	293	20,359	182,986	203,345	213,109	95%
Xcel Energy	2	118	23,630	80,540	104,170	98,747	105%
<b>Electric Utility Total</b>	<b>13</b>	<b>2,064</b>	<b>324,698</b>	<b>1,698,281</b>	<b>2,022,979</b>	<b>1,812,449</b>	<b>112%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	22	557	19,522	42,012	61,534	117,249	52%
Wisconsin Public Service	-	14	332	399	731	6,795	11%
Xcel Energy	3	48	213	2,705	2,919	8,792	33%
<b>Natural Gas Utility Total</b>	<b>25</b>	<b>619</b>	<b>20,068</b>	<b>45,116</b>	<b>65,183</b>	<b>132,836</b>	<b>49%</b>

## Residential Budget &amp; Expenses

PROVIDER	2014 IMPLEMENTATION & INCENTIVE BUDGET	2013 INCENTIVE CARRY FORWARD	2014 ADJUSTED BUDGET WITH CARRYOVER	2014 RECEIVED TO DATE BY CLEAR RESULT LESS HOLDBACK	TOTAL IMPLEMENTATION & INCENTIVE SPENT	2014 INCENTIVE CARRY FORWARD	% OF 2014 BUDGET SPENT
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	\$222,615.83	\$104,007	\$326,622.83	\$203,688.71	\$318,297.95	(\$1,095.15)	97%
Baraga Electric Utility	\$7,346.88	\$2,506	\$9,852.88	\$9,144.96	\$2,697.61	\$5,661.73	27%
Bayfield Electric Cooperative	\$759.41	\$174	\$933.41	\$727.41	\$425.14	\$508.51	46%
The City of Crystal Falls	\$14,641.25	\$623	\$15,264.25	\$17,828.44	\$13,582.85	\$887.80	89%
Daggett Electric Company	\$1,418.71	\$1,382	\$2,800.71	\$1,388.74	\$941.55	\$1,837.71	34%
City of Dowagiac	\$36,201.44	\$12,147	\$48,348.44	\$39,464.64	\$20,333.60	\$24,584.56	42%
The City of Gladstone Department of Power & Light	\$39,956.34	\$25,506	\$65,462.34	\$40,209.59	\$25,923.73	\$38,324.15	40%
The City of Harbor Springs Electric Department	\$28,533.03	\$5,031	\$33,564.03	\$29,253.23	\$14,711.89	\$17,586.22	44%
Hillsdale Board of Public Utilities	\$76,327.87	\$25,446	\$101,773.87	\$80,657.16	\$37,510.49	\$58,865.45	37%
L'Anse Electric Utility	\$10,637.60	\$3,051	\$13,688.60	\$11,204.04	\$5,561.52	\$7,493.26	41%
The City of Negaunee Electric Department	\$30,724.27	\$15,545	\$46,269.27	\$30,798.48	\$18,249.76	\$27,198.43	39%
The City of Norway Department of Power & Light	\$35,219.39	\$133	\$35,352.39	\$36,111.93	\$30,590.11	\$3,640.07	87%
City of South Haven Public Works	\$92,525.14	\$36,537	\$129,062.14	\$96,983.04	\$64,480.32	\$58,602.85	50%
Upper Peninsula Power Company	\$821,062.83	\$455,054	\$1,276,116.83	\$842,101.79	\$497,014.07	\$739,416.95	39%
We Energies	\$436,823.47	\$224,812	\$661,635.47	\$442,824.72	\$341,512.77	\$302,688.49	52%
Wisconsin Public Service	\$109,414.60	\$43,012	\$152,426.60	\$125,212.20	\$81,166.80	\$61,094.20	53%
Xcel Energy	\$99,212.40	\$30,276	\$129,488.40	\$99,790.67	\$85,209.35	\$38,923.39	66%
<b>Electric Utility Total</b>	<b>\$2,063,420.45</b>	<b>\$985,242</b>	<b>\$3,048,662.45</b>	<b>\$2,107,389.75</b>	<b>\$1,558,209.49</b>	<b>\$1,386,218.64</b>	<b>51%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	\$1,474,882.57	\$553,109	\$2,027,991.57	\$1,444,826.98	\$1,211,128.01	\$794,138.59	60%
Wisconsin Public Service	\$39,392.14	\$2,721	\$42,113.14	\$39,318.00	\$37,301.82	\$3,782.26	89%
Xcel Energy	\$40,947.36	\$10,024	\$50,971.36	\$41,711.87	\$38,955.31	\$10,600.10	76%
<b>Natural Gas Utility Total</b>	<b>\$1,555,222.07</b>	<b>\$565,854</b>	<b>\$2,121,076.07</b>	<b>\$1,525,856.85</b>	<b>\$1,287,385.13</b>	<b>\$808,520.96</b>	<b>61%</b>

## Residential Participation/Energy Savings

PROVIDER	# OF PARTICIPANTS	2013 CARRYOVER	2014 ACHIEVED SAVINGS	KWH/CCF ACHIEVED	2014 ANNUAL KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>						
Alpena Power Company	9,045	237,017	3,383,701	3,620,718	766,247	473%
Baraga Electric Utility	45	2,952	2,503	5,455	14,755	37%
Bayfield Electric Cooperative	8	23	1,408	1,431	1,483	97%
The City of Crystal Falls	356	18,562	89,044	107,606	58,832	183%
Daggett Electric Company	18	370	4,803	5,173	7,207	72%
The City of Dowagiac	444	12,367	81,090	93,457	141,453	66%
The City of Gladstone Department of Power & Light	249	1,232	67,769	69,001	147,086	47%
The City of Harbor Springs Electric Department	121	8,325	47,787	56,112	170,035	33%
Hillsdale Board of Public Utilities	121	85,699	53,678	139,377	309,116	45%
L'Anse Electric Utility	66	7,034	13,701	20,735	34,535	60%
The City of Negaunee Electric Department	164	28,431	57,663	86,094	102,814	84%
The City of Norway Department of Power & Light	753	35,357	243,353	278,710	137,142	203%
City of South Haven Public Works	2,409	21,293	410,238	431,531	395,915	109%
Upper Peninsula Power Company	6,513	596,696	1,733,799	2,330,495	2,078,415	112%
We Energies	7,058	6,877	2,294,579	2,301,456	1,191,800	193%
Wisconsin Public Service	924	44,038	373,272	417,310	460,973	91%
Xcel Energy	2,582	108,433	692,533	800,966	453,128	177%
<b>Electric Utility Total</b>	<b>30,876</b>	<b>1,214,706</b>	<b>9,550,921</b>	<b>10,765,627</b>	<b>6,470,936</b>	<b>166%</b>
<b>NATURAL GAS UTILITIES</b>						
Michigan Gas Utilities	2,771	140,363	526,799	667,162	843,005	79%
Wisconsin Public Service	183	1,258	17,138	18,396	25,731	71%
Xcel Energy	223	533	21,286	21,819	21,972	99%
<b>Natural Gas Utility Total</b>	<b>3,177</b>	<b>142,154</b>	<b>565,223</b>	<b>707,377</b>	<b>890,708</b>	<b>79%</b>



## Commercial &amp; Industrial Budget and Expenses

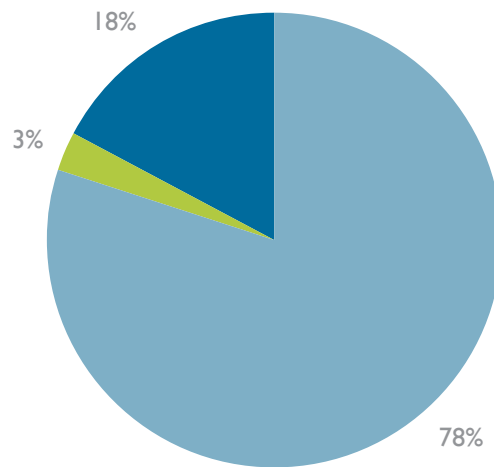
PROVIDER	2014 IMPLEMENTATION & INCENTIVE BUDGET	2013 INCENTIVE CARRY FORWARD	2014 ADJUSTED BUDGET WITH CARRYOVER	2014 RECEIVED TO DATE BY CLEAR RESULT LESS HOLDBACK	TOTAL IMPLEMENTATION & INCENTIVE SPENT	2014 INCENTIVE CARRY FORWARD	% OF 2014 BUDGET SPENT
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	\$170,828.42	\$58,740	\$229,568.42	\$173,233.39	\$157,869.58	\$81,159.35	69%
Baraga Electric Utility	\$30,794.32	\$13,150	\$43,944.32	\$27,420.26	\$26,305.59	\$19,136.55	60%
The City of Crystal Falls	\$20,827.72	\$10,577	\$31,404.72	\$13,329.41	\$32,109.14	\$88.19	102%
Daggett Electric Company	\$444.18	\$5	\$449.18	\$395.38	\$409.75	\$60.58	91%
The City of Dowagiac	\$70,742.06	\$6,491	\$77,233.06	\$62,987.69	\$63,259.28	\$17,415.16	82%
The City of Gladstone Department of Power & Light	\$25,106.33	\$14,238	\$39,344.33	\$22,353.94	\$26,273.05	\$14,292.59	67%
The City of Harbor Springs Electric Department	\$26,110.23	\$828	\$26,938.23	\$23,247.04	\$26,853.54	\$1,356.06	100%
Hillsdale Board of Public Utilities	\$111,430.87	\$5,532	\$116,962.87	\$99,220.56	\$111,611.69	\$10,768.64	95%
L'Anse Electric Utility	\$13,102.27	\$7,573	\$20,675.27	\$11,666.00	\$13,193.75	\$8,117.94	64%
The City of Negaunee Electric Department	\$16,983.00	\$12,076	\$29,059.00	\$15,121.45	\$13,332.76	\$16,552.22	46%
The City of Norway Department of Power & Light	\$23,154.39	\$333	\$23,487.39	\$20,614.32	\$17,545.44	\$7,069.59	75%
City of South Haven Public Works	\$123,325.60	\$56,065	\$179,390.60	\$109,803.84	\$115,324.72	\$70,067.05	64%
Upper Peninsula Power Company	\$819,381.83	\$388,209	\$1,207,590.83	\$729,570.03	\$669,022.72	\$578,421.34	55%
We Energies	\$360,139.80	\$202,301	\$562,440.80	\$320,666.16	\$254,796.40	\$325,160.49	45%
Wisconsin Public Service	\$209,548.87	\$72,845	\$282,393.87	\$186,571.11	\$205,048.06	\$87,543.99	73%
Xcel Energy	\$110,436.86	\$84,150	\$194,586.86	\$98,324.68	\$83,286.46	\$116,677.25	43%
<b>Electric Utility Total</b>	<b>\$2,132,355.74</b>	<b>\$933,113.00</b>	<b>\$3,065,468.74</b>	<b>\$1,914,525.26</b>	<b>\$1,816,241.93</b>	<b>\$1,353,886.99</b>	<b>59%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	\$471,117.61	\$502,406	\$973,523.61	\$419,465.81	\$831,443.42	\$165,003.86	85%
Wisconsin Public Service	\$21,298.06	\$158	\$21,456.06	\$18,965.53	\$23,078.48	(\$586.53)	108%
Xcel Energy	\$29,587.81	\$55,040	\$84,627.81	\$26,344.72	\$42,659.03	\$43,408.25	50%
<b>Natural Gas Utility Total</b>	<b>\$522,003.48</b>	<b>\$557,604.00</b>	<b>\$1,079,607.48</b>	<b>\$464,776.06</b>	<b>\$897,180.93</b>	<b>\$207,825.58</b>	<b>83%</b>

## Commercial & Industrial Participation/Energy Savings

PROVIDER	# OF PARTICIPANTS	2013 CARRYOVER	2014 ACHIEVED SAVINGS	KWH/CCF ACHIEVED	2014 ANNUAL KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>						
Alpena Power Company	47	742,662	2,195,087	2,937,750	2,700,933	109%
Baraga Electric Utility	20	31,316	281,468	312,784	156,544	200%
Bayfield Electric Cooperative	28	-	0	-	-	-
The City of Crystal Falls	21	26,222	235,549	261,771	83,108	315%
Daggett Electric Company	2	159	9,454	9,613	3,100	310%
The City of Dowagiac	19	41,395	745,369	786,764	473,481	166%
The City of Gladstone Department of Power & Light	-	1,251	294,824	296,074	149,255	198%
The City of Harbor Springs Electric Department	28	8,815	497,279	506,094	180,042	281%
Hillsdale Board of Public Utilities	29	226,039	1,076,847	1,302,886	815,325	160%
L'Anse Electric Utility	23	15,395	148,115	163,510	75,588	216%
The City of Negaunee Electric Department	22	29,357	129,193	158,550	106,162	149%
The City of Norway Department of Power & Light	17	33,006	157,622	190,629	128,025	149%
City of South Haven Public Works	26	46,285	1,849,561	1,895,846	860,602	220%
Upper Peninsula Power Company	109	1,558,793	5,948,306	7,507,099	5,429,601	138%
We Energies	52	150,987	26,767,839	26,918,826	28,353,030	95%*
Wisconsin Public Service	43	206,152	2,570,718	2,776,870	2,157,918	129%
Xcel Energy	28	202,955	644,845	847,800	848,125	100%
<b>Electric Utility Total</b>	<b>514</b>	<b>3,320,788</b>	<b>43,552,078</b>	<b>46,872,866</b>	<b>42,520,839</b>	<b>110%</b>
<b>NATURAL GAS UTILITIES</b>						
Michigan Gas Utilities	64	191,032	2,530,251	2,721,283	1,147,316	237%
Wisconsin Public Service	19	3,965	114,618	118,583	81,134	146%
Xcel Energy	15	710	67,206	67,915	29,236	232%
<b>Natural Gas Utility Total</b>	<b>98</b>	<b>195,707</b>	<b>2,712,075</b>	<b>2,907,782</b>	<b>1,257,686</b>	<b>231%</b>

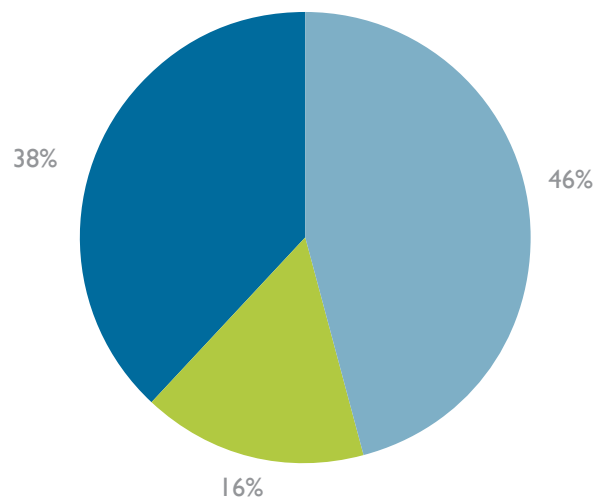
\*Savings goal achieved via Special Pilot Program delivery. Total achieved with Special Pilot is 29,195,919 kWh.

2014 Electric Savings by Class



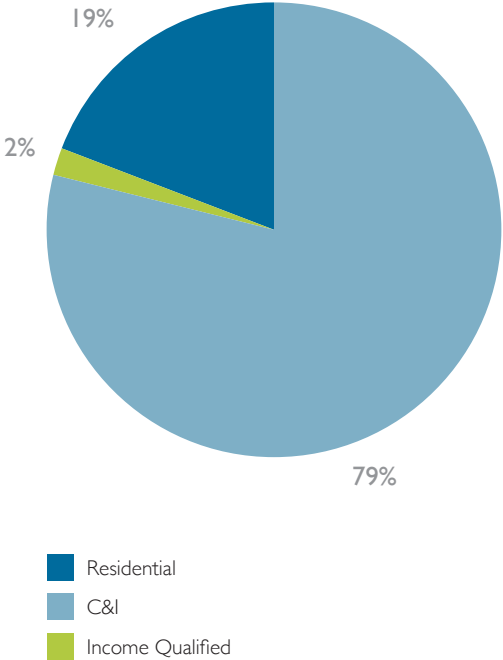
- Residential
- C&I
- Income Qualified

2014 Electric Incentives by Class

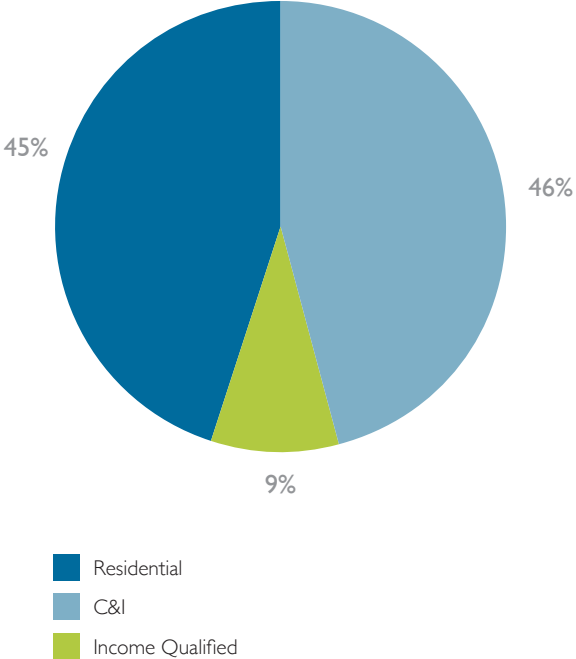


- Residential
- C&I
- Income Qualified

2014 Natural Gas Savings by Class



2014 Natural Gas Incentives by Class



For each of Efficiency UNITED's programs and in each program year, DNV GL asked participants about their level of overall satisfaction with the program. In every case, respondents used a five-point satisfaction scale in which five meant "very satisfied" and one meant "very dissatisfied." The following figures show the percentage of respondents who gave each program a rating of four or five.

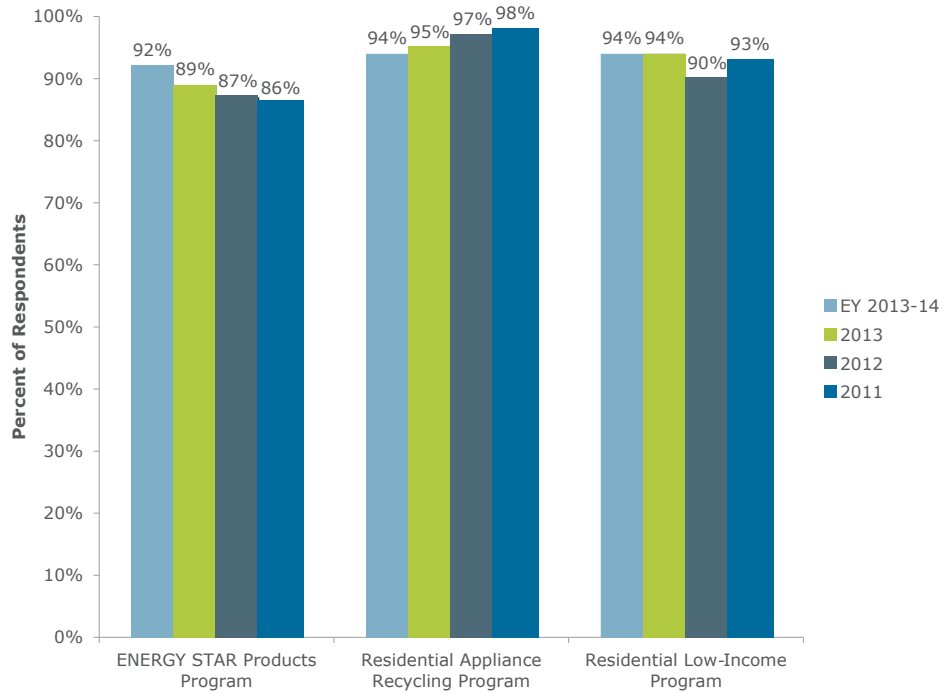
As Figure 1 and Figure 2 show, participants have remained broadly satisfied with Efficiency UNITED's programs through the last four evaluation cycles, with the lowest single-year satisfaction rating being 84 percent. Most programs have averaged over 90 percent, with the exception of the Online Audit (which the program has shifted away from in recent years) and ENERGY STAR Products programs.

Additionally, none of the programs experienced statistically significant changes from 2013 to EY 2013-14. The only programs experiencing statistically-significant differences across the four years were the ENERGY STAR Products program (in a positive direction) and the Residential Appliance Recycling program (in a negative direction). Although it has trended downward, levels of satisfaction with the Residential Appliance Recycling program have remained comfortably above 90 percent each year.

<sup>1</sup> Evaluation Year 2013-2014 included customers who had participated in the program during the fourth quarter of 2013 and the first quarter of 2014. Previous evaluations had included customers who had participated in the first eight months of that calendar year (e.g., the 2013 evaluation surveyed customers who had participated in the EU programs from January 2013 through August 2013).

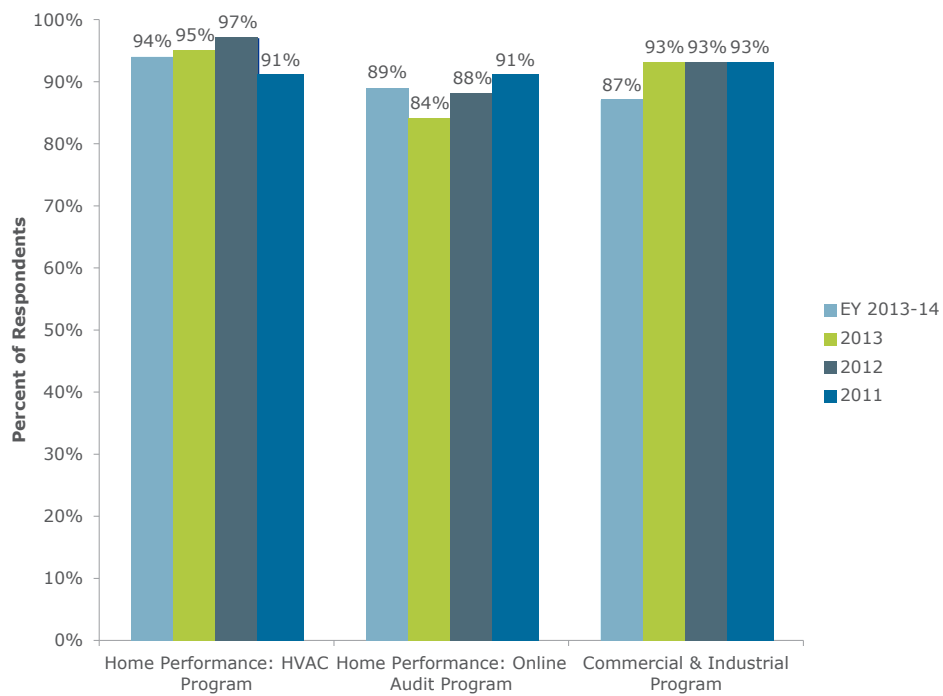


Figure 1: Participant Satisfaction with the ENERGY STAR® Products, Residential Appliance Recycling and Residential Low-Income Programs



Note: The bars represent the percentage of program participants who gave satisfaction ratings of 4 or 5 on a 5-point scale where

Figure 2: Participant Satisfaction with the HVAC, Online Audit and C&I Programs



The Efficiency UNITED team continued to evolve in 2014 with the goal of creating a better experience for collaborative members, their customers and all trade allies.

#### New Team Members

---

- **Jeannine Bauman**, Pilot Program Energy Advisor Supervisor
- **Brandy Brown, Ph.D.**, Evaluation Consultant
- **Brett Garver**, Appliance Recycling, ENERGY STAR and Residential Education Program Manager
- **Rachel Lenardon**, Customer For Life Energy Advisor
- **Alex Mehls**, Customer For Life Energy Advisor
- **Michael Nelson**, Residential Pilots Program Manager

#### Team Member Transitions

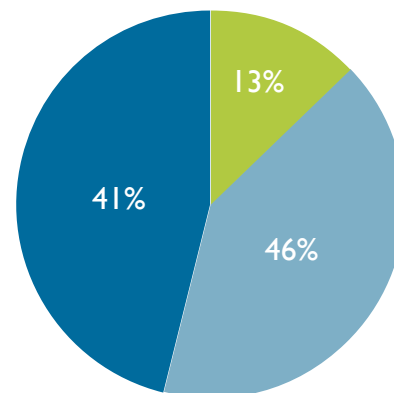
---

- **Amanda Pawloski, Senior Manager:** Amanda transitioned from Incentive Processing Center Senior Manager to Senior Manager, Residential Services
- **Justin Hardesty, Account Manager:** Justin transitioned from Efficiency UNITED Program Manager to Account Manager.
- **Tony Walker, Residential Trade Ally Manager:** Tony transitioned in late 2014 from Home Performance Program Manager to Residential Trade Ally Manager

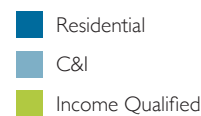
Each new staff member assumed a role dedicated to working directly with the Efficiency UNITED collaborative members and/or program participants to deliver energy savings for a strong Michigan.

In 2014, Efficiency UNITED issued \$3,491,932 in total incentives. Of that, \$461,527 was issued to income qualified customers, \$1,428,892 to residential customers and \$1,601,513 to Commercial & Industrial customers.

For both electric and natural gas programs, the Income Qualified Program continued to be the most costly program to service, followed by Residential and Commercial & Industrial.



**\$3,491,932**  
in total incentives



CLASS	COST PER KWH ACHIEVED	COST PER THERM ACHIEVED
Income Qualified	\$0.16	\$2.06
Residential	\$0.07	\$0.94
Commercial & Industrial	\$0.02	\$0.23

The Residential electric portfolio achieves the majority of its program savings through delivery of measures such as LEDs, CFLs and space heating and cooling and water heating equipment. In 2014, the portfolio delivered savings at a rate of \$0.07 per kWh achieved.

The Commercial & Industrial portfolio generates achieves the majority of its delivery through custom and prescriptive measures. Prescriptive measures are traditionally one-for-one installs of measures such as lighting, HVAC controls and variable frequency drives. In 2014, the portfolio delivered savings at a rate of \$0.02 per kWh achieved.

Efficiency UNITED Design & Analysis Budget Summary

PROVIDER	TOTAL EU COLLECTION FOR PROGRAM YEAR 2014	ADMINISTRATION 3.98%	EVALUATION CARRY-OVER FROM 2009 - 2013	COLLECTED 2014 EVALUATION	PAYMENT TO MORGAN MARKETING (2014 DESIGN)	PAYMENT TO KEMA (2014 EVALUATION)	REMAINING KEMA CONTRACT EXPENSE	PAYMENT FOR 2014 PROGRAM AUDIT	REMAINING AUDIT CONTRACT EXPENSE	2009 - 2014 EVALUATION CARRY-OVER	PROGRAM ALLOCATION TO CLEAR RESULT
<b>ELECTRIC UTILITIES</b>											
Alpena Power Company	503,659.00	(20,045.68)	40,082.58	40,292.72	(3,849.06)	(21,767.82)	(61.75)	(1,065.22)	(250.64)	52,863.16	443,320.60
Baraga Electric Utility	48,860.04	(1,944.61)	3,729.42	3,908.86	(373.40)	(2,111.73)	(59.35)	(103.34)	(243.1)	4,969.16	43,006.57
Bayfield Electric Cooperative	972.00	(38.69)	79.22	77.76	(7.43)	(42.01)	(1.18)	(2.06)	(0.48)	103.89	855.55
The City of Crystal Falls	45,416.36	(1,807.54)	3,422.02	3,633.32	(347.08)	(1,962.87)	(55.16)	(96.05)	(22.60)	4,574.39	39,975.50
Daggett Electric Company	2,384.00	(94.88)	224.43	190.72	(18.22)	(103.03)	(2.90)	(5.04)	(1.19)	284.95	2,098.40
The City of Dowagiac	136,901.00	(5,448.68)	5,236.09	10,952.00	(1,046.22)	(5,916.73)	(166.28)	(289.54)	(68.13)	8,709.80	120,500.32
The City of Gladstone Department of Power & Light	83,600.04	(3,327.25)	6,378.40	6,688.08	(638.90)	(3,613.18)	(101.54)	(176.81)	(41.60)	8,499.83	73,584.71
The City of Harbor Springs Electric Department	70,152.96	(2,792.04)	2,809.67	5,612.16	(536.12)	(3,031.92)	(85.21)	(148.37)	(34.91)	4,589.91	61,748.76
Hillsdale Board of Public Utilities	240,360.00	(9,566.28)	16,420.22	19,228.80	(1,836.88)	(10,388.21)	(29.95)	(508.35)	(119.61)	22,517.31	211,564.92
L'Anse Electric Utility	30,560.00	(1,216.32)	2,323.07	2,444.88	(233.55)	(1,320.83)	(37.12)	(64.64)	(152.1)	3,098.42	26,898.80
The City of Negaunee Electric Department	61,359.96	(2,442.12)	5,120.10	4,908.72	(468.92)	(2,651.90)	(74.53)	(129.77)	(30.53)	6,677.34	54,009.12
The City of Norway Department of Power & Light	75,800.00	(3,016.80)	5,537.16	6,064.08	(579.29)	(3,276.07)	(92.07)	(160.32)	(37.72)	7,460.29	66,719.12
City of South Haven Public Works	276,317.04	(10,997.40)	20,114.84	22,105.32	(2,111.67)	(11,942.22)	(335.62)	(584.40)	(137.51)	27,125.13	243,214.32
Upper Peninsula Power Company	2,100,132.84	(83,585.28)	169,537.60	168,010.56	(16,049.63)	(90,766.37)	(2,550.86)	(4,441.69)	(1,045.10)	222,822.44	1,848,537.00
We Energies	1,020,207.96	(40,604.28)	68,568.89	81,616.56	(7,796.63)	(44,092.70)	(1,239.16)	(2,157.69)	(507.69)	94,453.05	897,987.12
Wisconsin Public Service	416,617.80	(16,581.36)	36,569.90	33,329.40	(3,183.88)	(18,005.94)	(506.03)	(881.13)	(207.32)	47,140.41	366,707.04
Xcel Energy	264,729.96	(10,536.24)	21,594.00	21,178.44	(2,023.12)	(11,441.48)	(321.55)	(559.89)	(131.74)	28,310.57	233,015.28
<b>Electric Utility Total</b>	<b>5,376,030.96</b>	<b>(214,045.45)</b>	<b>407,747.60</b>	<b>430,242.36</b>	<b>(41,106.00)</b>	<b>(232,455.04)</b>	<b>(6,532.25)</b>	<b>(11,374.30)</b>	<b>(2,676.31)</b>	<b>544,200.04</b>	<b>4,733,743.13</b>
<b>NATURAL GAS UTILITIES</b>											
Michigan Gas Utilities	2,491,144.86	(99,147.59)	332,889.57	199,291.44	(19,037.82)	(107,665.62)	(3,025.79)	(5,288.66)	(1,239.68)	396,163.93	2,192,705.83
Wisconsin Public Service	77,880.72	(3,099.60)	8,811.61	6,230.40	(595.17)	(3,365.92)	(94.59)	(164.71)	(38.76)	10,788.92	68,550.72
Xcel Energy	90,939.96	(3,619.44)	11,387.19	7,275.12	(694.97)	(3,930.33)	(110.46)	(192.33)	(45.25)	13,695.77	80,045.40
Natural Gas Utility Total	2,659,965.54	(105,866.63)	353,088.37	212,796.96	(20,327.97)	(114,961.87)	(3,230.84)	(5,625.70)	(1,323.69)	420,648.62	2,341,301.95

Program Implementation Budget Summary

PROVIDER	TOTAL EU COLLECTION FOR PROGRAM YEAR 2014	PROGRAM ALLOCATION TO CLEAR RESULT	LOW INCOME PROGRAM INCENTIVE	LOW INCOME PROGRAM IMPLEMENTATION	LOW INCOME IMPLEMENTATION HOLDBACK (10%)	RESIDENTIAL C&I PROGRAM INCENTIVE	RESIDENTIAL C&I PROGRAM IMPLEMENTATION	NON-LOW INCOME IMPLEMENTATION HOLDBACK (10%)
<b>ELECTRIC UTILITIES</b>								
Alpena Power Company	\$503,659.00	\$443,320.60	\$29,730.39	\$20,106.05	\$(2,010.61)	\$233,118.89	\$1,603,655.84	\$(1,603,655.89)
Baraga Electric Utility	\$48,860.04	\$43,006.57	\$2,910.61	\$1,950.49	\$(1,950.05)	\$22,588.37	\$15,557.11	\$(1,555.71)
Bayfield Electric Cooperative	\$972.00	\$855.55	\$57.10	\$38.80	\$(3.88)	\$450.16	\$309.49	\$(309.5)
The City of Crystal Falls	\$45,416.36	\$39,975.50	\$2,681.40	\$1,812.37	\$(1,812.4)	\$21,012.54	\$14,455.43	\$(1,445.54)
Daggett Electric Company	\$2,384.00	\$2,098.40	\$1,40.63	\$95.17	\$(9.52)	\$1,103.53	\$759.07	\$(75.91)
The City of Dowagiac	\$136,901.00	\$120,500.32	\$8,080.57	\$5,465.08	\$(5,465.1)	\$63,365.10	\$43,589.50	\$(4,358.95)
The City of Gladstone Department of Power & Light	\$83,600.04	\$73,584.71	\$5,177.89	\$3,337.31	\$(3,337.3)	\$38,451.14	\$26,618.38	\$(2,661.84)
The City of Harbor Springs Electric Department	\$70,152.96	\$61,748.76	\$4,299.44	\$2,800.50	\$(2,800.5)	\$32,311.90	\$22,336.81	\$(2,233.68)
Hillsdale Board of Public Utilities	\$240,360.00	\$211,564.92	\$14,190.90	\$9,595.16	\$(9,595.2)	\$111,247.27	\$76,531.01	\$(7,653.10)
L'Anse Electric Utility	\$30,560.00	\$26,898.80	\$1,937.00	\$1,219.95	\$(1,220.0)	\$14,012.11	\$9,730.36	\$(973.04)
The City of Negaunee Electric Department	\$61,359.96	\$54,009.12	\$3,847.00	\$2,449.49	\$(2,449.5)	\$28,175.04	\$19,537.12	\$(1,953.71)
The City of Norway Department of Power & Light	\$75,800.00	\$66,719.12	\$5,314.00	\$3,025.93	\$(3,025.9)	\$34,244.36	\$24,134.85	\$(2,413.49)
City of South Haven Public Works	\$276,317.04	\$243,214.32	\$16,310.73	\$11,030.57	\$(1,103.06)	\$127,893.14	\$87,979.80	\$(8,797.98)
Upper Peninsula Power Company	\$2,100,132.84	\$1,848,537.00	\$124,087.72	\$83,837.23	\$(8,383.72)	\$971,926.33	\$668,685.75	\$(66,868.58)
We Energies	\$1,020,207.96	\$897,987.12	\$60,215.26	\$40,726.67	\$(4,072.67)	\$472,209.26	\$324,835.89	\$(32,483.59)
Wisconsin Public Service	\$416,617.80	\$366,707.04	\$31,079.00	\$16,631.37	\$(1,663.14)	\$186,344.27	\$132,651.78	\$(13,265.18)
Xcel Energy	\$264,729.96	\$233,015.28	\$12,776.87	\$10,568.01	\$(1,056.80)	\$125,380.00	\$84,290.45	\$(8,429.05)
<b>Electric Utility Total</b>	<b>\$5,378,030.96</b>	<b>\$4,733,743.13</b>	<b>\$322,836.51</b>	<b>\$214,690.15</b>	<b>\$(21,469.02)</b>	<b>\$2,483,833.43</b>	<b>\$1,712,368.64</b>	<b>\$(171,236.86)</b>
<b>NATURAL GAS UTILITIES</b>								
Michigan Gas Utilities	\$2,491,144.86	\$2,192,705.83	\$147,060.48	\$99,446.41	\$(9,944.64)	\$1,153,014.29	\$793,184.60	\$(79,318.46)
Wisconsin Public Service	\$77,880.72	\$68,550.72	\$4,744.72	\$3,109.00	\$(3,109.0)	\$35,899.69	\$24,797.34	\$(2,479.73)
Xcel Energy	\$90,939.96	\$80,045.40	\$5,872.32	\$3,614.35	\$(3,614.4)	\$41,587.30	\$28,971.40	\$(2,897.14)
<b>Natural Gas Utility Total</b>	<b>\$2,659,965.54</b>	<b>\$2,341,301.95</b>	<b>\$157,677.53</b>	<b>\$106,169.76</b>	<b>\$(10,616.98)</b>	<b>\$1,230,501.27</b>	<b>\$846,953.34</b>	<b>\$(84,695.33)</b>
<b>GRAND TOTAL</b>								
<b>TOTAL</b>	<b>\$8,037,996.50</b>	<b>\$7,075,045.08</b>	<b>\$480,514.04</b>	<b>\$320,859.91</b>	<b>\$(32,086.00)</b>	<b>\$3,714,334.70</b>	<b>\$2,559,321.98</b>	<b>\$(255,932.19)</b>



The Efficiency UNITED Income Qualified Program provided Michigan's most vulnerable residents with **\$461,527** in rebates in 2014.

**\$327,115**

in incentives for electric customers

**\$134,412**

in incentives for natural gas customers

**2,022,979 kWh**

in electric savings

**65,184 ccf**

in natural gas savings

The community action agencies utilized Efficiency UNITED funds to leverage with other weatherization programs to meet the demand for income qualified customers. Overall community action agency participation diminished in 2014, a result of decreased leveraged funding received by community action agencies.

Due to the extended 2013 winter season, Efficiency UNITED found additional furnace fails in the income qualified housing market. To accommodate the need, Efficiency UNITED allowed more furnace replacements. This had a direct effect on the savings goal, however, the furnace replacement was crucial for the most vulnerable customers served by this program.



Income Qualified Program customers received ENERGY STAR rated refrigerators as part of their direct installation program.

## MEASURES

The goal for 2014 was to increase the installation of long-life savings measures, accomplished through rebates on LEDs along with replacement of high-energy-using appliances. As always, Efficiency UNITED encourages the CAAs to provide direct install measures (i.e. high-efficiency faucet aerators, showerheads and pipe wrap insulation) in homes where these items are missing. The request for direct installation measures in income qualified multifamily complexes increased in 2014. More than 1,000 were installed along with LED bulbs, refrigerators and furnaces.

The community action agencies also submitted rebates for air sealing reduction, insulation, refrigerator replacement, furnace or boiler replacement and CFL measures to assist clients and stretch their other funding sources.

## OUTREACH

Income qualified service providers are a source of leads for the program. The Tribal Community became engaged in the program and Efficiency UNITED provided rebates for furnaces, refrigerators and LED bulbs.

In addition, other agencies we work closely with include:

- Continuum of Care
- Area Agency on Aging offices
- Housing commissions
- Veterans Association
- Department of Human Services
- United Way
- Habitat for Humanity
- Upper Peninsula Commission for Area Progress (UPCAP)
- Housing and Urban Development (HUD)
- St. Vincent DePaul

Community events Efficiency UNITED participated in include:

- THAW customer assistance events
- Michigan Chapter of the National Association of Housing and Redevelopment Officials
- Michigan Community Action Summer Quarterly Conference
- Walk for Warmth: A monetary donation was made and Efficiency UNITED team members participated in the walk with the Central Michigan Community Action Agency. In addition, three additional community action agencies received monetary support for their Walk for Warmth program.
- National Energy and Utility Affordability Conference
- Coalition to Keep Michigan Warm
- Affordable Comfort, Inc. Conference
- Building Michigan Communities Conference

## Income Qualified Program Update

PROVIDER	# OF CAA PARTICIPANTS	# OF OTHER PARTICIPANTS	2013 CARRYOVER	2014 ACHIEVED YTD	TOTAL KWH/CCF ACHIEVED	2014 ANNUAL KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	4	285	40,157	171,462	211,619	129,821	163%
Baraga Electric Utility	-	23	3,141	16,833	19,974	15,702	127%
Bayfield Electric Cooperative	-	1	8	747	755	517	146%
The City of Crystal Falls	-	43	6,329	32,108	38,437	20,060	192%
Daggett Electric Company	2	0	108	1,101	1,209	2,094	58%
The City of Dowagiac	3	44	3,940	42,618	46,558	45,066	103%
The City of Gladstone Department of Power & Light	-	55	240	40,210	40,450	28,659	141%
The City of Harbor Springs Electric Department	-	11	1,220	8,726	9,946	24,923	40%
Hillsdale Board of Public Utilities	-	131	22,334	96,982	119,316	80,559	148%
L'Anse Electric Utility	-	34	3,437	25,321	28,758	16,876	170%
The City of Negaunee Electric Department	-	31	3,601	22,601	26,202	13,023	201%
The City of Norway Department of Power & Light	-	33	7,176	24,214	31,390	27,833	113%
City of South Haven Public Works	1	134	4,866	104,526	109,392	90,483	121%
Upper Peninsula Power Company	-	433	182,011	494,657	676,668	633,983	107%
We Energies	1	395	2,141	352,650	354,791	370,994	96%
Wisconsin Public Service	-	293	20,359	182,986	203,345	213,109	95%
Xcel Energy	2	118	23,630	80,540	104,170	98,747	105%
<b>Electric Utility Total</b>	<b>13</b>	<b>2,064</b>	<b>324,698</b>	<b>1,698,281</b>	<b>2,022,979</b>	<b>1,812,449</b>	<b>112%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	22	557	19,522	42,012	61,534	117,249	52%
Wisconsin Public Service	-	14	332	399	731	6,795	11%
Xcel Energy	3	48	213	2,705	2,919	8,792	33%
<b>Natural Gas Utility Total</b>	<b>25</b>	<b>619</b>	<b>20,068</b>	<b>45,116</b>	<b>65,183</b>	<b>132,836</b>	<b>49%</b>

The Residential ENERGY STAR Products Program provides multiple paths for residential electric and natural gas customers to participate in Efficiency UNITED's energy-saving programs. These paths include:

- Retail direct-markdown programs
- Educational and sales events where customers can learn more and purchase high-efficiency products
- Mail-in rebate promotions for appliances

The ENERGY STAR Program offers rebates and incentives on a variety of energy saving products, such as LED and CFL light bulbs and light fixtures, home appliances like dishwashers and clothes dryers, as well as showerheads and faucet aerators. These energy efficient products are offered through multiple delivery methods which require various levels of customer engagement for participation.

## RETAIL

Efficiency UNITED encourages customers to purchase energy efficient CFL and LED bulbs and fixtures through "instant rebates" available where they shop. Our ENERGY STAR field staff educates retail employees and customers throughout our utility territories by visiting retail locations throughout the year. Our field staff speaks to customers and employees while at the stores, using the opportunity to cross-promote Efficiency UNITED's portfolio. The field staff also places promotional signage in the stores, highlighting products that are sold through the retail markdown program. Our direct markdown program provides instant incentives on energy efficient lighting for customers without requiring an application or wait time.

## PARTICIPATING RETAIL

The following is a listing retailers and manufacturers that are partners of Efficiency UNITED.

RETAILER	MANUFACTURER
Ace Hardware	Feit
Batteries Plus	Various
Big Lots	Feit
DollarTree	Feit
DollarTree	Globe Electric
DollarTree	Greenlite
Family Dollar	Maxlite
Habitat for Humanity	Maxlite
Home Depot	Bright Industries
Home Depot	Cooper Lighting
Home Depot	Cordelia
Home Depot	Cree
Home Depot	Feit
Home Depot	GE
Home Depot	Eti Solid State Lighting
Home Depot	Lighting Science Group
Home Depot	Lithonia Lighting
Home Depot	Philips
Home Depot	TCP
Home Depot	TCP - Special Promo
Meijers	EarthTronics
Menards	Feit
Menards	TCP
Independent Hardware Stores	TCP
Walmart	GE
Walmart	TCP

## EVENTS

Our Efficiency UNITED Ambassadors attend public events and host stand-alone and educational events throughout our territory. At these events, the ENERGY STAR Ambassadors cross promote all Efficiency UNITED programs, using the opportunity to educate customers about saving energy and how Efficiency UNITED can help them do so. The Efficiency UNITED Ambassadors also sell low-cost energy-saving products to qualifying customers. These events provide an important opportunity to interact with customers face-to-face and educate them about the benefits of energy efficiency programs and the various Efficiency UNITED programs available to them.

UTILITY	LED 60W	LED NIGHT LIGHT	SMART STRIP	SHOWER HEAD	SHOWER WAND	KITCHEN AERATOR	BATH AERATOR
The City of Crystal Falls	12	-	-	-	-	1	1
L'Anse Electric Utility	8	12	2	-	-	-	-
Michigan Gas Utilities	-	-	-	8	13	10	10
Upper Peninsula Power Company	40	26	4	4	5	5	11
We Energies	27	4	1	3	-	-	-
Wisconsin Public Service	106	66	12	11	10	5	1
Xcel Energy	79	63	16	17	19	12	13

## APPLIANCE REBATE PROGRAM

Customers receive rebates on a variety of energy efficiency appliances through our Appliance Rebate Program. Our ENERGY STAR Ambassadors work with appliance retailers throughout the state to educate customers on the rebates available, as well as the benefits of using energy efficient products. We provide educational material, marketing material and rebate applications to these retail locations to promote the program.

While in the store, we interact with customers and sales associates to promote the program, place marketing materials on qualifying products and answer questions regarding eligibility and appliance qualifications.

	UTILITY	WASHER	DRYER	DEHUMIDIFIER	DISHWASHER	REFRIGERATOR	ROOM AC	TELEVISION	TOTAL
Alpena Power Company		3	2	2	3	10	1	27	48
The City of Crystal Falls		-	-	-	-	-	-	-	-
Daggett Electric Company		-	-	-	-	-	-	-	-
The City of Dowagiac		-	-	-	-	1	-	-	1
The City of Gladstone Department of Power & Light		1	2	1	2	3	-	8	17
The City of Harbor Springs Electric Department		1	1	-	2	-	1	4	9
Hillsdale Board of Public Utilities		-	-	2	-	3	-	1	6
L'Anse Electric Utility		-	-	1	-	-	-	3	4
The City of Negaunee Electric Department		3	3	-	-	1	-	1	8
The City of Norway Department of Power & Light		3	4	4	1	2	-	2	16
City of South Haven Public Works		2	3	4	2	3	-	-	14
Upper Peninsula Power Company		32	42	26	13	34	3	69	219
We Energies		17	21	9	8	6	1	22	84
Wisconsin Public Service - E		12	15	15	5	8	-	11	66
Wisconsin Public Service - NG		6	1	-	4	-	-	-	11
Xcel Energy - E		2	1	-	6	6	-	2	17
Xcel Energy - NG		1	1	-	-	-	-	-	2
<b>Total</b>		<b>523</b>	<b>381</b>	<b>101</b>	<b>280</b>	<b>229</b>	<b>21</b>	<b>204</b>	<b>1,941</b>

ENERGY STAR Appliance Rebates

PROVIDER	WASHER	DRYER	DEHUMIDIFIER	DISHWASHER	REFRIGERATOR	ROOM A/C	TV	LIGHT FIXTURE	CEILING FAN	LED BULBS	CFLS	LED NIGHT LIGHT	LOW FLOW SHOWERHEAD	TOTAL
ELECTRIC UTILITIES														
Alpena Power Company	6	5	3	3	19	1	37	2	-	41	12	-	1	130
Baraga Electric Utility	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Bayfield Electric Cooperative	-	-	-	-	-	-	-	-	-	-	-	-	-	0
The City of Crystal Falls	1	1	-	-	-	-	-	-	-	-	12	-	-	14
Daggett Electric Company	-	-	-	-	-	-	-	-	-	-	-	-	-	0
The City of Dowagiac	-	-	-	-	1	-	-	-	-	-	-	-	-	1
The City of Gladstone Department of Power & Light	3	4	3	2	5	-	10	2	-	26	12	9	-	76
The City of Harbor Springs Electric Department	1	1	-	1	-	1	4	10	-	175	12	2	-	207
Hillsdale Board of Public Utilities	-	-	2	-	3	-	-	-	-	5	-	-	-	10
L'Anse Electric Utility	-	-	1	-	-	-	3	-	-	-	-	-	-	4
The City of Negaunee Electric Department	4	6	-	-	3	-	2	-	-	-	12	-	-	27
The City of Norway Department of Power & Light	4	6	4	1	3	-	2	2	-	5	-	-	-	27
City of South Haven Public Works	2	3	4	2	3	-	-	-	-	22	-	-	-	36
Upper Peninsula Power Company	38	50	31	16	60	4	99	14	1	210	94	16	2	635
We Energies	19	22	10	9	10	1	31	1	-	29	32	8	-	172
Wisconsin Public Service	12	15	16	6	9	-	12	-	-	-	-	-	-	70
Xcel Energy	4	2	-	6	7	-	2	-	-	-	-	-	-	21
NATURAL GAS UTILITIES														
Michigan Gas Utilities	98	47	-	54	-	-	-	-	-	-	-	-	3	202
Wisconsin Public Service	6	1	-	4	-	-	-	-	-	-	-	-	-	11
Xcel Energy	1	-	-	-	-	-	-	-	-	-	-	-	-	1
<b>Total</b>	<b>199</b>	<b>163</b>	<b>74</b>	<b>104</b>	<b>123</b>	<b>7</b>	<b>202</b>	<b>31</b>	<b>1</b>	<b>513</b>	<b>186</b>	<b>35</b>	<b>6</b>	<b>1644</b>

## ENERGY STAR Program Overview

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	2013 CARRYOVER	2014 ACHIEVED YTD	TOTAL KWH/CCF ACHIEVED	2014 ANNUAL KWH/CCF GOAL	% OF SAVINGS GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	8,886	\$230,255.84	208,200	3,307,282	3,515,482	610,115	576%
Baraga Electric Utility	-	-	2,688	64	2,752	11,219	25%
Bayfield Electric Cooperative	5	\$100.00	23	1,344	1,367	1,323	103%
The City of Crystal Falls	308	\$4,441.90	10,920	80,559	91,479	30,896	296%
Daggett Electric Company	10	\$300.00	335	4,052	4,387	5,854	75%
The City of Dowagiac	364	\$2,576.00	7,020	45,844	52,864	71,821	74%
The City of Gladstone Department of Power & Light	96	\$4,956.17	759	30,803	31,561	81,889	39%
The City of Harbor Springs Electric Department	53	\$2,056.36	4,904	32,111	37,015	90,976	41%
Hillsdale Board of Public Utilities	10	\$384.85	42,535	2,633	45,168	137,951	33%
L'Anse Electric Utility	44	\$476.00	3,397	6,855	10,252	14,691	70%
The City of Negaunee Electric Department	83	\$1,599.49	13,279	28,630	41,909	43,690	96%
The City of Norway Department of Power & Light	694	\$14,177.85	24,930	227,896	252,826	87,391	289%
City of South Haven Public Works	2,300	\$19,654.39	13,117	344,645	357,761	219,913	163%
Upper Peninsula Power Company	5,764	\$84,268.56	365,264	1,203,631	1,568,894	1,139,459	138%
We Energies	6,702	\$133,115.78	3,093	2,111,233	2,114,325	479,714	441%
Wisconsin Public Service	745	\$18,320.00	24,845	247,246	272,091	229,640	118%
Xcel Energy	2,462	\$40,530.25	76,085	638,147	714,232	286,969	249%
<b>Electric Utility Total</b>	<b>28,526</b>	<b>\$557,213.44</b>	<b>801,390</b>	<b>8,312,974</b>	<b>9,114,363</b>	<b>3,543,512</b>	<b>257%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	171	\$6,576.00	11,915	1,414	13,329	65,039	20%
Wisconsin Public Service	22	\$497.00	251	324	575	4,612	12%
Xcel Energy	31	\$512.00	127	641	768	4,663	16%
<b>Natural Gas Utility Total</b>	<b>224</b>	<b>\$7,585.00</b>	<b>12,293</b>	<b>2,379</b>	<b>14,672</b>	<b>74,314</b>	<b>20%</b>



The Appliance Recycling Program, subcontracted to JACO Environmental, provides in-home pickup of eligible appliances, including refrigerators, freezers, room air conditioners and dehumidifiers. JACO ensures more than 95 percent of the components and materials of the discarded appliances are either recycled for beneficial uses or eliminated in an environmentally responsible way. The remaining five percent becomes “fluff” to facilitate the decomposition of biodegradable landfill material.

The Appliance Recycling program represented savings of 373,869 kWh, an incentive spend of \$56,575.50 and a cost per kWh of \$0.15.

#### PROGRAM ENHANCEMENTS FOR 2014

- Enhanced incentives
  - Refrigerator/freezer incentive increased to \$50 per unit on September 1
- Appliance pickup season
  - Year round in-home appliance pickups in most of the Lower Peninsula
  - Extended in-home appliance pickups in the Upper Peninsula and northern Lower Peninsula
  - The call center opened on Earth Day (April 22) for Upper Peninsula clients. In-home pickups began June 10 and were available across the Upper Peninsula through November 21. Pickups continued through the end of November for the northern Lower Peninsula and the majority of the Upper Peninsula
- Upper Peninsula pickup subcontractor
  - Local pickup subcontractor from Crystal Falls enabled extended pickup season in the Upper Peninsula
- Additional small appliances eligible for pickup
  - Room air conditioners and dehumidifiers were eligible for pickup during scheduled pickup of a refrigerator or freezer



Customers learned of the Appliance Recycling program through a variety of channels. Almost half of the customers reported hearing about the program through utility bill inserts. The chart below shows the most frequently cited channels.

The following table shows the total number of appliances recycled by the Efficiency UNITED member utilities:

#### Appliance Recycling Total Collected

PROVIDER	REFRIGERATORS	FREEZERS	ROOM AIR CONDITIONERS	DEHUMIDIFIERS	TOTAL
Alpena Power Company	11	2	-	-	13
The City of Crystal Falls	2	-	-	-	2
The City of Dowagiac	3	2	1	-	6
The City of Gladstone Department of Power & Light	7	-	1	1	9
Hillsdale Board of Public Utilities	6	1	-	-	7
L'Anse Electric Utility	3	-	-	-	3
The City of Negaunee Electric Department	8	-	1	1	10
The City of Norway Department of Power & Light	2	1	-	-	3
City of South Haven Public Works	11	3	1	2	17
Upper Peninsula Power Company	125	40	6	11	182
We Energies	45	16	1	1	63
Wisconsin Public Service	37	5	5	9	56
Xcel Energy	11	6	5	6	28
Totals	271	76	21	31	399

## Appliance Recycling Program Overview

PROVIDER	NUMBER OF PARTICIPANTS	YTD INCENTIVE SPENT	2013 CARRYOVER	2014 ACHIEVED YTD	TOTAL KWH/CCF ACHIEVED	2014 ANNUAL KWH/CCF GOAL	% OF SAVINGS GOAL ACHIEVED
Alpena Power Company	12	\$1,826.50	944	11,587	12,531	2,766.00	453%
Baraga Electric Utility	-	-	263	0	263	1,099.00	24%
Bayfield Electric Cooperative	-	-	-	0	-	-	-
The City of Crystal Falls	2	\$297.00	558	1,816	2,374	1,580.00	150%
Daggett Electric Company	-	-	35	0	35	609	6%
The City of Dowagiac	5	\$732.50	425	4,405	4,830	4,353.00	111%
The City of Gladstone Department of Power & Light	7	\$1,129.50	40	6,537	6,577	4,332.00	152%
The City of Harbor Springs Electric Department	-	-	324	0	324	6,019.00	5%
Hillsdale Board of Public Utilities	6	\$983.50	2,220	6,247	8,468	7,201.00	118%
L'Anse Electric Utility	3	\$425.50	631	2,724	3,355	2,729.00	123%
The City of Negaunee Electric Department	8	\$1,426.50	675	8,353	9,028	2,221.00	406%
The City of Norway Department of Power & Light	2	\$594.00	364	3,524	3,887	1,275.00	305%
City of South Haven Public Works	16	\$2,072.00	378	12,668	13,046	6,337.00	206%
Upper Peninsula Power Company	161	\$26,802.50	31,821	156,102	187,922	99,266.00	189%
We Energies	56	\$9,490.50	52	55,644	55,697	8,123.14	686%
Wisconsin Public Service	41	\$7,389.00	2,507	41,142	43,648	23,169.35	188%
Xcel Energy	16	\$3,406.50	4,092	17,791	21,883	15,432.41	142%
<b>Electric Utility Total</b>	<b>335</b>	<b>\$56,575.50</b>	<b>45,330</b>	<b>328,540</b>	<b>373,869</b>	<b>186,512</b>	<b>200%</b>

In July, the Efficiency UNITED Home Performance program benefited from the brand refresh, which presented end-users with a cleaner application and easier to navigate website. Trade Allies also benefited from a dedicated contractor page, which provides easier access to applications and marketing materials. This inspired the continued development of the Trade Ally network through educational and informative initiatives. The Joint Energy Efficiency Plan (JEEP) with personal Energy Coach services were also launched in 2014.

### JOINT ENERGY EFFICIENCY PLAN INSTALLATIONS

This complimentary offering aimed to replace the traditional “clipboard survey” synonymous with Direct Installation services, and leverages the long-term relationship that is developed with the customer. During this complimentary service, a qualified program representative provided and installed energy efficient items such as LEDs and energy-efficient aerators.

Together with the homeowner(s), the JEEP technician created a customized home energy improvement plan that suited the customer’s budget and intentions. In addition, each participant worked closely with a personal Energy Coach who provided guidance after the in-home assessment. The energy expert assisted homeowners with answering project questions, discussed the JEEP recommendations and developed a collaborative action plan to improve comfort and energy efficiency. In 2014, 29 JEEPS were performed within the Efficiency UNITED territory and all of those that participated were receptive to the energy optimization recommendations.

With the momentum established in 2014 Energy Coach services will continue through 2015. This will have direct impact on the continued success of the Home Performance Program offerings.



In 2014, 29 JEEPS were performed within the Efficiency UNITED territory and all of those that participated were receptive to the energy optimization recommendations.

## TRADE ALLIES

The Efficiency UNITED contractor network included nearly 300 active HVAC/R, plumbing and home envelop contractors. Compared to the self-installer, the network of active contractors generated approximately 97 percent of all Home Performance applications, 98 percent of all measures, 86 percent of all electric savings and 99 percent of all natural gas savings.

Rebate promotion included in-person outreach, email blasts, cross promotion with other Efficiency UNITED programs and Home Performance rebate Point-of-Purchase signage located in select home improvement retailers and distributors.

In addition, Efficiency UNITED launched a new outreach activity called Trade Ally Tuesday. This initiative provided a lunch-and-learn forum to foster contractor networking and discuss rebate programs and new technologies.

## Home Performance Program Update

PROVIDER	YTD KITS SENT	# OF PARTICIPANTS	YTD INCENTIVE SPENT	2013 CARRYOVER	2014 ACHIEVED YTD	YTD KWH/CCF ACHIEVED	2014 ANNUAL KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>								
Alpena Power Company	2	3	\$461.15	27,873	1,769	29,642	81,681	36%
Baraga Electric Utility	-	-	-	0	0	0	-	-
Bayfield Electric Cooperative	-	-	-	0	0	0	-	-
The City of Crystal Falls	-	1	\$600.00	7,084	1,526	8,610	20,044	43%
Daggett Electric Company	-	-	-	0	0	0	-	-
The City of Dowagiac	18	18	\$1,991.16	4,922	15,917	20,839	50,357	41%
The City of Gladstone Department of Power & Light	18	20	\$1,952.89	434	16,366	16,800	46,806	36%
The City Harbor Springs Electric Department	-	-	-	3,096	0	3,096	57,443	5%
Hillsdale Board of Public Utilities	-	10	\$3,600.00	32,265	13,619	45,884	104,643	44%
L'Anse Electric Utility	-	1	\$8.64	3,006	0	3,006	13,002	23%
The City of Negaunee Electric Department	9	16	\$1,401.16	14,478	11,406	25,884	47,636	54%
The City of Norway Department of Power & Light	-	1	\$100.00	10,064	1,021	11,085	35,278	31%
City of South Haven Public Works	-	12	\$3,050.00	7,799	14,014	21,812	130,753	17%
Upper Peninsula Power Company	60	140	\$37,533.56	145,982	212,062	358,044	455,398	79%
We Energies	5	27	\$6,376.49	3,705	32,608	36,313	574,693	6%
Wisconsin Public Service	-	27	\$9,100.00	16,687	52,377	69,064	154,237	45%
Xcel Energy	-	2	\$141.85	28,257	1,021	29,278	106,576	27%
<b>Electric Utility Total</b>	<b>112</b>	<b>278</b>	<b>\$66,316.90</b>	<b>305,651</b>	<b>373,706</b>	<b>679,356</b>	<b>1,878,547</b>	<b>36%</b>
<b>NATURAL GAS UTILITIES</b>								
Michigan Gas Utilities	6	1415	\$563,950.52	125,430	475,004	600,434.09	684,671	88%
Wisconsin Public Service - Natural Gas	-	52	\$20,370.00	856	15,838	16,694.34	15,750	106%
Xcel Energy - Natural Gas	-	91	\$19,547.82	406	17,559	17,964.57	14,848	121%
<b>Natural Gas Utility Total</b>	<b>6</b>	<b>1,558</b>	<b>\$603,868.34</b>	<b>126,692.31</b>	<b>508,400.69</b>	<b>635,093.00</b>	<b>715,269.00</b>	<b>89%</b>



The Residential Education program is delivered primarily through a partnership with the National Energy Foundation. The NEF “Think! Energy” program refines a curriculum approved by the Michigan Department of Education and delivers energy efficiency education at a grade-appropriate level to 4th and 6th grade students. Through the interactive presentation, students learn how energy works and how they and their families can develop and practice more energy efficient habits. Students received hands-on experience with energy and how it is generated through the “How Energy is Made” power plant demonstration and the “Let’s Make a Circuit” game.

Each participating student received a “Take Action!” kit with energy-saving items to help them and their parents save energy at home. The students were asked to “Talk!” energy with their families and “Take Action!” by installing the kit items. They had a homework assignment with the kit, a home energy worksheet which questioned what they learned and whether they installed the kit items. Once students returned their home energy worksheets, teachers receive a mini-grant. This was a great incentive to both teachers and students.

In the fall of 2014, National Energy Foundation and CLEAResult personnel delivered 93 “Think! Energy” presentations in 67 schools, distributing 4,315 kits to participants.

---



All utilities, with the exception of Bayfield Electric Cooperative and Daggett Electric Company, were a part of the “Think! Energy” presentation program. Bayfield and Daggett customers received “Energy Challenge” booklets in the mail, designed to engage adults and their families with energy efficiency challenge questions.

Funding from Holland Board of Public Works and Marquette Board of Light & Power allowed for additional schools to be served in municipal power service areas this year.

### Residential Education Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2014 KWH/CCF GOAL	% OF SAVINGS GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	140	\$3,638.50	26,885.67	26,882.00	100%
Baraga Electric Utility (WPPI)	38	\$113.25	916.02	914	100%
Bayfield Electric Cooperative	3	\$15.65	64.4	60	107%
Crystal Falls Electric Department (WPPI)	41	\$353.13	2,371.23	2,367.00	100%
Daggett Electric Company	3	\$27.75	286.75	279	103%
City of Dowagiac	50	\$629.25	5,598.23	5,596.00	100%
The City of Gladstone Department of Power and Light	120	\$749.13	5,276.43	5,272.00	100%
City of Harbor Springs	61	\$551.88	5,853.03	5,849.00	100%
Hillsdale Board of Public Utilities	88	\$1,362.50	11,694.30	11,690.00	100%
L'Anse Electric Utility (WPPI)	14	\$195.63	1,550.96	1,542.00	101%
City of Negaunee Electric Department (WPPI)	50	\$579.63	3,481.79	3,475.00	100%
City of Norway Department of Power and Light (WPPI)	52	\$671.75	4,954.54	4,949.00	100%
City of South Haven Department of Public Works	74	\$1,661.38	14,590.94	14,592.00	100%
Upper Peninsula Power Company	337	\$15,005.25	81,373.38	81,372.00	100%
We Energies	248	\$8,052.00	46,884.10	46,884.00	100%
Wisconsin Public Service - Electric	109	\$2,030.50	20,226.99	20,222.00	100%
Xcel Energy - Electric	91	\$1,880.00	16,556.01	16,556.00	100%
<b>Electric Utility Total</b>	<b>1,519</b>	<b>\$37,517.18</b>	<b>248,564.77</b>	<b>248,501.00</b>	<b>100%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	997	\$27,882.50	28,808.43	28,808.00	100%
Wisconsin Public Service - Gas	109	\$740.00	976	976	100%
Xcel Energy - Gas	91	\$769.13	923.75	923	100%
<b>Natural Gas Utility Total</b>	<b>1,197</b>	<b>\$29,391.63</b>	<b>30,708.18</b>	<b>30,707.00</b>	<b>100%</b>



### PROGRAM OVERVIEW

Trade allies and other contractors who work with homeowners on energy efficient upgrades influence customers' purchasing decisions as well as provide information to customers on utility-sponsored programs. This pilot developed a training course called "Business Enticement Series for Contractors". This pilot assists contractors with utilizing energy efficiency programs to their advantage and to grow participation in the Efficiency UNITED program for collaborative members. The pilot supports contractors in growing the energy efficiency portion of their business by offering training for marketing, prospecting, selling and financing their business.

Six residential programs were developed in 2014 to assist trade allies and contractors in their service territories. The first three modules or sessions are designed to constitute a "series" intended to address the business selling-cycle.

1. Sales Development For Energy Efficiency
2. Business Development For Energy Efficiency
3. Sales Development – Financing
4. Value of Energy Efficiency to Your Business
5. Business Development With Energy Optimization Programs for Residential HVAC Contractors
6. Emerging Technologies For The Home

This series helps trade allies ultimately win more business and drive more energy efficiency upgrades through enhancing their business practices and processes.

Three additional programs are targeted to more specific areas, which contractors may be interested in. Although the programs are designed to support those with specific interests in each of the respective areas, all contractors are welcome and encouraged to attend all of the programs.

---

### PROGRAM GOALS & OBJECTIVES

- Improved services to utility customers
- Deeper dives for savings
- Increased participation in programs
- Improved communication
- Increased support for EO Program
- Improved application accuracy/turn-around

### PROGRAM DELIVERY

The first Contractor Training Pilot session was hosted December 16, 2014 at the Four Winds Casino in New Buffalo, Michigan. The presentation was video recorded and will be made available on the program's website along with other training materials. The presentation was video recorded and it is contemplated that it will be made available on the website, in conjunction with other trainings upon completion of the sessions.

## PROGRAM OVERVIEW

Efficiency UNITED's SmartStat Pilot Program assesses and verifies smart thermostat savings, evaluates energy savings associated with smart thermostats and considers utility customers' engagement with smart thermostats over the course of both heating and cooling seasons. Efficiency UNITED's pilot captures key home HVAC system data including fuel type, system size, run-times, performance and occupancy details, allowing analysis of a variety of characteristics that influence energy savings and overall customer satisfaction.

Smart thermostats are intended to help customers lower their natural gas and electric consumption through automatically adjusting HVAC settings based on advanced thermostat technologies.

The pilot program offers customers a very personalized and interactive experience, allowing them the freedom to explore the advantages and benefits of their new thermostat, including both in-home climate control features as well as smartphone app driven features.

Additionally, customers have the support of both the contractor which installed the thermostat as well as experienced pilot program staff who are accessible throughout the pilot period by phone and email.

---

## PROGRAM GOALS & OBJECTIVES

- Provide a realistic estimate of smart thermostat-generated energy savings
- Establish data to consider implementing a smart thermostat stand-alone residential program measure
- Identify behavioral data related to the new technology to assess in future program designs

## PARTICIPATING CUSTOMERS

At the year's end, 292 customers had enrolled in the SmartStat Pilot Program and 241 smart thermostat installations were complete. Of the 305 SmartStat Pilot Program participants, 33 are served by both an Efficiency UNITED natural gas and electric utility provider.

## PROGRAM ENTRY

Participants learned about the program primarily through direct mail. Introductory postcards were sent to previous program participants in mid-October. Initially, 145 customers responded to the direct mail postcard during the immediately weeks following weeks. Of those, 105 respondents were eligible to participate in the pilot, based on the program requirements.

Customers received a second direct mail piece at the end of November, which generated 246 customer calls; of those 206 were eligible to participate.

## Residential Pilot Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2014 KWH/CCF GOAL	% OF SAVINGS GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	4	\$4,895.69	36,177.19	44,803.00	81%
Baraga Electric Utility (WPPI)	7	\$187.99	1,522.93	1,523.00	100%
Bayfield Electric Cooperative	-	-	-	100	0%
Crystal Falls Electric Department (WPPI)	4	\$412.56	2,772.65	3,945.00	70%
Daggett Electric Company	5	\$44.50	465	465	100%
City of Dowagiac	7	\$1,048.49	9,325.90	9,326.00	100%
The City of Gladstone Department of Power and Light	6	\$1,247.50	8,787.02	8,787.00	100%
City of Harbor Springs	7	\$926.12	9,823.54	9,748.00	101%
Hillsdale Board of Public Utilities	7	\$2,270.00	19,484.09	19,484.00	100%
L'Anse Electric Utility (WPPI)	4	\$324.50	2,571.01	2,571.00	100%
City of Negaunee Electric Department (WPPI)	7	\$964.00	5,792.00	5,792.00	100%
City of Norway Department of Power and Light (WPPI)	4	\$807.43	5,957.54	8,249.00	72%
City of South Haven Department of Public Works	7	\$2,769.50	24,320.09	24,320.00	100%
Upper Peninsula Power Company	28	\$14,898.00	80,630.65	135,620.00	59%
We Energies	23	\$8,280.00	48,209.47	78,140.00	62%
Wisconsin Public Service - Electric	2	\$1,233.00	12,280.43	33,704.00	36%
Xcel Energy - Electric	11	\$2,160.00	19,018.15	27,594.00	69%
<b>Electric Utility Total</b>	<b>133</b>	<b>\$42,469.28</b>	<b>287,137.67</b>	<b>414,171.00</b>	<b>69%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	58	\$20,880.00	21,573.22	48,013.00	45%
Wisconsin Public Service - Gas	-	-	-	1,626.00	0%
Xcel Energy - Gas	10	\$1,800.00	2,161.98	1,538.00	141%
<b>Natural Gas Utility Total</b>	<b>68</b>	<b>\$22,680.00</b>	<b>23,735.20</b>	<b>51,177.00</b>	<b>46%</b>

The Efficiency UNITED Commercial & Industrial Prescriptive & Custom Program provides incentives for high-efficiency equipment upgrades in non-residential facilities. The program is separated into two main parts, prescriptive and custom. The prescriptive portion offers pre-determined rebates often associated with one-for-one retrofits. The custom portion allows customers to take a more unique and innovative look at energy efficiency and customize it to their specific needs.

Continuing on past successes, Efficiency UNITED utilized an Energy Advisor outreach model for the 2014 program year, which allowed direct contact with end-use customers and trade allies. This model once again proved its success by producing 348 applications to achieve program goals.

In 2014, customers participating in the Commercial & Industrial Program were provided the ability to participate in a Joint Energy Efficiency Plan, or JEEP. These plans provide customers a starting point for long-term energy planning and create a strategic energy plan. JEEPs were available in previous years through a pilot program; however, given the success, the JEEP was included in the standard program offering for 2014. Energy Advisors worked through 137 JEEPs in 2014, 58 of which were pre-existing customer relationships, while 79 were new.

The Efficiency UNITED Program did experience struggles throughout the year in select territories. Multiple factors contributed to delayed participation for customers, which included available cash flow for projects, internal customer policies based on project payback periods and facility scheduling versus prioritization of projects. The program team overcame these challenges through persistent customer communication and outreach efforts.

As an answer to some of the challenges, Efficiency UNITED implemented two special initiatives in select service territories at the end of the third quarter. A bundling bonus was offered to select services in territories in the Upper Peninsula, which proved to initiate and drive projects; nine customers participated in the bundling bonus in 2014. In addition, staff worked with select trade allies to offer direct install measures to convenience and grocery stores. Measures included door gaskets, freezer and strip curtains and cooler night covers; 23 customers participated in the direct install initiative.

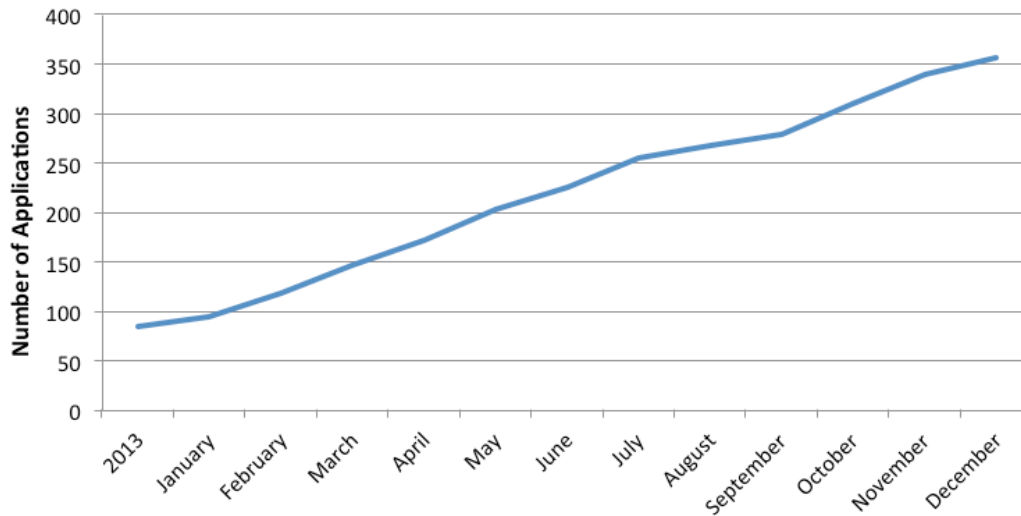
To increase awareness and effectiveness of the Commercial & Industrial Program through trade allies, Efficiency UNITED focused on strengthening and optimizing its relationships. To initiate this improvement, a dedicated C&I Trade Ally Manager was hired in mid- 2014. In late 2014, participating trade allies were interviewed about the program, recommendations to improve participation and prescriptive measure recommendations to be added. Based on these interviews, the application will be modified in 2015 to encourage contractor and customer participation.

Throughout 2014, the Efficiency UNITED Commercial & Industrial team participated in multiple events to assist in marketing the program.

These events included, but were not limited to:

- Southwestern Michigan Schools Business Officials Conference
- Michigan Energy Efficiency Contractors Association “Meet and Greet”
- Upper Peninsula Builder’s Show
- Michigan Advanced Lighting Conference

## Commercial &amp; Industrial Core Applications Received



## Commercial &amp; Industrial: Prescriptive &amp; Custom Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	2013 CARRYOVER	2014 ACHIEVED YTD	TOTAL KWH/CCF ACHIEVED	2014 ANNUAL KWH/CCF GOAL	% OF SAVINGS GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	33	\$64,278.51	742,662	2,003,022	2,745,684	2,208,858.00	124%
Baraga Electric Utility (WPPI)	4	\$11,491.35	31,316	268,949	300,265	73,576.00	408%
Bayfield Electric Cooperative		-	0	0	0	-	-
Crystal Falls Electric Department (WPPI)	7	\$24,254.98	26,222	228,902	255,123	76,460.00	334%
Daggett Electric Company	1	\$210.98	159	9,361	9,520	2,852.00	334%
City of Dowagiac	5	\$29,226.98	41,395	707,492	748,887	435,603.00	172%
The City of Gladstone Department of Power and Light	12	\$14,194.70	1,251	282,887	284,138	137,314.00	207%
City of Harbor Springs	14	\$14,585.76	8,815	486,411	495,226	165,639.00	299%
Hillsdale Board of Public Utilities	17	\$58,007.32	226,039	1,011,621	1,237,661	750,099.00	165%
L'Anse Electric Utility (WPPI)	9	\$6,891.14	15,395	142,073	157,467	69,541.00	226%
City of Negaunee Electric Department (WPPI)	8	\$5,162.62	29,357	120,700	150,057	97,669.00	154%
City of Norway Department of Power and Light (WPPI)	3	\$6,406.67	33,006	147,380	180,387	117,783.00	153%
City of South Haven Department of Public Works	11	\$55,996.47	46,285	1,780,718	1,827,003	791,754.00	231%
Upper Peninsula Power Company	90	\$274,892.74	1,558,793	5,514,353	7,073,146	4,995,233.00	142%
We Energies	38	\$81,607.51	150,987	24,681,120	24,832,107	26,259,814.00	95%
Wisconsin Public Service - Electric	30	\$104,239.33	206,152	2,398,081	2,604,233	1,985,284.00	131%
Xcel Energy - Electric	17	\$29,705.76	202,955	576,995	779,951	780,275.00	100%
<b>Electric Utility Total</b>	<b>299</b>	<b>\$781,152.82</b>	<b>3,320,789</b>	<b>40,360,064</b>	<b>43,680,853</b>	<b>15,644,814</b>	<b>279%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	41	\$613,037.72	191,032	2,468,350	2,659,382	1,055,531	252%
Wisconsin Public Service - Gas	7	\$12,832.46	3,965	108,130	112,095	74,643	150%
Xcel Energy - Gas	1	\$28,425.00	710	64,867	65,576	26,897	244%
<b>Natural Gas Utility Total</b>	<b>49</b>	<b>\$654,295.18</b>	<b>195,707</b>	<b>2,641,346</b>	<b>2,837,053</b>	<b>1,157,071</b>	<b>245%</b>

The 2014 Efficiency UNITED Commercial & Industrial Education Program focused on innovative program delivery and incentive offerings. Initiatives featured the Efficiency UNITED Commercial & Industrial Energy Conference, a Commercial Online Audit and a Grocery Store Virtual Tour. Additionally, other initiatives were used including compressed air training, online educational webinars and a tool “library” program.

### Michigan C & I Energy Conference

The Efficiency UNITED Commercial & Industrial Energy Conference transitioned to the Michigan Commercial & Industrial Energy Conference in 2014. Per the request of the Michigan Public Service Commission, energy providers outside the Efficiency UNITED collaborative were invited to sponsor and participate. Efficiency UNITED continued as the conference host, while utility sponsors included Indiana Michigan Power, SEMCO ENERGY Gas Company, Consumers Energy, DTE Energy, Lansing Board of Water & Light and the providers represented by Energy Optimization.

The two one-day events consisted of exhibitors, breakout sessions and multiple networking opportunities for customers to learn about energy use and energy efficiency. The conference is held in two locations, on two separate days to ease participation for customers and trade allies throughout the state. The Upper Peninsula conference was in Harris, Michigan April 17, while the Lower Peninsula conference was held in Battle Creek, Michigan May 2. The conferences showed approximately 52 percent growth in attendance from the previous year.

### Commercial Online Audit

The Commercial Online Audit offers customers a quick and simplified “audit report” based on information provided and questions answered to online software.

### Grocery Store Virtual Tour

The Grocery Store Virtual Tour offers customers a new, interactive view to common grocery store energy efficiency measures. Much like the Online Audit, customers are provided a summary of potential energy savings based on information submitted to the online software.

### Compressed Air Training

The Compressed Air Training was a training event through the Compressed Air Challenge. An industry-leading instructor delivered course materials at this one-day seminar. Industrial participants were educated on how compressed air systems work and how to recognize opportunities for energy savings projects.

### Online Educational Webinars

These webinars were offered to customers through an agreement with the Association of Energy Engineers, providing real-time online webinars on various topics involving commercial & industrial energy usage and savings as well as management practices to lower energy consumption.

### Tool Library

The Tool Library program purchased energy metering tools to loan to utility customers to help them understand how and where they use energy and help them quantify their usage. Metering is the best way to identify, understand and quantify energy saving opportunities.

## Commercial &amp; Industrial: Education Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	TOTAL KWH/CCF ACHIEVED	2014 ANNUAL KWH/CCF GOAL	% OF SAVINGS GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	11	\$3,917.00	72,028	72,028	100%
Baraga Electric Utility (WPPI)	10	\$620.00	4,696	4,696	100%
Bayfield Electric Cooperative	-	-	0	-	-
Crystal Falls Electric Department (WPPI)	10	\$329.00	2,493	2,493	100%
Daggett Electric Company	1	\$9.00	93	93	100%
City of Dowagiac	10	\$1,425.00	14,204	14,204	100%
The City of Gladstone Department of Power and Light	10	\$506.00	4,478	4,478	100%
City of Harbor Springs	10	\$551.00	5,401	5,401	100%
Hillsdale Board of Public Utilities	10	\$2,244.00	24,460	24,460	100%
L'Anse Electric Utility (WPPI)	10	\$264.00	2,268	2,268	100%
City of Negaunee Electric Department (WPPI)	10	\$342.00	3,185	3,185	100%
City of Norway Department of Power and Light (WPPI)	10	\$466.00	3,841	3,841	100%
City of South Haven Department of Public Works	10	\$2,483.00	25,818	25,818	100%
Upper Peninsula Power Company	11	\$16,455.43	162,476	162,888	100%
We Energies	10	\$7,251.00	784,956	784,956	100%
Wisconsin Public Service - Electric	10	\$4,219.00	64,738	64,738	100%
Xcel Energy - Electric	10	\$2,393.00	25,444	25,444	100%
<b>Electric Utility Total</b>	<b>153</b>	<b>\$43,474.43</b>	<b>1,200,577</b>	<b>1,200,991</b>	<b>100%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	10	\$9,486.00	34,418	34,419	100%
Wisconsin Public Service - Gas	10	\$429.00	2,434	2,434	100%
Xcel Energy - Gas	10	\$596.00	877	877	100%
<b>Natural Gas Utility Total</b>	<b>30</b>	<b>10,511.00</b>	<b>37,729</b>	<b>37,730</b>	<b>100%</b>

The 2014 Efficiency UNITED Commercial & Industrial Pilot Programs were designed to run through the end of 2015 allowing for increased design and implementation time. Longer running pilots also allow for data gathering throughout a complete heating and cooling season.

Six pilots were designed and implemented in 2014:

- Continuous Energy Improvement
- Comprehensive Compressed Air Assessments
- Non-Profit Spillover
- Contractor Training
- Technology Demonstration
- Small Business Direct Install

### Continuous Energy Improvement

Taking the 2013 Best Energy Assessments results, this pilot was developed to introduce an energy management program to those companies that have not managed energy beyond an occasional project. These companies do not have a management structure or policies in place with designated personnel and resources for energy management or a formalized energy plan. Continuous Energy Improvement introduces an energy management program developed by the U.S. Department of Energy to participating customers. The pilot will include working with these companies through the end of 2015 to complete the program which includes up-to 60 hours of onsite time by Certified Energy Managers. 2014 work included program design, assembling the delivery method and outreach to customers.

### Comprehensive Compressed Air Assessments

The Grocery Store Virtual Tour offers customers a new, interactive view to common grocery store energy efficiency measures. Much like the Online Audit, customers are provided a summary of potential energy savings based on information submitted to the online software

### Non-Profit Spillover

This pilot is unique in that it brings together commercial non-profit customers and the residential customers they interact with or serve. This approach will assist underserved commercial customers, i.e. non-profit organizations, to identify and install energy saving measures and then use that as a platform to educate and engage residential customers in participation of residential programs. Fifteen religious facilities were identified, underwent facility assessments and set up Portfolio Manager for energy benchmarking and tracking. The installation of measures, residential education and outreach events will complete in 2015.

The residential events will highlight what was done on the commercial facility and demonstrate how this approach can be successful at the residential level. The intent of the pilot is to drive participation in Efficiency UNITED's residential programs through this community-based approach.



### The Contractor Training

Contractor Training Pilot Program is designed to improve contractor performance, sales and profitability in energy efficiency related projects through utilization of the Efficiency UNITED program. In 2014, program content was developed for half-day live seminar events, including a three part series of business enhancement and a stand-alone seminar for variable frequency drives.

The business enhancement series will guide contractors to improvement in operations, sales, marketing and financing for energy efficiency projects. The variable frequency drive training will teach the proper applications for variable frequency drives, including how to remove barriers to implementation and coordinate resources.

### Technology Demonstration

The Technology Demonstration Pilot Program is designed to quantify energy savings of emerging technologies for evaluation and possible introduction into the traditional Efficiency UNITED program. Data collection and installation of select technologies began in 2014, additional projects will be implemented in 2015 with data collected and analyzed through 2015.

### Small Business Direct Install

The Small Business Direct Install Pilot Program targets small businesses that collectively use a substantial amount of energy, yet are challenged to participate in core programs. This pilot will create a delivery method to increase small business participation in energy optimization programs by allowing trade allies to target these customers in a profitable manner. Program design and development began in 2014.

## Commercial &amp; Industrial: Pilot Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2014 KWH/CCF GOAL	% OF SAVINGS GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	2	\$6,528.50	120,037.57	120,047.00	100%
Baraga Electric Utility (WPPI)	6	\$1,033.50	7,823.39	78,272.00	10%
City of Dowagiac	4	\$2,374.00	23,673.77	23,674.00	100%
City of Harbor Springs	4	\$557.50	5,466.90	9,002.00	61%
City of Negaunee Electric Department (WPPI)	4	\$570.00	5,307.95	5,308.00	100%
City of Norway Department of Power and Light (WPPI)	4	\$777.00	6,400.93	6,401.00	100%
City of South Haven Department of Public Works	3	\$4,138.50	43,024.67	43,030.00	100%
Crystal Falls Electric Department (WPPI)	4	\$547.99	4,154.91	4,155.00	100%
Daggett Electric Company	-	-	-	155	0%
Hillsdale Board of Public Utilities	1	\$3,739.00	40,765.94	40,766.00	100%
L'Anse Electric Utility (WPPI)	4	\$439.50	3,774.69	3,779.00	100%
The City of Gladstone Department of Power and Light	6	\$842.51	7,458.66	7,463.00	100%
Upper Peninsula Power Company	7	\$27,495.00	271,477.38	271,480.00	100%
We Energies	3	\$12,025.00	1,301,763.97	1,308,260.00	100%
Wisconsin Public Service	2	\$7,032.25	107,899.33	107,896.00	100%
Xcel Energy	1	\$3,988.00	42,406.00	42,406.00	100%
<b>Electric Utility Total</b>	<b>55</b>	<b>\$72,088.25</b>	<b>1,991,436.06</b>	<b>2,072,094.00</b>	<b>96%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	4	\$7,574.09	27,483.34	57,366.00	48%
Wisconsin Public Service	2	\$714.50	4,054.14	4,057.00	100%
Xcel Energy	4	\$992.99	1,462	1,462	100%
<b>Natural Gas Utility Total</b>	<b>10</b>	<b>\$9,281.58</b>	<b>32,999.47</b>	<b>62,885.00</b>	<b>52%</b>

Efficiency UNITED re branded and refreshed our identity in 2014. Our strategy was to provide a visual identity and messaging to better qualify customers, drive participation and achieve savings goals. The new theme was applied across all sectors, programs and deliverables, establishing consistency and unity across program offerings.

The updated program theme and messaging deliverables included:

- Updated visual identity: A refreshed visual identity which reflects program maturity that builds upon the existing color palette, updates imagery and organization of information, while providing consistency across marketing deliverables.
- New umbrella program tagline: Savings for a Strong Michigan. The campaign tagline serves as an overarching theme to tie program components together and rally the customers around building a stronger Michigan together.
- Updated website: The refreshed Efficiency UNITED website includes a content management system (CMS) to support timely website content updates. The CMS provides Efficiency UNITED program staff the ability to keep content and visuals relevant and increase customer engagement through refreshed content.

In total 30,414 users visited the website, approximately 53.6 percent of which were first time users.

The brand refresh also placed a greater importance on co-branding opportunities with collaborative members. The inclusion of all member logos in the newly created “logo band” illustrates the connection between the customer’s energy provider and Efficiency UNITED. Establishing and reinforcing this relationship strengthens trust in the Efficiency UNITED brand.

The Efficiency UNITED website continued as a primary focus on all marketing materials across all programs. In total 30,414 users visited the website, approximately 53.6 percent of which were first time users. Referral traffic was the greatest driving-force, representing 56 percent of the total, while 23 percent of traffic was direct users and 17 percent searched for the site. When searching for Efficiency UNITED, 19 of the top 25-keyword searches included a form of Efficiency UNITED; again, these search terms are aligned with increased brand recognition.

#### TRAFFIC

31,087

Referral

12,598

Direct

9,485

Organic Search

129


Social

The number of first time (or unique) visitors increased to Efficiency UNITED sites in 2014 which means an increase of our reach to new customers. Additionally, referral traffic from collaborative member websites increased by approximately 15 percent. The number of direct users increased by approximately five percent, supporting the brand recognition of Efficiency UNITED with our customers.




**Up to 25% rebate increase available**  
Upper Peninsula Power Company Commercial & Industrial customers have the opportunity to increase their rebate by up to 25% when bundling multiple approved upgrades.

Limited-time availability on a first-come, first-serve basis. Contact your energy advisor today!



**READY TO GET STARTED?**  
For more information, visit [efficiencyunited.com](http://efficiencyunited.com).

Rebate Flyer



**Stephanie Rockafellow ■ MARKETING MANAGER**



(517) 999-2366 direct • (517) 256-5119 cell  
[stephanie.rockafellow@clearesult.com](mailto:stephanie.rockafellow@clearesult.com)  
 3100 West Road • Building 3, Suite 200 • East Lansing, MI 48823  
[efficiencyunited.com](http://efficiencyunited.com) • (877) 367-3191

Business Card



RESIDENTS | BUSINESSES | TRADE ALLIES | RESOURCES | ABOUT US | CONTACT US | UTILITY LOG

**SAVINGS FOR A STRONG MICHIGAN**

Baraga Electric Utility, City of Grand Haven, City of Holland, City of Spring Lake, City of Zeeland, BPU, L'Anse-au-Loup, Michigan State University, Michigan Electric Department, The City of Farmington, The City of Holland, The City of Spring Lake, The City of Zeeland, BPU, Xcel Energy

**Residents**  
Making your home more energy efficient can reduce energy and gas bills and improve comfort while helping to protect the environment.  
Select your utility to find available incentives.  
[Select Your Utility]

**Businesses**  
Commercial buildings account for 36 percent of all U.S. electricity consumption and cost more than \$190 billion in energy every year.  
Select your utility to start saving today.  
[Select Your Utility]

**TOUT HEADLINE HERE**  
Morbi odio dolor, porttitor a sapien a, porta pharetra libero. Donec mattis sed enim. [Learn more](#)

Website

The CLEAResult Quality Assurance/Quality Control (QA/QC) Department continued to conduct random quality checks on a minimum of five percent of customers who participated in energy efficiency programs in 2014. These quality checks were performed by either an over-the-phone conversation to assess customer satisfaction or an in-home visit to assess the quality of the measure installations and measure customer satisfaction. During field verification visits, trained field technicians verify the type and quantity of measures installed and ensure the installations adhere to utility and program standards. The field technicians also offer customers a brief, voluntary satisfaction survey that provides an opportunity for customers to share their experiences for the program(s) in which they participated.

The program team reviews all customer feedback to assess areas of excellence and identify opportunities for improvement.

As part of the continuous improvement process for the QA/QC program, paperless data collection was implemented in 2014. In addition, geomapping technologies were implemented to ensure delivery of field verifications was regionally unbiased across utility service areas.

As evident from the results seen on right, customers are overwhelmingly satisfied with Efficiency UNITED programs.

### 2014 Total Customer Satisfaction Calls by Program

PROGRAM NAME	CALLS BY PROGRAM	PASS	FAIL
Appliance Recycling	39	100%	0%
ENERGY STAR	130	99%	1%
Home Performance	154	99%	1%
Income Qualified	10	100%	0%

### 2014 Total Field Inspections by Program

PROGRAM NAME	# OF INSPECTIONS	CUSTOMER SATISFACTION		FIELD VERIFICATIONS	
		PASS	FAIL	PASS	FAIL
Home Performance	109	99%	1%	99%	1%
Smart Stat Pilot	38	97%	3%	100%	0%
Income Qualified	211	100%	0%	92%	8%

Customers may obtain program information, place orders or download rebate applications for mail-in rebates on items purchased by visiting the Efficiency UNITED website at [efficiencyunited.com](http://efficiencyunited.com) or by calling the Efficiency UNITED Customer Service Center at (877) 367-3191. The Customer Service Center is open 8 a.m. to 8 p.m., Monday through Friday and 9 a.m. to 1 p.m. Saturdays.

#### Key Efficiency UNITED Contacts:

CONTACT NAME	TITLE	PROGRAM ROLE	PHONE	EMAIL
Chere Coleman	Program & Policy Director	Project Manager	(517) 679-6405	<a href="mailto:ccoleman@mcaaa.org">ccoleman@mcaaa.org</a>
Brett Garver	ENERGY STAR/Appliance Recycling/Residential	Education Program Manager	(517) 999-2341	<a href="mailto:brett.garver@cleareresult.com">brett.garver@cleareresult.com</a>
Justin Hardesty	Account Manager			<a href="mailto:jhardesty@cleareresult.com">jhardesty@cleareresult.com</a>
Yvonne Lewis	Program Manager, CLEAResult	Income Qualified	(517) 999-2338	<a href="mailto:yvonne.lewis@cleareresult.com">yvonne.lewis@cleareresult.com</a>
Tim Mahler	Senior Director		(517) 999-2321	<a href="mailto:tim_mahler@cleareresult.com">tim_mahler@cleareresult.com</a>
Molly Mulvaney	Home Performance Program Consultant		(517) 999-2343	<a href="mailto:molly.mulvaney@cleareresult.com">molly.mulvaney@cleareresult.com</a>
Michael Nelson	Residential Pilots Program Manager			<a href="mailto:michael.nelson@cleareresult.com">michael.nelson@cleareresult.com</a>
Amanda Pawloski	Senior Program Manager		(517) 999-2327	<a href="mailto:apawloski@cleareresult.com">apawloski@cleareresult.com</a>
Stephanie Rockafellow	Marketing Manager, CLEAResult	Marketing	(517) 999-2342	<a href="mailto:stephanie.rockafellow@cleareresult.com">stephanie.rockafellow@cleareresult.com</a>
Sean Williams	Senior Program Manager, CLEAResult	C&I Portfolio	(517) 999-2325	<a href="mailto:swilliams@cleareresult.com">swilliams@cleareresult.com</a>

CUSTOMER SERVICE CENTER	MAILING ADDRESS	PHONE	WEBSITE
Efficiency UNITED	3100 West Rd., Bldg. 3 Suite 200 East Lansing, MI 48823	(877) 367-3191	<a href="http://efficiencyunited.com">efficiencyunited.com</a>

**ccf (therm)**

The therm is a unit of heat energy equal to 100,000 British thermal units (BTU). It is approximately the energy equivalent of burning 100 cubic feet (often referred to as 1 ccf) of natural gas.

**Financial Audit**

The process of reviewing information in the contract year and ensuring its accuracy. This is usually performed by an independent third party.

**Holdback**

The amount of money held back from the Implementation Contractor until goals have been achieved or exceeded.

**Implementation**

The amount of dollars set aside in the budget, which are used toward the implementation and administration of the program(s). Examples of items included in Implementation are staffing expenses, program design expenses and systems support.

**Incentive**

The amount of dollars set aside in the budget that are used towards the payment of incentives for the specific program(s). Examples of items included in incentive are rebate amounts paid to customers/members.

**kWh**

The kilowatt-hour is a unit of energy equivalent to one kilowatt (1 kW) of power expended for one hour (1 h) of time.

**Participants**

The number of customers or members that have participated in the program.

**Pipeline**

The amount of work that has arrived for processing but has not yet been entered into tracking system or paid to client.

**Prime/Fiduciary Mgt.**

The fee paid to the administrator for program operations, management and independent third party contracts.

**Re-Commissioning**

A type of Commercial & Industrial program that focuses on updating/upgrading existing equipment and improving operating controls and practices.

**Reserved Percentage**

The percentage of completed applications that have been approved but not yet paid to client.

**Self-Directed**

A utility customer who chooses to implement their own energy savings program. The savings generated by self-directed programs count toward Efficiency United savings achieved.

**Third Party Evaluation**

The process of reviewing the work done during the previous year and validating the information obtained throughout the year. This process is completed by an independent third party contractor.

**Total Collection**

The total amount of funds that have been collected from the utility provider.















Baraga  
Electric Utility



The City of  
Crystal Falls

*Daggett  
Electric*



The City of Gladstone  
Department of Power & Light

Harbor Springs  
Electric Department



INDIANA  
MICHIGAN  
POWER  
A unit of American Electric Power



Negaunee  
Electric Department

The City of Norway  
Department of Power & Light

