



# 2013 ANNUAL REPORT



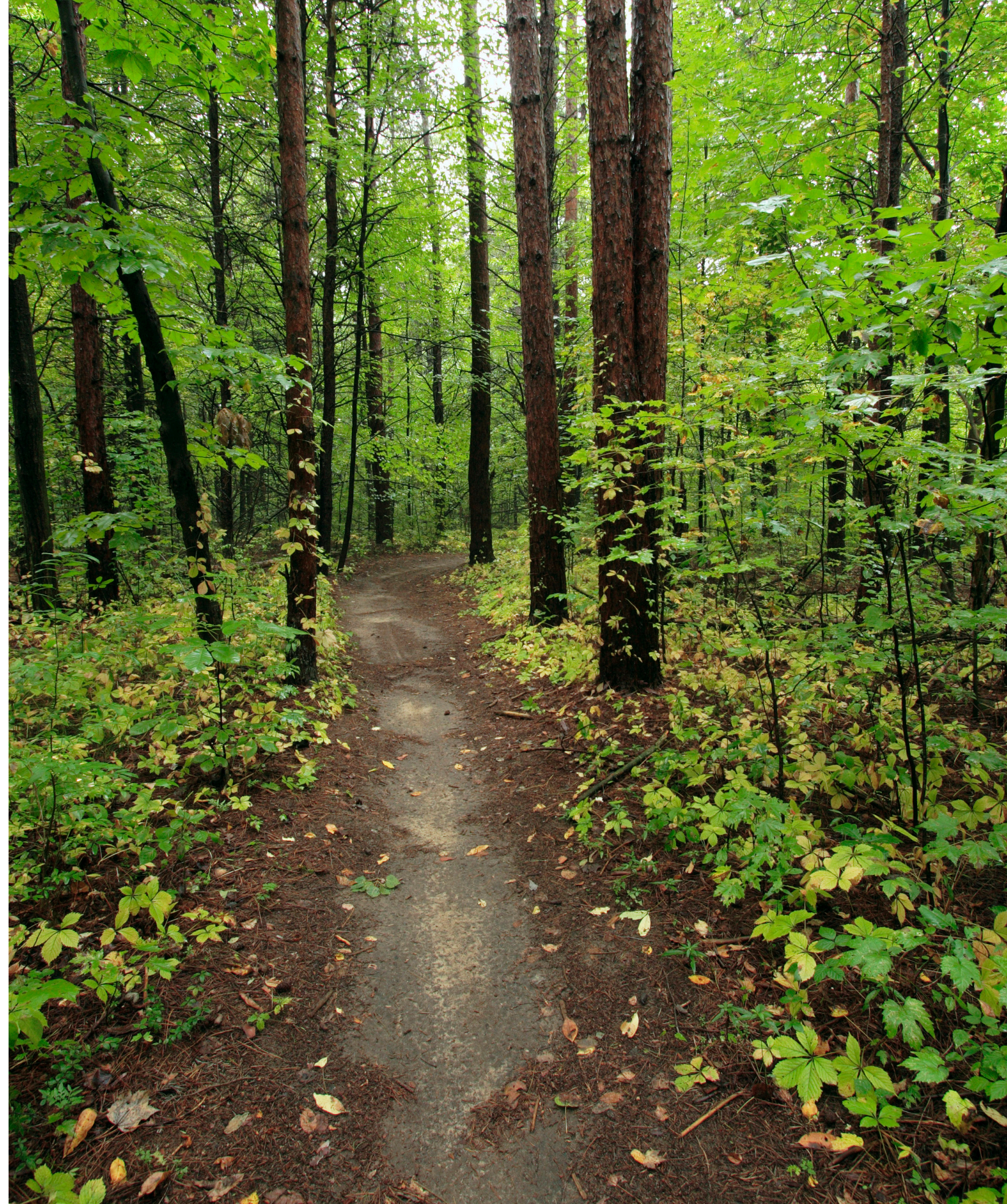
PREPARED FOR:  
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2013 was a banner year for Efficiency UNITED, as the program eclipsed past performance standards while achieving the “All Classes Combined” goal for each consortium member for the second consecutive year. Among the highlights, Efficiency UNITED:

- Achieved electric savings of 91,591,209 kWh - the highest in program history and a 13 percent increase over 2012
  - Residential: 25,560,234 kWh
  - Income Qualified: 3,157,948 kWh
  - Commercial & Industrial: 62,873,027 kWh
- Achieved gas savings of 8,033,182 ccf - also a program record and five percent increase over 2012
  - Residential: 2,150,391 ccf
  - Income Qualified: 523,172 ccf
  - Commercial & Industrial: 5,359,618 ccf
- Provided \$11,784,919 in incentives to utility customers - the highest annual payout since program inception in 2009
- Introduced and piloted Special and Comprehensive deep savings programs at Alpena Power Company, Indiana Michigan Power, SEMCO ENERGY Gas Company, Upper Peninsula Power Company, We Energies and Wisconsin Public Service (Electric)
- Delivered a program record \$2,849,850 (24 percent of total incentive spend) in energy saving measures to Income Qualified customers
- Decreased ENERGY STAR® event kit sales from 5,152,011 kWh in 2012 to 1,922,235 kWh in 2013. Transitioning to longer-life measures and 2012 evaluation findings led to an intentional decrease in kit sales
- Under a newly-instituted cooperative arrangement, worked closely with program evaluators to incorporate feedback frequently throughout the year
- Decreased reliance on direct installations - from more than 17,000 in 2012 to fewer than 4,000 in 2013 - in a continued effort to provide more longer-life measures
- Introduced electronic web-based dashboards
- Increased reporting transparency
- Continued market transformation activities and education to residential and commercial customers

Additionally, the Efficiency UNITED team added several resources during the 2013 program year to help our clients and their customers meet their savings and budgetary goals. As a team, we are excited about the various improvements and record levels of performance we achieved in 2013 and look forward to even better performance in 2014.



Efficiency UNITED is the brand name for energy optimization (EO) 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 the Michigan Community Action Agency Association, with CLEARResult as its primary implementation contractor, to administer the Efficiency UNITED EO programs. MCAAAA is a non-profit state association of 29 Michigan Community Action Agencies that provide programs and services, such as weatherization, to help income-qualified individuals and families throughout the state achieve greater economic self-sufficiency and stability. MCAAAA has extensive experience with administering grant-funded weatherization and energy efficiency programs. The contract between the State of Michigan and MCAAAA includes energy savings targets for each participating provider.

Initial program services rolled out late in the fourth quarter of 2009, and 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. All energy savings goals for Efficiency UNITED, all classes combined, were met and/or exceeded for all participating providers including:

#### 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
- Indiana Michigan Power
- 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

#### GAS PROVIDERS

- Michigan Gas Utilities
- SEMCO ENERGY Gas Company
- Wisconsin Public Service
- Xcel Energy

The following organizations assisted MCAAAA with design, implementation, administration and marketing of Efficiency UNITED in 2013:

ORGANIZATION	ROLE
Morgan Marketing Partners	Program Design
MCAAAA	General Contract/Financial Management
CLEARResult	Implementation Contractor
Jaco Environmental, Inc.	Appliance Recycling Program Delivery
Enercom	Online Audit Software Development
MCAAAA/Statewide CAA Network	Income Qualified Program Delivery
DNV GL - Energy (formerly DNV Kema)	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-Armtz 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

Consistent with the emphasis of the Michigan Public Service Commission on collaborative energy efficiency activities, Efficiency UNITED team members participated in MPSC EO Collaborative Work Groups including the Design & Implementation Work Group and the Evaluation Work Group. Input and feedback was provided on the Michigan Energy Measures Database and trade ally partnership efforts. Efficiency UNITED designed and implemented pilot programs on Comprehensive Residential, Comprehensive Commercial & Industrial, Community Targeting, Geotargeting and Agricultural (both Residential and C&I), the results of which will be shared with the EO Collaborative Work Groups in 2014. MCAAAA holds a seat on the Michigan Saves board, and intrinsic to its core mission, coordinates services to income-qualified customers using funding from several different sources to complement the services available through Efficiency UNITED.

Building on the lessons learned through program delivery and feedback provided by the evaluation contractor, CLEARResult modified the programs and associated processes for 2013. MCAAAA and CLEARResult continually seek 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 relationships with our participating providers

Efficiency UNITED program offerings are divided into two general categories:

RESIDENTIAL

Income Qualified

Residential  
ENERGY STAR

Appliance  
Recycling

Online Audit

COMMERCIAL & INDUSTRIAL

C&I Prescriptive\*

C&I Custom\*

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

Home  
Performance

Multifamily

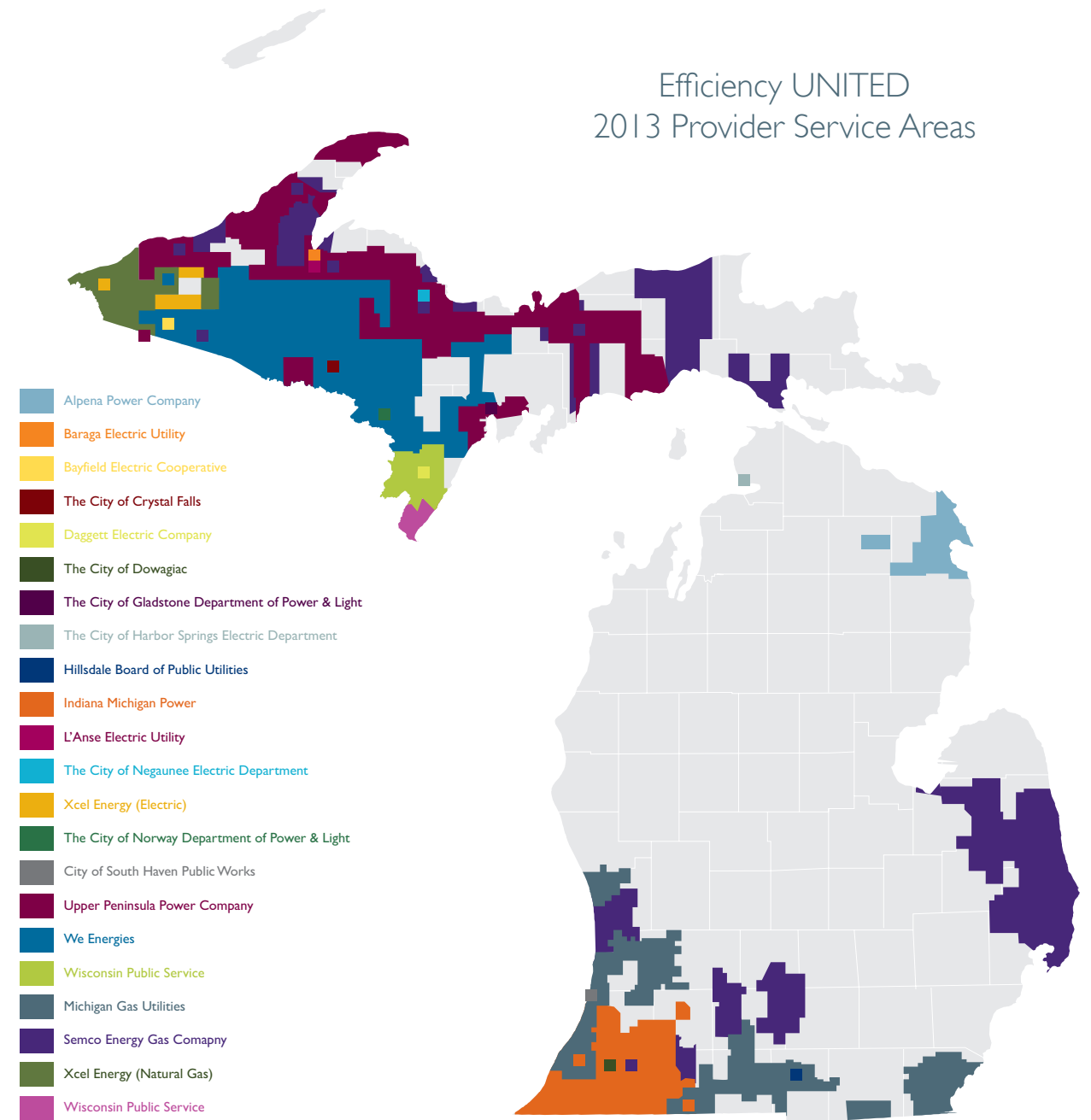
Residential Pilot

Residential  
Education

C&I Pilot

C&I Education

Efficiency UNITED  
2013 Provider Service Areas



### GOAL ACHIEVEMENT

In 2013, 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 table below shows a year-over-year comparison of goal achievement for electric and natural gas savings, as well as the number of customers served.

TOTAL ELECTRIC SAVINGS	2009/2010	2011	2012	2013
Electric Goal	63,808,597	59,171,597	73,333,496	75,793,723
Electric Savings Achieved	66,372,701	63,644,436	81,064,790	91,591,209
% of Goal Achieved	104%	108%	108%	120.8%

TOTAL NATURAL GAS SAVINGS	2009/2010	2011	2012	2013
Natural Gas Goal	3,096,087	4,424,540	6,468,244	6,360,057
Natural Gas Savings Achieved	3,803,111	4,323,992	7,145,761	8,033,182
% of Goal Achieved	123%	98%	111%	126.3%

CUSTOMER INFORMATION	2009/2010	2011	2012	2013
Electric	47,638	13,786	20,320	10,314
Natural Gas	14,110	9,022	26,800	19,174
Customers Served	61,748	22,808	47,120	29,488

An operational focus on Key Performance Indicators was critical to achieving savings goals for all natural gas participating utilities and all but one electric. KPIs are the driving program performance factors; better tracking of KPIs through our Pulse system enabled more accurate forecasting of both energy-savings and incentive-spend activity. Better forecasts meant the team could take more timely corrective actions to ensure the programs stayed on track.

The table below shows goal achievement by utility for the income qualified, residential and commercial & industrial classes.

### Combined (All Classes) Savings Achieved in 2013

PROVIDER	INCOME QUALIFIED	RESIDENTIAL	C&I	ALL CLASSES COMBINED
<b>ELECTRIC UTILITIES</b>				
Alpena Power Company	257.8%	303.7%	115.9%	166.3%
Baraga Electric Utility	112.3%	188.1%	122.4%	126.6%
Bayfield Electric Cooperative	99.0%	223.0%	-	144.5%
The City of Crystal Falls	225.0%	222.4%	178.6%	200.0%
Daggett Electric Company	114.6%	112.4%	117.1%	112.7%
The City of Dowagiac	142.1%	142.1%	124.0%	117.4%
The City of Gladstone Department of Power & Light	535.2%	54.7%	129.5%	106.5%
The City Harbor Springs Electric Department	101.2%	98.1%	114.1%	108.9%
Hillsdale Board of Public Utilities	180.4%	97.4%	142.9%	129.6%
Indiana Michigan Power	242.3%	134.7%	108.2%	120.3%
L'Anse Electric Utility	218.2%	199.9%	74.1%	125.9%
The City of Negaunee Electric Department	278.6%	151.1%	121.3%	143.8%
The City of Norway Department of Power & Light	163.6%	183.4%	644.6%	383.9%
City of South Haven Public Works	144.1%	114.6%	103.2%	108.3%
Upper Peninsula Power Company	116.6%	173.4%	125.9%	137.6%
We Energies	237.2%	125.7%	104.9%	106.7%
Wisconsin Public Service	159.7%	107.1%	130.9%	126.7%
Xcel Energy	204.7%	254.8%	54.8%	132.3%
<b>Electric Utility Total</b>	<b>185.3%</b>	<b>147.7%</b>	<b>110.4%</b>	<b>120.6%</b>
<b>NATURAL GAS UTILITIES</b>				
Michigan Gas Utilities	197.9%	77.1%	143.4%	120.2%
SEMCO ENERGY Gas Company	109.3%	91.3%	159.4%	129.9%
Wisconsin Public Service - Natural Gas	141.0%	97.4%	153.0%	126.3%
Xcel Energy - Natural Gas	395.8%	87.5%	101.7%	107.9%
<b>Natural Gas Utility Total</b>	<b>141.0%</b>	<b>86.4%</b>	<b>153.0%</b>	<b>126.3%</b>

## NEW EFFICIENCY UNITED PARTICIPATING ENERGY PROVIDERS

Efficiency UNITED welcomed two new municipal energy providers in 2013: The City of Dowagiac and The City of Harbor Springs Electric Department. Customers of Dowagiac and Harbor Springs were able to participate in a full suite of Income Qualified, Residential, and Commercial & Industrial programming.

## PROGRAM DELIVERY

Descriptions for the design and implementation of each program are included in the Program Performance section of this report. As contractually required, program delivery was designed as closely as possible to match those programs offered by other utility providers in Michigan. Statewide consistency of programming is intended to create less confusion for customers and trade allies. This should result in greater customer participation and accelerated transformation of the energy efficiency marketplace. In some cases, large variances in budget and savings requirements did not allow for consistent programming. In those instances, program design delivered cost effective programs that would appeal to largest numbers of customers.

## HIGHLIGHTS BY CLASS

### Income Qualified Class

The Efficiency UNITED Income Qualified Program met the 2013 savings goal for 20 of 22 utilities. The Community Action Agencies were able to leverage Efficiency UNITED funds with weatherization program funding to more comprehensively assist income-qualified customers.

The special offer program enhanced the ability of the CAAs to continue offering programs as they waited for their 2013 Department of Human Services funding. Efficiency UNITED assisted the CAAs with leads and documentation processes to create a more streamlined effort.

Efficiency UNITED reintroduced the successful special offer program, which increased rebates for refrigerators, natural gas furnace tune-ups, thermostats and natural gas furnace and boiler replacements.

### Residential Class

In 2013 Efficiency UNITED achieved energy savings through program outreach, prescriptive rebates on a wide variety of measures, advertising and promotion, as well as aggressive pilot programming in selected energy provider territories.

The ENERGY STAR program field staff expanded their roles to be Efficiency UNITED Ambassadors, charged with promoting the entire Efficiency UNITED portfolio at local public and utility sponsored events. The Ambassadors promoted the Efficiency UNITED programs at 85 events for 172 event days across the entire Efficiency UNITED territory. Consistent with the Efficiency UNITED objective to increase the impact of longer-life measures on energy savings, ENERGY STAR introduced rebates on additional measures like televisions, and increased the rebates on refrigerators.

The Appliance Recycling Program introduced recycling incentives on room air conditioners and dehumidifiers, as well as increased rebates on refrigerators and freezers in order to encourage more customers to surrender their secondary appliances.

Selected energy providers participated in Comprehensive and Special Pilots to spur the use of energy audits and the purchase of long-life measures.

The Home Performance Program delivered energy savings through a variety of delivery channels: prescriptive rebates, JEEP (Joint Energy Efficiency Plan), online audit energy saving kits, direct installations of energy saving measures, and new home construction measures.

### Commercial & Industrial Class

The Commercial & Industrial team delivered energy savings through prescriptive and custom measure rebates in both Core and Pilot programs. Energy Advisors continued use of direct outreach, as well as attendance at selected events, provided opportunities for education and program marketing. The Joint Energy Efficiency Plan approach provided a starting point for customers' long-range energy efficiency planning.

Efficiency UNITED hosted its second annual Commercial & Industrial Conferences in Harris and Battle Creek, Michigan. The conferences provided attendees with breakout sessions, networking opportunities and exposure to exhibitors.

The team implemented special initiatives to drive savings on entire projects such as a compressed air system bonus, steam traps and refrigeration systems.

Overall, the Efficiency UNITED team continues to build on lessons learned to deliver cost effective programming and real energy savings for residential and C&I customers across the Efficiency UNITED territories.

### Performance by Customer Class

2013 was an exciting year for the Efficiency UNITED consortium members and their customers as the total electric and natural gas portfolios continued to grow. The programs reduced electric consumption by 91,591,209 kWh and gas consumption by 6,360,057 ccf. This represents an increase of electric savings by 38 percent and gas savings by 112 percent since program inception in 2009 – 2010. Graphs depicting the year over year improvement can be found on pages 25, 26 and 32.

The growth was partially driven by a record \$11,784,919 in incentives paid out. The income qualified class paid incentives of \$2,849,850 or 24 percent of the total. The residential class paid \$4,224,041 (36 percent) while commercial and industrial customers received benefits totaling \$4,711,028 (40 percent).

Historically, income qualified is the most expensive class to provide with energy savings measures. The 2013 program year accelerated this trend since program managers found it necessary to offer some full pay measures in response to a sharp decrease in matching funds. In descending order, the cost per kWh or ccf saved by class is income qualified, residential and commercial and industrial, a common trend of electric and natural gas energy efficiency programs around the country.

In 2013, the residential class comprised six programs: Multifamily, Home Performance, ENERGY STAR, Appliance Recycling, Education and Pilot programs. With the exception of Appliance Recycling, all programs were available to electric and natural gas customers. The ENERGY STAR (66 percent) and Home Performance (19 percent) programs combined to provide 85 percent of the residential class savings. Home Performance (68 percent) and Pilot programs (18 percent) combined to provide 86 percent of the natural gas savings.

Similar to residential, the commercial and industrial class added Pilot Programs to complement the traditional offerings, including Custom and Prescriptive and Education. On the natural gas side, Pilot Programs (65 percent) and Custom and Prescriptive (31 percent) combined for 96 percent of the total savings. On the electric side, Custom and Prescriptive provided 77 percent of the savings while Comprehensive and Education added 22 percent and one percent, respectively.

### Program Impact

During the 2013 program year, Efficiency UNITED provided energy optimization assistance to approximately 8,117 income-qualified customers. The assistance included, but was not limited to, complimentary lower-cost energy savings measures, weatherization work, furnace/boiler tune-ups and replacements, and refrigerator replacements. As a result of these activities, Michigan's most vulnerable residents received energy saving measures valued at \$2,849,850, saving 3,157,948 kWh and 523,172 ccf. The income qualified class, as a whole, achieved 185 percent of the electric and 141 percent of its natural gas savings goals.

Efficiency UNITED market rate residential customers were engaged through the ENERGY STAR, Appliance Recycling, Home Performance, Multifamily, Pilot and Education programs. These programs gave customers of Efficiency UNITED providers rebates and training on energy efficient measures. These rebates included, but were not limited to, LED/CFL bulbs and fixtures, the purchase and recycling of various major appliances, insulation, and HVAC measures. Additionally, 4th and 6th grade students at various schools throughout Michigan received special energy-saving information to take home. These efforts paid incentives totaling \$4,224,041 while saving Michigan residents 25,560,234 kWh and 2,150,391 ccf.

Efficiency UNITED continued to impress in the commercial and industrial markets as more than 1,000 customers received rebates on prescriptive and custom measures. Commercial and industrial customers received incentives totaling \$4,711,028, which led to saving 62,873,027 kWh and 5,359,618 ccf. The commercial and industrial class as a whole achieved 111 percent of electric and 153 percent of natural gas goals.

### INCOME QUALIFIED

8,000+  
customers

\$2.85M

in complimentary energy-saving measures

185%

of electric savings goal achieved

141%

of natural gas savings goal achieved

### COMMERCIAL & INDUSTRIAL

1,000+  
customers

\$4.71M

in client incentives

111%

of electric savings goal achieved

153%

of natural gas savings goal achieved



Total Budget & Expenses: Includes All Classes

PROVIDER	2013 IMPLEMENTATION & INCENTIVE BUDGET	2012 INCENTIVE CARRY FORWARD	2013 ADJUSTED BUDGET WITH CARRYOVER	2013 RECEIVED TO DATE BY CLEAR RESULT	TOTAL DOLLARS SPENT	% OF 2013 BUDGET SPENT
<b>ELECTRIC UTILITIES</b>						
Alpena Power Company	\$466,063	\$132,763	\$598,826	\$447,418	\$403,291	87%
Baraga Electric Utility	\$43,356	\$1,551	\$54,907	\$41,622	\$37,546	87%
Bayfield Electric Cooperative	\$863	\$519	\$1,381	\$828	\$1,173	136%
The City of Crystal Falls	\$40,915	\$10,554	\$51,468	\$39,278	\$38,394	94%
Daggett Electric Company	\$2,384	\$819	\$3,203	\$2,289	\$1,721	72%
The City of Dowagiac	\$122,888	-	\$122,888	\$117,974	\$99,154	81%
The City of Gladstone Department of Power & Light	\$77,628	\$17,969	\$95,597	\$74,523	\$52,746	68%
The City Harbor Springs Electric Department	\$65,941	-	\$65,941	\$63,303	\$57,255	87%
Hillsdale Board of Public Utilities	\$191,178	\$21,853	\$213,031	\$183,531	\$174,693	91%
Indiana Michigan Power	4,139,038	\$324,276	\$4,463,314	\$3,973,476	\$4,045,330	98%
L'Anse Electric Utility	\$26,301	\$4,739	\$31,040	\$25,249	\$19,351	74%
The City of Negaunee Electric Department	\$60,358	\$17,172	\$77,406	\$61,580	74,137	74%
The City of Norway Department of Power & Light	\$64,146	\$13,260	\$77,406	\$61,580	\$74,137	116%
City of South Haven Public Works	\$236,081	\$64,180	\$300,261	\$226,638	\$198,021	84%
Upper Peninsula Power Company	\$1,843,407	\$731,329	\$2,574,737	\$1,769,671	\$1,624,418	88%
We Energies	\$887,049	\$402,250	\$1,289,299	\$851,567	\$782,292	88%
Wisconsin Public Service	\$366,253	\$132,888	\$499,141	\$351,603	\$367,924	100%
Xcel Energy	\$229,224	\$71,788	\$301,013	\$220,055	\$177,419	77%
<b>Electric Utility Total</b>	<b>\$8,863,073</b>	<b>\$1,957,911</b>	<b>\$10,820,984</b>	<b>\$8,508,549</b>	<b>\$8,201,895</b>	<b>93%</b>
<b>NATURAL GAS UTILITIES</b>						
Michigan Gas Utilities	\$3,176,509	\$1,136,228	\$4,312,737	\$3,049,449	\$3,109,146	98%
SEMCO ENERGY Gas Company	\$5,650,684	\$2,794,936	\$8,445,620	\$5,424,657	\$6,718,678	119%
Wisconsin Public Service - Natural Gas	\$87,072	\$2,075	\$89,147	\$83,590	\$88,814	102%
Xcel Energy - Natural Gas	\$93,388	\$63,336	\$161,723	\$94,452	\$101,650	103%
<b>Natural Gas Utility Total</b>	<b>\$9,012,653</b>	<b>\$3,996,574</b>	<b>\$13,009,227</b>	<b>\$8,652,148</b>	<b>\$10,018,287</b>	<b>111%</b>

Total Energy Savings Achieved: Includes All Classes

PROVIDER	TOTAL PARTICIPANTS	2013 KWH/CCF GOAL	SELF-DIRECTED	TOTAL GOAL	TOTAL SAVINGS ACHIEVED	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>						
Alpena Power Company	388	2,007,503	1,211,633	3,219,137	5,352,409	166%
Baraga Electric Utility	64	183,903	-	183,903	232,847	127%
Bayfield Electric Cooperative	3	1,993	-	1,993	2,880	144%
The City of Crystal Falls	113	162,267	-	162,267	324,604	200%
Daggett Electric Company	31	14,170	-	14,170	15,971	113%
The City of Dowagiac	207	634,293	-	634,293	744,728	117%
The City of Gladstone Department of Power & Light	132	320,633	-	320,633	341,467	106%
The City Harbor Springs Electric Department	155	375,210	-	275,210	408,629	109%
Hillsdale Board of Public Utilities	277	1,211,857	-	1,211,857	1,572,079	130%
Indiana Michigan Power	4,539	28,743,334	-	28,743,334	34,571,540	120%
L'Anse Electric Utility	125	131,740	-	131,740	165,874	126%
The City of Negaunee Electric Department	172	220,570	-	220,570	317,154	144%
The City of Norway Department of Power & Light	159	293,770	-	293,770	1,128,176	384%
City of South Haven Public Works	236	1,315,217	-	1,315,217	1,424,671	108%
Upper Peninsula Power Company	1,949	8,136,820	-	8,136,820	11,195,946	138%
We Energies	748	3,406,317	23,302,940	26,709,257	28,492,431	107%
Wisconsin Public Service	670	2,734,100	-	2,734,100	3,466,417	127%
Xcel Energy	346	1,385,453	-	1,385,453	1,833,388	132%
<b>Electric Utility Total</b>	<b>10,314</b>	<b>51,279,150</b>	<b>24,514,573</b>	<b>75,793,723</b>	<b>91,591,209</b>	<b>121%</b>
<b>NATURAL GAS UTILITIES</b>						
Michigan Gas Utilities	6,359	2,160,381	-	2,160,381	2,597,222	120%
SEMCO ENERGY Gas Company	12,262	4,029,553	-	4,029,553	5,236,837	130%
Wisconsin Public Service - Natural Gas	225	107,479	-	107,479	131,522	122%
Xcel Energy - Natural Gas	328	62,643	-	62,643	67,600	108%
<b>Natural Gas Utility Total</b>	<b>19,174</b>	<b>6,360,056</b>	<b>-</b>	<b>6,360,057</b>	<b>8,033,182</b>	<b>126%</b>

Total Incentive Budget & Expenses: Includes All Classes

PROVIDER	2013 INCENTIVE BUDGET	2012 INCENTIVE CARRY FORWARD	2013 ADJUSTED BUDGET WITH CARRYOVER	2013 INCENTIVE RECEIVED TO DATE	TOTAL INCENTIVE SPENT	2013 INCENTIVE CARRY FORWARD	% OF DOLLARS SPENT
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	\$279,638	\$132,763	\$412,401	\$279,636	\$235,509	\$176,893	57%
Baraga Electric Utility	\$26,014	\$11,551	\$37,565	\$26,014	\$21,938	\$15,627	58%
Bayfield Electric Cooperative	\$518	\$519	\$1,036	\$518	\$862	\$174	83%
The City of Crystal Falls	\$24,549	\$10,554	\$35,102	\$24,549	\$23,665	\$11,437	67%
Daggett Electric Company	\$1,430	\$819	\$2,250	\$1,430	\$862	\$1,387	38%
The City of Dowagiac	\$73,733	-	\$73,733	\$73,733	\$54,914	\$18,819	74%
The City of Gladstone Department of Power & Light	\$46,577	\$17,969	\$64,546	\$46,577	\$24,799	\$39,747	38%
The City Harbor Springs Electric Department	\$39,565	-	\$39,565	\$33,516	\$33,516	\$6,049	85%
Hillsdale Board of Public Utilities	\$114,707	\$21,853	\$136,560	\$114,707	\$105,869	\$30,691	78%
Indiana Michigan Power	\$2,483,423	\$324,276	\$2,807,699	\$2,483,423	\$2,555,276	\$252,424	91%
L'Anse Electric Utility	\$15,781	\$4,739	\$20,520	\$15,780	\$9,883	\$10,637	48%
The City of Negaunee Electric Department	\$36,215	\$17,172	\$53,387	\$36,214	\$25,304	\$28,084	47%
The City of Norway Department of Power & Light	\$38,487	\$13,260	\$51,747	\$38,487	\$51,045	\$703	99%
City of South Haven Public Works	\$141,649	\$64,180	\$205,829	\$141,649	\$113,032	\$92,797	55%
Upper Peninsula Power Company	\$1,106,045	\$731,329	\$1,837,374	\$1,106,044	\$960,791	876,585	52%
We Energies	\$532,229	\$402,250	\$934,479	\$532,229	\$462,954	\$471,526	50%
Wisconsin Public Service	\$219,752	\$132,888	\$352,640	\$219,752	\$236,072	\$116,525	67%
Xcel Energy	\$137,535	\$71,788	\$209,323	\$137,534	\$94,898	\$114,425	45%
<b>Electric Utility Total</b>	<b>\$5,317,845</b>	<b>\$1,957,911</b>	<b>\$7,275,756</b>	<b>\$5,317,841</b>	<b>\$5,011,187</b>	<b>\$2,264,531</b>	<b>69%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	\$1,905,906	\$1,136,228	\$3,042,134	\$1,905,905	\$1,965,602	\$1,076,544	65%
SEMCO ENERGY Gas Company	\$3,390,410	\$2,794,936	\$6,185,346	\$3,390,411	\$4,684,431	\$1,500,954	76%
Wisconsin Public Service - Natural Gas	\$52,243	\$2,075	\$54,318	\$52,244	\$57,468	(\$3,149)	106%
Xcel Energy - Natural Gas	\$59,033	\$63,336	\$122,368	\$59,032	\$66,230	\$56,138	54%
<b>Natural Gas Utility Total</b>	<b>\$5,407,592</b>	<b>\$3,996,574</b>	<b>\$9,404,166</b>	<b>\$5,407,592</b>	<b>\$6,773,731</b>	<b>\$2,630,486</b>	<b>72%</b>

Income Qualified Budget & Expenses

PROVIDER	2013 IMPLEMENTATION & INCENTIVE BUDGET	2012 INCENTIVE CARRY FORWARD	2013 ADJUSTED BUDGET WITH CARRYOVER	2013 RECEIVED TO DATE BY CLEAR RESULT LESS HOLDBACK	TOTAL IMPLEMENTATION & INCENTIVE SPENT	2013 INCENTIVE CARRY FORWARD	% OF 2013 BUDGET SPENT
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	\$51,921	\$51,027	\$102,948	\$49,844	\$86,724	\$14,147	167%
Baraga Electric Utility	\$4,830	\$1,038	\$5,868	\$4,637	\$5,704	(\$29)	118%
Bayfield Electric Cooperative	\$311	\$432	\$743	\$92	\$740	(\$1)	238%
The City of Crystal Falls	\$7,287	\$4,776	\$12,063	\$4,376	\$8,915	\$237	122%
Daggett Electric Company	\$266	\$347	\$612	\$255	\$601	-	226%
The City of Dowagiac	\$13,690	-	\$13,690	\$13,143	\$12,962	181	95%
The City of Gladstone Department of Power & Light	\$8,648	\$4,203	\$12,851	\$8,302	\$12,503	\$2	145%
The City Harbor Springs Electric Department	\$7,346	-	\$7,346	\$7,052	\$6,862	\$190	93%
Hillsdale Board of Public Utilities	\$21,298	\$10,575	\$31,873	\$20,446	\$31,308	(\$287)	147%
Indiana Michigan Power	\$461,100	\$322,286	\$783,386	\$442,656	\$724,429	\$40,514	157%
L'Anse Electric Utility	\$2,930	\$1,025	\$3,955	\$2,813	\$3,825	\$13	131%
The City of Negaunee Electric Department	\$7,910	\$4,408	\$12,318	\$6,455	\$11,585	\$464	146%
The City of Norway Department of Power & Light	\$7,146	\$4,103	\$11,249	\$6,860	\$10,727	\$236	150%
City of South Haven Public Works	\$26,300	\$16,667	\$42,967	\$25,248	\$41,720	\$195	159%
Upper Peninsula Power Company	\$223,061	\$194,456	\$417,517	\$197,146	\$370,456	\$33,321	166%
We Energies	\$98,820	\$115,363	\$214,183	\$94,867	\$165,817	\$44,413	168%
Wisconsin Public Service	\$45,802	\$62,906	\$108,708	\$39,170	\$106,407	\$669	232%
Xcel Energy	\$25,536	\$14,484	\$40,020	\$24,515	\$38,999	-	153%
<b>Electric Utility Total</b>	<b>\$1,014,201</b>	<b>\$808,097</b>	<b>\$1,822,297</b>	<b>\$947,876</b>	<b>\$1,640,284</b>	<b>\$134,265</b>	<b>162%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	\$403,872	\$276,233	\$680,105	\$339,717	\$644,921	\$21,029	160%
SEMCO ENERGY Gas Company	\$629,502	\$571,656	\$1,201,157	\$604,322	\$1,243,067	\$32,910	197%
Wisconsin Public Service - Natural Gas	\$9,700	\$2,075	\$11,775	\$9,312	\$17,416	(\$6,029)	180%
Xcel Energy - Natural Gas	\$10,961	\$1,621	\$12,582	\$10,522	\$21,069	(\$8,925)	192%
<b>Natural Gas Utility Total</b>	<b>\$1,054,034</b>	<b>\$851,584</b>	<b>\$1,905,619</b>	<b>\$963,873</b>	<b>\$1,926,472</b>	<b>\$38,986</b>	<b>183%</b>

Income Qualified Participation/Energy Savings

PROVIDER	# OF CAA PARTICIPANTS	# OF OTHER PARTICIPANTS	2013 ANNUAL KWH/CCF GOAL	KWH/CCF ACHIEVED	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	19	94	55,000	141,807	258%
Baraga Electric Utility	8	1	15,823	17,762	112%
Bayfield Electric Cooperative	1	-	1,263	1,250	99%
The City of Crystal Falls	3	5	5,000	11,250	225%
Daggett Electric Company	1	-	1,818	2,084	115%
The City of Dowagiac	1	26	25,856	36,744	142%
The City of Gladstone Department of Power & Light	19	-	11,644	62,314	535%
The City Harbor Springs Electric Department	19	2	23,142	23,427	101%
Hillsdale Board of Public Utilities	31	3	22,500	40,594	180%
Indiana Michigan Power	216	1,193	597,456	1,447,751	242%
L'Anse Electric Utility	4	-	6,655	14,524	218%
The City of Negaunee Electric Department	16	18	12,038	33,538	279%
The City of Norway Department of Power & Light	47	1	15,340	25,103	164%
City of South Haven Public Works	53	1	44,181	63,675	144%
Upper Peninsula Power Company	497	142	594,262	693,000	117%
We Energies	272	30	118,935	282,090	237%
Wisconsin Public Service	165	-	116,926	186,781	160%
Xcel Energy	48	-	36,281	74,255	205%
<b>Electric Utility Total</b>	<b>1,420</b>	<b>1,516</b>	<b>1,704,119</b>	<b>3,157,948</b>	<b>185%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	360	980	124,403	246,239	198%
SEMCO ENERGY Gas Company	1,318	2,387	241,435	263,774	109%
Wisconsin Public Service - Natural Gas	3	-	2,425	2,313	95%
Xcel Energy - Natural Gas	9	115	2,740	10,846	396%
<b>Natural Gas Utility Total</b>	<b>1,690</b>	<b>3,482</b>	<b>371,004</b>	<b>523,172</b>	<b>141%</b>

Residential Budget & Expenses

PROVIDER	2013 IMPLEMENTATION & INCENTIVE BUDGET	2012 INCENTIVE CARRY FORWARD	2013 ADJUSTED BUDGET WITH CARRYOVER	2013 RECEIVED TO DATE BY CLEAR RESULT LESS HOLDBACK	TOTAL IMPLEMENTATION & INCENTIVE SPENT	2013 INCENTIVE CARRY FORWARD	% OF 2013 BUDGET SPENT
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	\$199,420	\$76,736	\$276,156	\$188,624	\$163,116	\$104,007	82%
Baraga Electric Utility	\$5,934	-	\$5,934	\$36,985	\$14,925	\$2,506	251%
Bayfield Electric Cooperative	\$552	\$87	\$638	\$736	\$433	\$174	79%
The City of Crystal Falls	\$16,079	-	\$16,079	\$16,998	\$14,307	\$623	89%
Daggett Electric Company	\$1,895	\$472	\$2,367	\$1,532	\$925	\$1,382	49%
The City of Dowagiac	\$33,459	-	\$33,459	\$34,944	\$21,032	\$12,147	63%
The City of Gladstone Department of Power & Light	\$41,174	\$5,087	\$46,262	\$36,289	\$17,895	\$25,506	43%
The City Harbor Springs Electric Department	\$21,882	-	\$21,882	\$24,290	\$14,272	\$5,031	65%
Hillsdale Board of Public Utilities	\$60,672	-	\$60,672	\$62,789	\$33,103	\$25,446	55%
Indiana Michigan Power	\$1,535,128	-	\$1,535,128	\$1,604,942	\$1,340,984	\$122,149	87%
L'Anse Electric Utility	\$9,923	\$859	\$10,782	\$11,700	\$8,149	\$3,051	82%
The City of Negaunee Electric Department	\$32,522	\$4,051	\$36,574	\$30,893	\$19,130	\$15,545	59%
The City of Norway Department of Power & Light	\$25,129	-	\$25,129	\$32,126	\$23,591	\$133	94%
City of South Haven Public Works	\$84,106	\$7,311	\$91,417	\$70,486	\$47,670	\$36,537	57%
Upper Peninsula Power Company	\$762,529	\$143,807	\$906,336	\$745,557	\$424,302	\$455,054	56%
We Energies	\$414,753	\$78,959	\$493,712	\$209,109	\$181,418	\$224,812	44%
Wisconsin Public Service	\$105,729	\$26,062	\$131,791	\$101,086	\$84,415	\$43,012	80%
Xcel Energy	\$89,630	\$18,150	\$107,780	\$105,592	\$81,250	\$30,276	91%
<b>Electric Utility Total</b>	<b>\$3,440,517</b>	<b>\$361,582</b>	<b>\$3,802,098</b>	<b>\$3,314,678</b>	<b>\$2,490,917</b>	<b>\$1,107,391</b>	<b>72%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	\$2,056,126	\$216,115	\$2,272,241	\$2,021,878	\$1,634,899	\$553,109	80%
SEMCO ENERGY Gas Company	\$3,321,393	\$1,063,518	\$4,384,911	\$3,188,534	\$3,243,496	\$908,723	98%
Wisconsin Public Service - Natural Gas	\$48,971	-	\$48,971	\$47,012	\$44,291	\$2,721	90%
Xcel Energy - Natural Gas	\$49,247	\$5,453	\$54,700	\$36,090	\$38,512	\$10,024	78%
<b>Natural Gas Utility Total</b>	<b>\$5,475,737</b>	<b>\$1,285,086</b>	<b>\$6,760,823</b>	<b>\$5,293,513</b>	<b>\$4,961,197</b>	<b>\$1,474,577</b>	<b>91%</b>

Residential Participation/Energy Savings

PROVIDER	# OF PARTICIPANTS	2013 ANNUAL KWH/CCF GOAL	YTD KWH/CCF ACHIEVED	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>				
Alpena Power Company	224	822,396	2,497,658	304%
Baraga Electric Utility	27	14,129	26,575	188%
Bayfield Electric Cooperative	2	731	1,630	223%
The City of Crystal Falls	80	74,022	164,650	222%
Daggett Electric Company	11	12,246	13,762	112%
The City of Dowagiac	158	153,398	143,570	94%
The City of Gladstone Department of Power & Light	84	161,740	88,499	55%
The City Harbor Springs Electric Department	121	102,413	100,463	98%
Hillsdale Board of Public Utilities	204	369,393	359,716	97%
Indiana Michigan Power	2,919	10,104,878	13,609,200	135%
L'Anse Electric Utility	93	46,676	93,270	200%
The City of Negaunee Electric Department	108	103,054	155,673	151%
The City of Norway Department of Power & Light	100	150,069	275,711	184%
City of South Haven Public Works	129	430,740	493,926	115%
Upper Peninsula Power Company	1,226	2,116,411	3,672,194	174%
We Energies	367	1,517,315	1,906,880	126%
Wisconsin Public Service	461	614,498	657,990	107%
Xcel Energy	268	509,860	1,298,864	255%
<b>Electric Utility Total</b>	<b>6,582</b>	<b>17,303,967</b>	<b>25,560,234</b>	<b>148%</b>
<b>NATURAL GAS UTILITIES</b>				
Michigan Gas Utilities	4,922	859,913	664,120	77%
SEMCO ENERGY Gas Company	8,417	1,567,793	1,432,956	91%
Wisconsin Public Service - Natural Gas	198	28,332	27,595	97%
Xcel Energy - Natural Gas	177	29,379	25,720	88%
<b>Natural Gas Utility Total</b>	<b>13,714</b>	<b>2,485,417</b>	<b>2,150,391</b>	<b>87%</b>

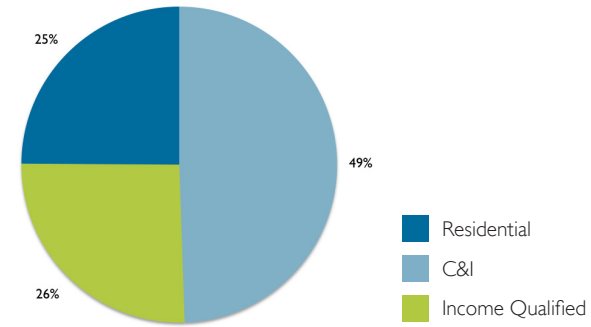
Commercial & Industrial Budget & Expenses

PROVIDER	2013 IMPLEMENTATION & INCENTIVE BUDGET	2012 INCENTIVE CARRY FORWARD	2013 ADJUSTED BUDGET WITH CARRYOVER	2013 RECEIVED TO DATE BY CLEAR RESULT LESS HOLDBACK	TOTAL IMPLEMENTATION & INCENTIVE SPENT	2013 INCENTIVE CARRY FORWARD	% OF 2013 BUDGET SPENT
<b>ELECTRIC UTILITIES</b>							
Alpena Power Company	\$214,722	\$5,000	\$219,722	\$208,950	\$153,450	\$58,740	71%
Baraga Electric Utility	\$32,592	\$10,513	\$43,104	-	\$16,917	\$13,150	52%
Bayfield Electric Cooperative	-	-	-	-	-	-	-
The City of Crystal Falls	\$17,548	\$5,778	\$23,326	\$17,905	\$15,173	\$10,577	86%
Daggett Electric Company	\$224	-	\$224	\$502	\$195	\$5	87%
The City of Dowagiac	\$75,739	-	\$74,739	\$69,887	\$65,160	\$6,491	86%
The City of Gladstone Department of Power & Light	\$27,806	\$8,678	\$36,484	\$29,932	\$22,348	\$14,238	80%
The City Harbor Springs Electric Department	\$36,713	-	\$36,713	\$31,961	\$36,121	\$828	98%
Hillsdale Board of Public Utilities	\$109,208	\$11,278	\$120,486	\$100,296	\$110,281	\$5,532	101%
Indiana Michigan Power	\$2,142,810	\$1,990	\$2,144,800	\$1,925,878	\$1,979,918	\$89,761	92%
L'Anse Electric Utility	\$13,448	\$2,855	\$16,303	\$10,736	\$7,377	\$7,573	55%
The City of Negaunee Electric Department	\$19,925	\$8,713	\$28,638	\$20,595	\$16,316	\$12,076	82%
The City of Norway Department of Power & Light	\$31,871	\$9,157	\$41,028	\$22,594	\$39,819	\$333	125%
City of South Haven Public Works	\$125,675	\$40,202	\$165,877	\$130,903	\$108,631	\$56,065	86%
Upper Peninsula Power Company	\$857,818	\$393,067	\$1,250,884	\$826,967	\$829,659	\$388,209	97%
We Energies	\$373,477	\$207,928	\$581,405	\$547,591	\$435,057	\$202,301	116%
Wisconsin Public Service	\$214,723	\$43,920	\$258,643	\$211,347	\$177,102	\$72,845	82%
Xcel Energy	\$114,058	\$39,154	\$153,212	\$89,948	\$57,170	\$84,150	50%
<b>Electric Utility Total</b>	<b>\$4,408,356</b>	<b>\$788,232</b>	<b>\$5,196,588</b>	<b>\$4,245,995</b>	<b>\$4,070,695</b>	<b>\$1,022,875</b>	<b>92%</b>
<b>NATURAL GAS UTILITIES</b>							
Michigan Gas Utilities	\$716,511	\$643,880	\$1,360,391	\$687,854	\$829,326	\$502,406	116%
SEMCO ENERGY Gas Company	\$1,699,790	\$1,159,762	\$2,859,552	\$1,631,802	\$2,232,115	\$559,320	131%
Wisconsin Public Service - Natural Gas	\$28,402	-	\$28,402	\$27,266	\$27,108	\$158	95%
Xcel Energy - Natural Gas	\$38,180	\$56,261	\$94,441	\$47,840	\$42,069	\$55,040	110%
<b>Natural Gas Utility Total</b>	<b>\$2,482,882</b>	<b>\$1,859,903</b>	<b>\$4,342,786</b>	<b>\$2,394,761</b>	<b>\$3,130,618</b>	<b>\$1,116,924</b>	<b>126%</b>

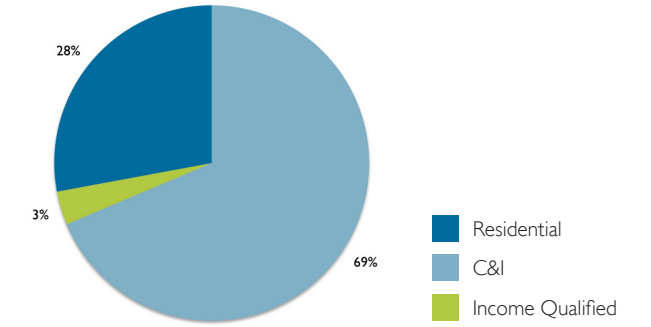
Commercial & Industrial Participation/Energy Savings

PROVIDER	# OF PARTICIPANTS	2013 ANNUAL KWH/CCF GOAL	YTD KWH/CCF ACHIEVED	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>				
Alpena Power Company	51	2,341,741	2,712,944	116%
Baraga Electric Utility	28	153,951	188,509	122%
Bayfield Electric Cooperative	-	-	-	-
The City of Crystal Falls	25	83,245	148,704	179%
Daggett Electric Company	19	106	124	117%
The City of Dowagiac	22	455,040	564,415	124%
The City of Gladstone Department of Power & Light	29	147,250	190,654	129%
The City Harbor Springs Electric Department	13	249,655	284,738	114%
Hillsdale Board of Public Utilities	39	819,964	1,171,769	143%
Indiana Michigan Power	211	18,041,000	19,514,589	108%
L'Anse Electric Utility	28	78,409	58,080	74%
The City of Negaunee Electric Department	30	105,478	127,942	121%
The City of Norway Department of Power & Light	11	128,362	827,362	645%
City of South Haven Public Works	53	840,296	867,070	103%
Upper Peninsula Power Company	84	5,426,147	6,830,752	126%
We Energies	79	25,073,006	26,303,460	105%
Wisconsin Public Service	44	2,002,676	2,621,646	131%
Xcel Energy	30	839,312	460,269	55%
<b>Electric Utility Total</b>	<b>796</b>	<b>56,785,638</b>	<b>62,873,027</b>	<b>111%</b>
<b>NATURAL GAS UTILITIES</b>				
Michigan Gas Utilities	97	1,176,066	1,686,863	143%
SEMCO ENERGY Gas Company	140	2,220,325	3,540,107	159%
Wisconsin Public Service - Natural Gas	24	76,722	101,614	132%
Xcel Energy - Natural Gas	27	30,523	31,033	102%
<b>Natural Gas Utility Total</b>	<b>288</b>	<b>3,503,636</b>	<b>5,359,618</b>	<b>153%</b>

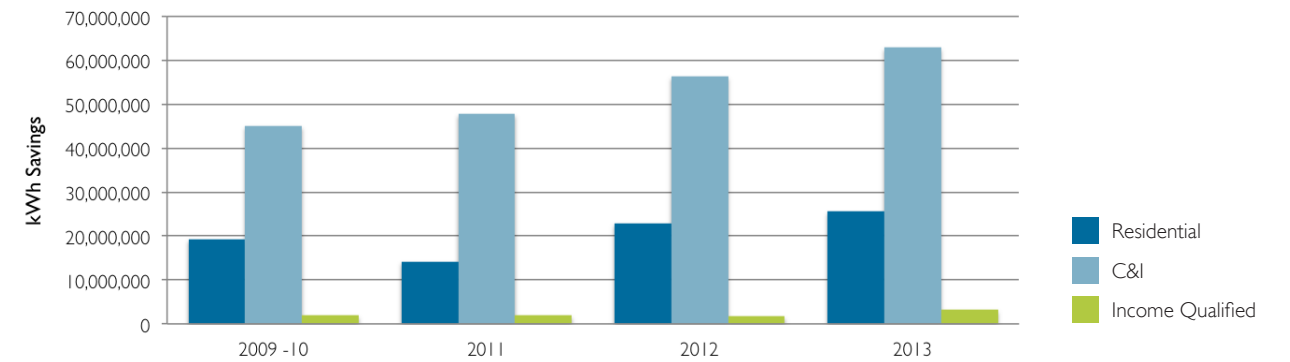
2013 Electric Incentive Percentage by Class



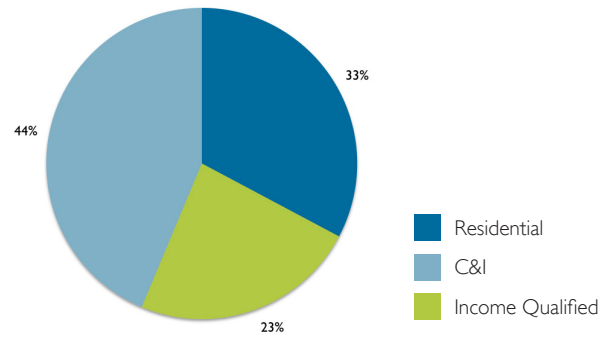
2013 Electric Savings Percentage by Class



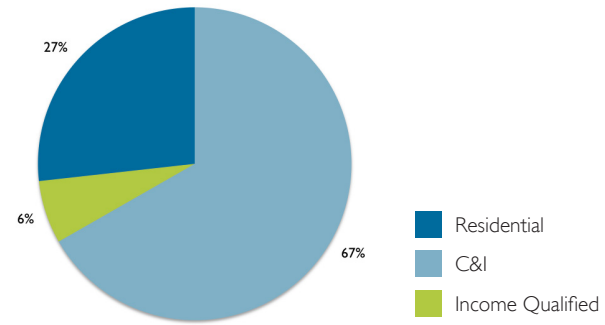
Electric Savings by Class by Year



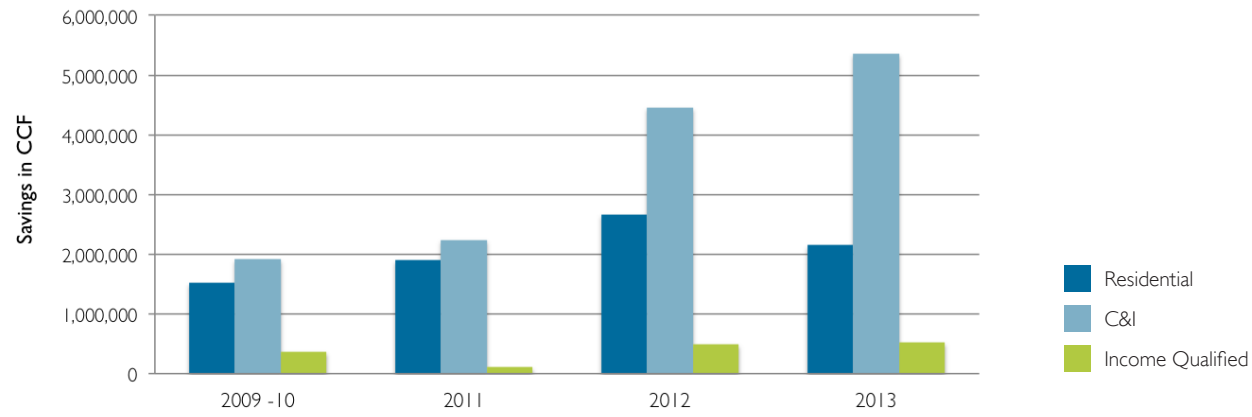
2013 Natural Gas Incentive Percentage by Class



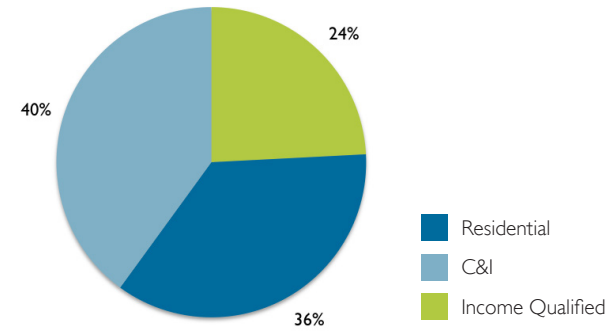
2013 Natural Gas Savings Percentage by Class



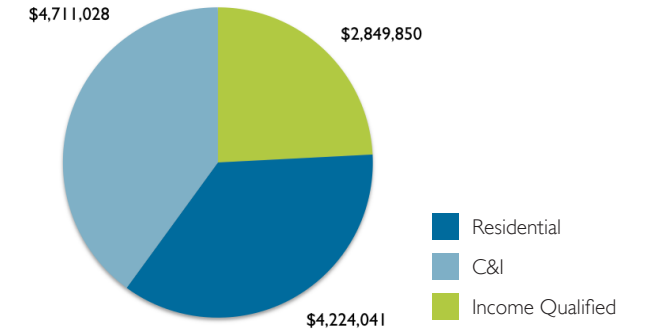
Natural Gas Savings by Class by Year



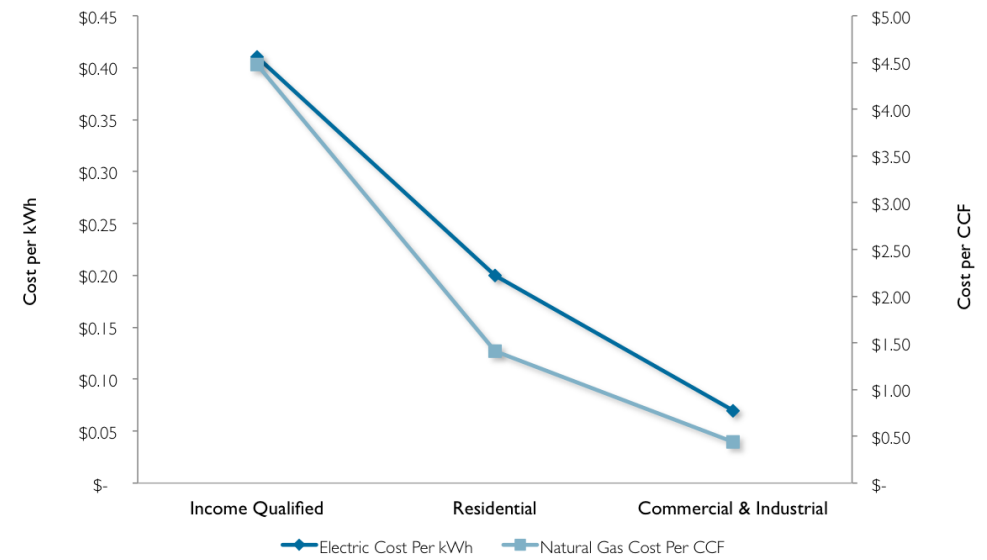
2013 Total Incentive Spent by Class Percentage



2013 Total Incentive Spent by Class



2013 Cost per Fuel Unit Saved by Class



### New Team Members

The Efficiency UNITED team continued to grow and evolve in 2013. Cindy Schweitzer, Director, joined CLEAResult to enhance our client relations efforts. She served as the primary contact for Efficiency UNITED members and made regular personal visits to utility sites to solicit feedback and address concerns.

### NEW STAFF MEMBERS INCLUDED:

- Yvonne Lewis, Income Qualified and Multifamily Program Manager
- Joe Enerson, ENERGY STAR Program Consultant
- Jeff Filek, Trade Ally Coordinator
- Molly Mulvaney and Andrew Neumann, Program Coordinators
- Hendricks Carroll, Lindsay Wagner, Jason Foster and David Meeder; Energy Advisors

### OTHER STAFFING MOVES INCLUDED:

- Tony Walker (formerly the CLEAResult Quality Manager), Home Performance Program Manager
- Rob Hunt (formerly CLEAResult Manager), CLEAResult Quality Manager
- Megan Crisp (formerly CLEAResult Program Specialist), Communications Specialist

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

In 2013, Efficiency UNITED continued to place more cash and noncash incentives in the hands of customers, paying out a total of \$11,784,919. Of that, \$2,849,850 (24 percent) went to income-qualified customers, \$4,224,041 (36 percent) went to residential customers and \$4,711,028 (40 percent) went to commercial & industrial customers.

As expected, the Income Qualified Program continued to be the most costly program to service. In 2013, approximately 80 percent of electric savings and 94 percent of the electric incentive spend came from approximately 1,978 refrigerators provided to Michigan's most vulnerable residents. The cost for the first 80 percent of Income Qualified electric savings was \$0.489 per kWh. Other top electric measures included CFLs and showerheads (handheld and standard). The cost for all Income Qualified electric measures was \$0.41 per kWh.

The natural gas Income Qualified Program produced approximately 80 percent of the ccf savings and 78 percent of the incentive spend was on thermostats, natural gas furnace replacements and tune-ups, boiler replacements and showerheads (handheld and standard). The cost for the first 80 percent of Income Qualified natural gas savings was \$4.49 per ccf. The cost for all measures in the Income Qualified natural gas portfolio in 2013 was \$4.48 per ccf.

The residential electric portfolio continued to be very cost effective in 2013, in large part due to the ENERGY STAR Retail Program. Top measures in this program include CFLs, refrigerator/freezer recycling, ENERGY STAR light fixtures, electronically commutated motors and refrigerator rebates. The volume of LED bulbs rebated was relatively low due to not being introduced to the retail channel until midyear. The cost of the measures that comprised 80 percent of the residential saving was \$0.05. However, the entire class came in at \$0.20 per kWh.

The residential natural gas portfolio generated 80 percent of the program savings from high efficiency furnaces, programmable thermostats, furnace tune-ups, boilers, water heaters and showerheads. The total portfolio delivered savings of 2,107,655 ccf (excluding carryover) at \$1.41 per ccf.

The commercial & industrial electric portfolio is a blend of custom, prescriptive, education and pilot measures. Prescriptive measures generating high levels of savings include T8 fluorescent bulbs, high bay lighting, lighting controls and LED lighting. In 2013, the electric portfolio spent \$2,478,446 in incentives to generate 36,974,828 (excluding self-directed and carryover) at a cost of \$0.067 per kWh.

Similar to electric, the commercial & industrial natural gas portfolio is a mix of custom, prescriptive, education and pilot measures. Prescriptive measures generating high ccf savings levels include other HVAC and controls and boiler/furnace tune-ups and replacements. The overall Commercial & Industrial natural gas portfolio cost \$0.444 per ccf.

At the end of the 2013 program year, \$4,895,017 in incentive funds remained unspent. This is indicative of the shift to longer life measures and a significant decrease in the reliance on direct installations and energy kit sales.

Efficiency UNITED Design & Analysis Budget Summary: Program Year 2013

PROVIDER	TOTAL EU COLLECTION FOR PY 2013	PRIME/FIDUCIARY MGMT	2012 EVALUATION CARRYOVER	COLLECTED 2013 EVALUATION	PAYMENT TO MORGAN MARKETING	PAYMENT TO KEMA <sup>1</sup>	REMAINING KEMA CONTRACT EXPENSE <sup>1</sup>	REMAINING AUDIT CONTRACT EXPENSE <sup>2</sup>	2013 EVALUATION CARRYOVER <sup>3</sup>	CLEARResult PROGRAM ALLOCATION
<b>ELECTRIC UTILITIES</b>										
Alpena	519,204.00	(11,607.36)	27,327.11	41,536.32	(1,224.53)	(15,521.84)	(11,344.59)	(750.88)	40,082.58	466,060.32
Baraga	48,300.00	(1,079.84)	1,882.03	3,864.00	(88.49)	(1,270.64)	(593.30)	(69.85)	3,729.42	43,356.16
Bayfield	961.00	(21.50)	42.47	76.88	(1.76)	(25.28)	(11.81)	(1.39)	79.22	862.62
Crystal Falls	45,580.08	(1,019.06)	1,678.74	3,646.32	(83.51)	(1,199.09)	(559.88)	(65.92)	3,422.02	40,914.70
Daggett	2,656.00	(59.40)	122.85	212.48	(4.87)	(69.87)	(32.63)	(3.84)	244.43	2,384.12
Dowagiac	136,901.00	(3,060.06)	-	10,951.95	(250.82)	(3,601.50)	(1,681.63)	(197.99)	5,236.09	122,888.99
Gladstone	86,479.93	(1,933.32)	3,070.71	6,918.37	(158.44)	(2,275.06)	(1,062.27)	(125.07)	6,378.40	77,628.24
Harbor Springs	73,460.04	(1,642.28)	-	5,876.76	(134.59)	(1,932.54)	(902.35)	(106.24)	2,809.67	65,941.00
Hillsdale	212,977.70	(4,761.44)	8,274.23	17,038.19	(390.21)	(5,602.88)	(2,616.11)	(308.01)	16,420.22	191,178.07
Indiana Michigan	4,611,002.00	(103,083.88)	246,000.13	368,880.12	(11,379.36)	(137,847.99)	(100,750.21)	(6,668.50)	358,775.80	4,139,038.00
L'Anse	29,300.00	(655.06)	1,202.42	2,343.97	(53.68)	(770.80)	(359.91)	(42.37)	2,323.07	26,300.97
Negaunee	67,239.96	(1,503.30)	2,548.25	5,379.24	(123.19)	(1,768.90)	(825.95)	(97.24)	5,120.10	60,357.42
NS Xcel - Elec	255,361.92	(5,708.82)	11,826.88	20,428.92	(467.86)	(6,717.89)	(3,136.74)	(369.31)	21,594.00	229,224.18
Norway	71,460.00	(1,597.56)	2,804.06	5,716.68	(130.93)	(1,879.92)	(877.78)	(103.35)	5,537.16	64,145.76
South Haven	263,001.00	(5,879.66)	10,055.51	21,040.08	(481.86)	(6,918.85)	(3,230.58)	(380.36)	20,114.84	236,081.26
UPPCO	2,053,606.56	(45,910.56)	119,310.58	164,288.52	(5,068.04)	(61,393.50)	(44,871.22)	(2,969.96)	169,537.60	1,843,407.48
WE Energies	988,179.00	(22,092.24)	44,291.37	79,055.88	(2,330.63)	(29,542.60)	(21,592.06)	(1,429.15)	68,568.89	887,048.88
WPS Corp - Elec	408,016.44	(9,121.70)	26,546.00	32,641.32	(962.29)	(12,197.84)	(8,915.14)	(590.08)	36,569.90	366,253.42
<b>Electric Utility Total</b>	<b>9,873,704.63</b>	<b>(220,737.04)</b>	<b>506,983.34</b>	<b>789,896.00</b>	<b>(23,335.06)</b>	<b>(290,536.99)</b>	<b>(203,364.16)</b>	<b>(14,279.50)</b>	<b>76,523.40</b>	<b>8,863,071.59</b>
<b>NATURAL GAS UTILITIES</b>										
MI Gas	3,587,184.1	(79,111.96)	246,339.80	283,097.40	(8,733.10)	(105,791.59)	(77,320.85)	(5,117.75)	332,889.57	3,176,509.05
SEMCO	6,295,017.36	(140,731.90)	341,472.83	503,601.48	(15,535.29)	(188,192.39)	(137,545.88)	(9,103.95)	495,436.20	5,650,683.98
WPS Corp - Gas	97,001.16	(2,168.46)	5,101.54	7,760.04	(177.72)	(2,551.84)	(1,191.52)	(140.28)	8,811.61	87,072.66
NS Xcel - Gas	109,606.08	(2,450.22)	7,194.91	8,768.52	(200.81)	(2,883.44)	(1,346.35)	(158.51)	11,387.19	98,387.34
<b>Natural Gas Utility Total</b>	<b>10,040,343.01</b>	<b>(224,462.54)</b>	<b>600,109.07</b>	<b>803,227.44</b>	<b>(24,646.92)</b>	<b>(299,419.26)</b>	<b>(217,404.60)</b>	<b>(14,520.60)</b>	<b>848,524.57</b>	<b>9,012,653.03</b>
<b>GRANDTOTAL</b>	<b>19,914,047.64</b>	<b>(445,199.58)</b>	<b>1,107,092.41</b>	<b>1,593,123.44</b>	<b>(47,981.98)</b>	<b>(589,956.25)</b>	<b>(420,768.76)</b>	<b>(28,800.00)</b>	<b>1,615,047.97</b>	<b>17,875,724.62</b>

<sup>1</sup>2013 Design. <sup>2</sup>2013 Evaluation. <sup>3</sup>KEMA contract amount for 2013: \$768,500 plus \$242,225 for special pilots. <sup>4</sup>Maner Costerisan Audit contract PY1 2 & PY1 3: \$28,800. <sup>5</sup>After fulfilled contracts and bank interest.

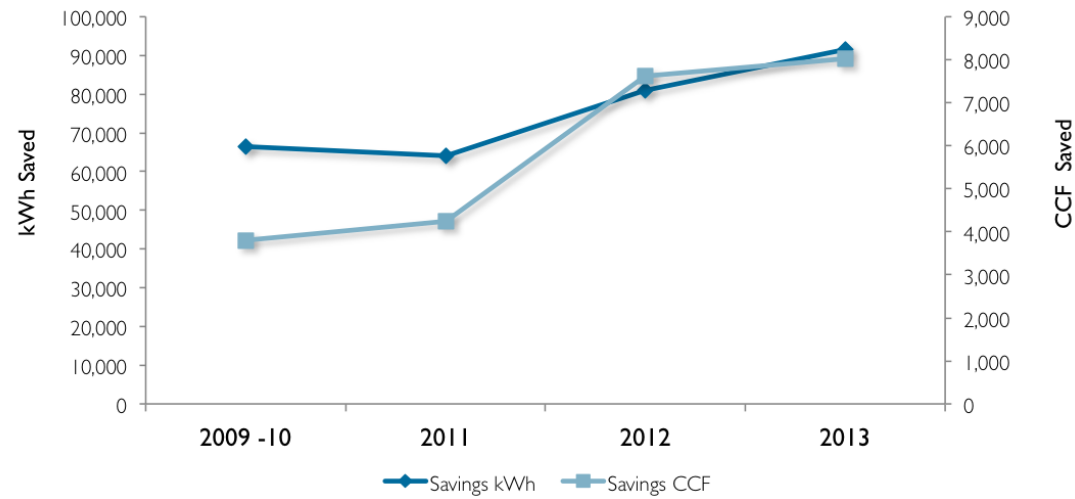
Efficiency UNITED Program Implementation Budget Summary: Program Year 2013

PROVIDER	TOTAL EU COLLECTION FOR PY 2013	CLEARResult PROGRAM ALLOCATION	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	519,204.00	466,060.32	31,152.24	20,768.16	(2,076.84)	248,483.86	165,656.06	(16,565.60)
Baraga	48,300.00	43,356.16	2,898.00	1,932.00	(193.20)	23,115.68	15,410.48	(1,541.05)
Bayfield	961.00	862.62	57.66	38.44	(3.84)	459.91	306.61	(30.66)
Crystal Falls	45,580.08	40,914.82	2,734.80	1,823.16	(182.28)	21,813.98	14,542.88	(1,454.28)
Daggett	2,656.00	2,384.12	159.36	106.24	(10.62)	1,271.10	847.42	(84.74)
Dowagiac	136,901.00	122,888.99	8,214.01	5,476.08	(547.56)	65,519.19	43,679.71	(4,367.91)
Gladstone	86,479.93	77,629.23	5,188.81	3,459.23	(345.95)	41,387.98	27,592.21	(2,759.17)
Harbor Springs	73,460.04	65,941.00	4,407.60	2,938.44	(293.76)	35,156.83	23,438.13	(6,795.25)
Hillsdale	212,977.70	191,178.07	12,778.66	8,519.13	(851.89)	101,928.10	67,952.18	(6,795.25)
Indiana Michigan	4,611,002.00	4,139,038.00	276,660.23	184,440.12	(18,444.12)	2,206,762.47	1,471,175.18	(147,117.52)
L'Anse	29,300.00	26,300.97	1,758.00	1,172.02	(117.23)	14,022.44	9,348.51	(934.82)
Negaunee	67,239.96	60,357.42	4,003.40	2,689.56	(269.04)	32,179.98	21,453.48	(2,145.37)
NS Xcel - Elec	255,361.92	229,224.18	15,321.72	10,214.52	(1,021.44)	122,212.67	81,475.27	(8,145.55)
Norway	71,460.00	64,145.76	4,287.60	2,858.40	(285.84)	34,199.73	22,800.03	(2,280.03)
South Haven	263,001.00	236,081.26	15,780.12	10,520.04	(1,051.92)	125,868.54	83,912.56	(8,391.19)
UPPCO	2,053,606.56	1,843,407.48	123,216.36	82,144.32	(8,214.48)	982,828.02	655,218.78	(65,521.88)
WE Energies	988,179.00	887,048.88	59,291.76	39,527.88	(3,952.80)	472,937.35	315,291.89	(31,529.21)
WPS Corp - Elec	408,016.44	366,253.42	24,481.08	16,320.72	(1,632.00)	195,270.77	130,180.85	(13,018.05)
<b>Electric Utility Total</b>	<b>9,873,704.63</b>	<b>8,863,071.70</b>	<b>592,422.41</b>	<b>394,948.46</b>	<b>(39,494.81)</b>	<b>4,725,418.60</b>	<b>3,150,282.23</b>	<b>(315,028.12)</b>
<b>NATURAL GAS UTILITIES</b>								
MI Gas	3,538,718.41	3,176,509.05	212,323.20	141,548.76	(14,154.84)	1,693,582.05	1,129,055.04	(112,905.50)
SEMCO	6,295,017.36	5,650,683.98	377,701.08	251,800.68	(25,179.96)	3,012,709.22	2,008,473.00	(200,847.28)
WPS Corp - Gas	97,001.16	87,072.66	5,820.12	3,880.08	(387.96)	46,423.34	30,949.12	(3,094.84)
NS Xcel - Gas	109,606.08	98,387.34	6,576.36	4,383.32	(438.48)	52,455.85	34,970.81	(3,497.06)
<b>Natural Gas Utility Total</b>	<b>10,040,343.01</b>	<b>9,012,653.03</b>	<b>602,420.76</b>	<b>401,613.84</b>	<b>(40,161.24)</b>	<b>4,805,170.46</b>	<b>3,203,447.97</b>	<b>(320,344.68)</b>
<b>GRANDTOTAL</b>	<b>19,914,047.64</b>	<b>17,875,724.73</b>	<b>1,194,843.17</b>	<b>796,562.30</b>	<b>(79,656.05)</b>	<b>9,530,598.06</b>	<b>6,353,730.20</b>	<b>(635,372.80)</b>

\*Holdback payment contingent upon final report data.



Total Savings Achieved by Program Year



The Efficiency UNITED Income Qualified Program provided Michigan’s most vulnerable residents with **\$2,849,850** in energy savings incentives in 2013.

**\$1,284,830**  
in incentives for electric customers

**\$1,565,019**  
in incentives for natural gas customers

**3,157,948 kWh**  
in electric savings

**523,172 ccf**  
in natural gas savings

**74%**  
increase from 2012 electric savings

**11%**  
increase from 2012 natural gas savings

The Efficiency UNITED Income Qualified Program met the 2013 savings goal for the total electric and natural gas classes at 20 of 22 utilities. The Community Action Agencies were able to leverage Efficiency UNITED funds with weatherization programs to continue to meet the demand of income-qualified clients.

Efficiency UNITED reintroduced the successful special offer program, which increased rebates for refrigerators, natural gas furnace tune-ups, thermostats and natural gas furnace and boiler replacements. This enhanced the CAAs’ ability to continue to offer programs as the organizations waited for 2013 Department of Human Services funding. Efficiency UNITED assisted the CAAs with leads and documentation processes to create a more streamlined effort.



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

**MEASURES**

A goal for 2013 was to increase the installation of long-life savings measures. This was accomplished through rebates on LEDs and replacement of high-energy-using appliances. As always, Efficiency UNITED encouraged the CAAs to directly install measures (e.g., high-efficiency faucet aerators and showerheads, pipe wrap insulation) for clients where they were missing. The CAAs also submitted rebate requests for air sealing, insulation, refrigerator replacement, furnace/boiler replacement and CFLs to assist clients and stretch their other funding sources.

**OUTREACH**

Incom-qualified service providers are a source of leads for the program. UNITED WAY was a major source of leads in the Alpena area in 2013 and Efficiency UNITED is looking forward to increasing its impact with their programs. Other agencies we worked closely with include:

- Continuum of Care
- Area Agency on Aging offices
- Housing commissions
- Veterans Association
- Department of Human Services
- Tribal communities

Community events Efficiency UNITED participated in include:

- Michigan Community Action Agency Association Summer Quarterly Conference
- THAW customer assistance events
- Michigan Chapter of the National Association of Housing and Redevelopment Officials (NAHRO)
- United Way kick-off to promote Efficiency UNITED programs in Alpena
- United Way Conference to meet agency directors to present Efficiency UNITED programs to Upper Peninsula directors

**Income Qualified Program Update**

PROVIDER	CAA PARTICIPANTS	NON CAA PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF SAVINGS GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>						
Alpena Power Company	19	94	\$68,033	141,807	55,000	167%
Baraga Electric Utility	8	1	\$3,966	17,762	15,823	118%
Bayfield Electric Cooperative	1	0	\$705	1,250	1,263	238%
The City of Crystal Falls	3	5	\$7,274	11,250	5,000	122%
Daggett Electric Company	1	0	\$506	2,084	1,818	226%
The City of Dowagiac	14	26	\$8,033	36,744	25,856	95%
The City of Gladstone Department of Power & Light	15	0	\$9,390	62,314	11,644	145%
The City Harbor Springs Electric Department	19	2	\$4,218	23,427	23,142	93%
Hillsdale Board of Public Utilities	31	3	\$23,641	40,594	22,500	147%
Indiana Michigan Power	216	1,193	\$558,433	1,447,751	597,456	157%
L'Anse Electric Utility	4	0	\$2,770	14,524	6,655	131%
The City of Negaunee Electric Department	16	18	\$9,165	33,538	12,038	146%
The City of Norway Department of Power & Light	47	1	\$8,155	25,103	15,340	150%
City of South Haven Public Works	53	1	\$32,252	63,675	44,181	159%
Upper Peninsula Power Company	497	142	\$296,527	693,000	594,262	166%
We Energies	272	30	\$130,242	282,090	118,935	168%
Wisconsin Public Service	165	0	\$91,718	186,781	116,926	232%
Xcel Energy	48	0	\$29,806	74,255	36,281	153%
<b>Electric Utility Total</b>	<b>1,429</b>	<b>1,516</b>	<b>\$1,284,830</b>	<b>3,157,948</b>	<b>1,704,119</b>	<b>162%</b>
<b>NATURAL GAS UTILITIES</b>						
Michigan Gas Utilities	360	980	\$517,527	246,239	124,403	160%
SEMCO ENERGY Gas Company	1,318	2,387	\$1,016,446	263,774	241,435	197%
Wisconsin Public Service - Natural Gas	3	0	\$13,923	2,313	2,425	180%
Xcel Energy - Natural Gas	9	115	\$17,123	10,846	2,740	192%
<b>Natural Gas Utility Total</b>	<b>1,690</b>	<b>3,482</b>	<b>\$1,565,019</b>	<b>523,172</b>	<b>371,004</b>	<b>183%</b>

The Residential ENERGY STAR Program provides market incentives, market support to build market share, reduced cost purchase opportunities and/or other opportunities to promote ENERGY STAR products.

The ENERGY STAR Program offers rebates on a variety of products from low-cost energy saving items like LED and CFL light bulbs to appliances like dishwashers and clothes dryers. These energy efficient products are offered through multiple delivery methods including retail stores, events and mail-in rebates.

**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 Ambassadors educate retail employees and customers throughout our utility territories by directly visiting retail locations throughout the year. Our direct markdown program provides instant incentives on energy efficient lighting for customers without requiring any application or wait time.

**PARTICIPATING RETAIL**

The following is a list of the retailers and manufacturers with which Efficiency UNITED has current Memorandums of Understanding.

RETAILER	MANUFACTURER	AGREEMENT TYPE
Home Depot	Cooper Lighting	3-way
Home Depot	Cordelia	3-way
Home Depot	Cree	3-way
Meijers	EarthTronics	3-way
Walgreens	Energy Mad	3-way
Ace Hardware	Feit	2-way
Big Lots	Feit	2-way
Dollar Tree	Feit	3-way
Home Depot	Feit	3-way
Menards	Feit	3-way
Walmart	GE	3-way
Home Depot	GE	3-way
Dollar Tree	Globe Electric	3-way
Home Depot	Eti Solid State Lighting	3-way
Home Depot	Lighting Science Group	3-way
Home Depot	Lithonia Lighting	3-way
Family Dollar	Maxlite	3-way
Habitat for Humanity	Maxlite	3-way
Home Depot	Philips	3-way
Small Hardware	TCP	2-way
Home Depot	TCP	3-way
Walmart	TCP	3-way
Menards	TCP	3-way
Home Depot	TCP - Special Promo	2-way
Batteries Plus	Various	2-way

**EVENTS**

In 2013, Efficiency UNITED participated in 85 public, stand-alone and educational events for 172 event days. At each event, ENERGY STAR Ambassadors cross promoted all Efficiency UNITED programs, in addition to selling low-cost energy-saving kits. These events provided an important opportunity for our ENERGY STAR Ambassadors to interact with customers face to face and educate them about the benefits of the various Efficiency UNITED programs available to them.

Although Efficiency UNITED continued to sell a limited number of kits in 2013, there was a substantial effort to deemphasize kit sales. As the charts on page 40 reflect, the percent of ENERGY STAR savings from kits was dramatically reduced. This decrease was offset by an increased emphasis in the retail program. Deemphasizing kit sales also accounts for the decrease in natural gas savings. The shift from kit sales to retail is consistent with evaluation feedback and the increased emphasis on longer life measures.

The chart to the right shows the number of events, and correlated savings achieved, in each service territory.

UTILITY	EVENT DAYS	KWH SAVINGS	CCF SAVINGS
Alpena	2	4,400	-
Baraga	8	17,906	-
Bayfield	-	-	-
Crystal Falls	9	58,919	-
Daggett	2	7,524	-
Dowagiac	9	102,454	-
Indiana Michigan	43	381,612	-
Gladstone	17	106,933	-
Harbor Springs	12	107,069	-
Hillsdale	9	72,120	-
L'Anse	5	62,279	-
MGU	50	-	14,822
Negaunee	7	25,951	-
Norway	15	84,221	-
SEMCO	75	-	32,250
South Haven	15	53,582	-
UPPCO	54	375,013	-
We	46	261,271	-
WPS	25	220,177	9,070
Xcel	14	261,161	6,780

### 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 benefits of using energy efficient products, as well as the rebates available. Our Ambassadors provide educational material, marketing material and hard copies of rebate applications to these retail locations to promote the program.

The following chart details the number and type of appliances sold in each service territory.

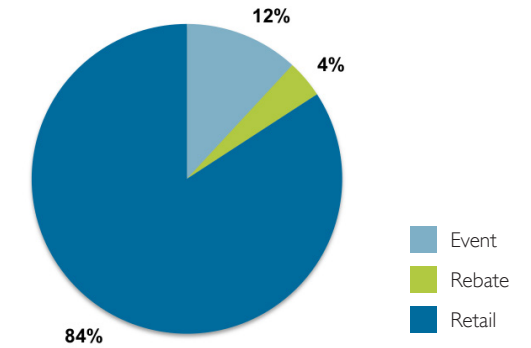
#### Appliance Type

UTILITY	WASHER	DRYER	DEHUMIDIFIER	DISHWASHER	REFRIGERATOR	ROOM A/C	TV	LIGHT FIXTURE	CEILING FAN	LED BULBS	TOTAL
Alpena	5	7	4	5	14	2	19	1	-	5	62
Dowagiac	1	2	-	-	3	-	-	-	-	-	6
Gladstone	2	2	3	-	6	3	5	1	-	-	22
Harbor Springs	1	-	-	-	3	-	1	-	-	-	5
Negaunee	2	8	1	1	8	-	1	-	-	-	21
Norway	6	8	3	1	7	1	1	-	-	-	27
South Haven	1	1	1	1	8	-	-	-	1	-	13
Daggett	-	-	-	-	1	-	1	-	-	-	2
Hillsdale	3	3	-	1	6	-	-	-	-	-	13
INMI	63	57	30	32	158	13	12	2	3	12	382
MGU	113	52	-	62	-	-	-	-	-	-	227
SEMCO	282	127	-	139	-	-	-	-	-	-	548
UPPCO	41	42	12	11	87	6	40	2	-	5	246
L'Anse	-	-	-	-	1	-	-	-	-	-	1
We	8	13	6	3	26	1	9	-	-	3	69
WPS - E	12	15	3	5	29	1	13	-	1	1	80
WPS - G	10	-	-	9	-	-	-	-	-	-	19
Xcel - E	6	2	1	1	5	-	1	-	-	-	16
Xcel - G	2	-	-	1	-	-	-	-	-	-	3
<b>Total</b>	<b>558</b>	<b>339</b>	<b>64</b>	<b>272</b>	<b>362</b>	<b>27</b>	<b>103</b>	<b>6</b>	<b>5</b>	<b>26</b>	<b>1,762</b>

### SPECIAL PROMOTIONS

The ENERGY STAR Program worked closely with our utility clients in 2013 to develop special promotions to fit their diverse situations. We worked with the City of Norway to develop a “shipper-box” program to deliver efficient lighting to customers through their utility office. This unique approach allowed customers to access the program easily and efficiently, and allowed our utility clients to interact with customers and provide benefits directly, face-to-face with the customer.

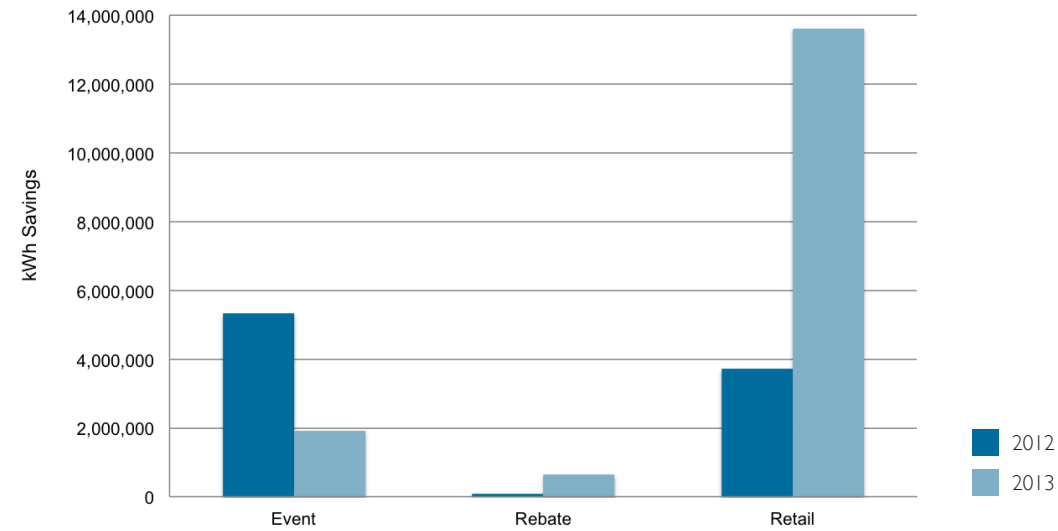
2013 ENERGY STAR Electric Portfolio



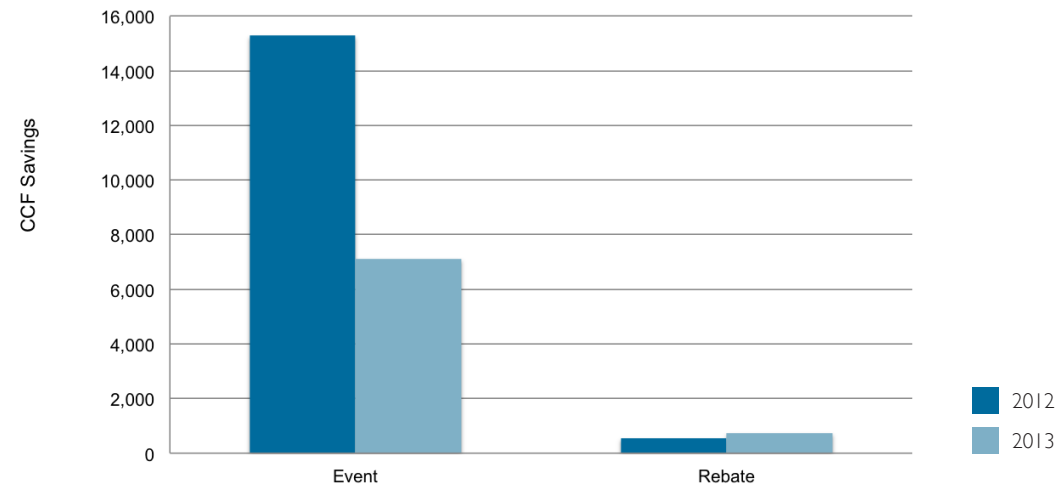
### ENERGY STAR Program Update

PROVIDER	NUMBER OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF SAVINGS GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	146	\$80,144	1,989,025	620,443	321%
Baraga Electric Utility	17	\$644	20,438	11,732	174%
Bayfield Electric Cooperative	0	\$0	338	671	50%
The City of Crystal Falls	59	\$4,312	109,346	55,054	199%
Daggett Electric Company	10	\$332	12,993	9,014	144%
The City of Dowagiac	100	\$4,622	97,617	77,965	125%
The City of Gladstone Department of Power & Light	76	\$2,802	77,193	115,059	67%
The City Harbor Springs Electric Department	76	\$3,585	86,841	95,101	91%
Hillsdale Board of Public Utilities	102	\$4,874	269,385	219,670	123%
Indiana Michigan Power	694	\$371,695	8,522,490	3,049,533	279%
L'Anse Electric Utility	73	\$2,677	59,628	28,188	212%
The City of Negaunee Electric Department	43	\$2,773	81,723	64,406	127%
The City of Norway Department of Power & Light	86	\$9,493	251,801	110,520	228%
City of South Haven Public Works	74	\$12,840	375,279	252,648	149%
Upper Peninsula Power Company	547	\$72,703	1,732,914	720,375	241%
We Energies	246	\$78,674	1,715,793	1,293,292	133%
Wisconsin Public Service	345	\$25,021	407,013	462,303	88%
Xcel Energy	220	\$35,203	1,065,671	383,175	278%
<b>Electric Utility Total</b>	<b>2,914</b>	<b>\$713,395</b>	<b>16,875,488</b>	<b>7,569,148</b>	<b>223%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	385	\$13,710	22,993	7,002	328%
SEMCO ENERGY Gas Company	745	\$26,631	41,462	16,177	256%
Wisconsin Public Service - Natural Gas	114	\$2,526	9,460	7,012	135%
Xcel Energy - Natural Gas	67	\$1,206	5,327	4,879	109%
<b>Natural Gas Utility Total</b>	<b>1,311</b>	<b>\$44,073</b>	<b>79,242</b>	<b>35,070</b>	<b>226%</b>

2012 vs. 2013 ENERGY STAR Electric Portfolio



2012 vs. 2013 ENERGY STAR Natural Gas Portfolio



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 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 1,348,983 kWh, an incentive spend of \$124,724, and a cost per kWh of \$0.107. This represents approximately five percent of the kWh savings and 10 percent of incentive spend for the total market rate residential portfolio.

**PROGRAM ENHANCEMENTS FOR 2013**

- Enhanced incentives
  - Refrigerator/freezer incentive increased to \$50/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 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
- Recycling drives focused on small appliances

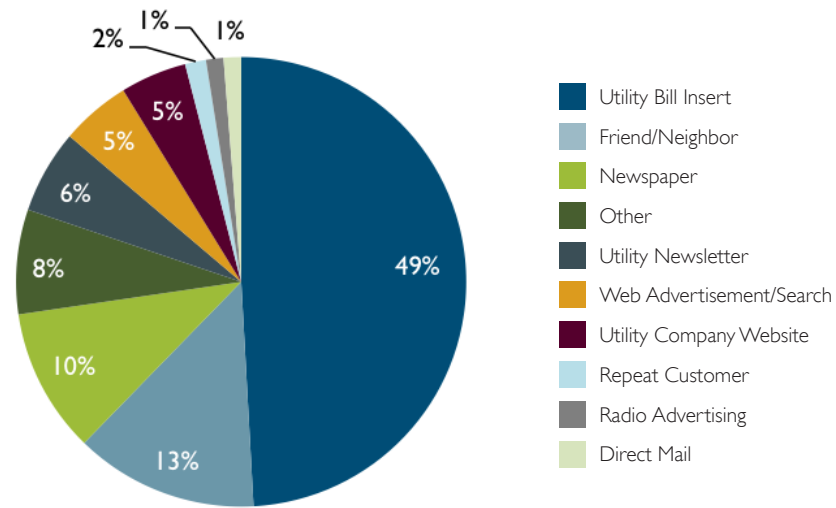


Indiana Michigan Power territory hosted five recycling drives throughout the summer and fall months, in partnership with Green Earth Electronics.

Additionally, the City of South Haven Public Works collaborated with Green Earth Electronics on one recycling drive. In total, 36 dehumidifiers, 17 room air conditioners, three refrigerators and one freezer were collected at these events.

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.

How Did You Hear About Appliance Recycling?



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

PROVIDER	REFRIGERATORS	FREEZERS	ROOM AIR CONDITIONERS	DEHUMIDIFIERS
Alpena Power Company	29	7	1	-
Baraga Electric Utility	-	-	-	-
Bayfield Electric Cooperative	1	-	-	-
The City of Crystal Falls	17	4	1	2
Daggett Electric Company	-	-	-	-
The City of Dowagiac	5	-	-	-
The City of Gladstone Department of Power & Light	6	1	1	1
The City Harbor Springs Electric Department	5	-	-	-
Hillsdale Board of Public Utilities	10	-	-	-
Indiana Michigan Power	397	124	17	40
L'Anse Electric Utility	2	-	-	-
The City of Negaunee Electric Department	9	6	1	1
The City of Norway Department of Power & Light	6	-	-	-
City of South Haven Public Works	12	6	2	1
Upper Peninsula Power Company	132	29	10	10
We Energies	56	16	1	4
Wisconsin Public Service	41	11	6	4
Xcel Energy	6	2	-	-

## Appliance Recycling Program Update

PROVIDER	NUMBER OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF SAVINGS GOAL ACHIEVED
Alpena Power Company	23	\$5,791	271,498	16,220	1,674%
Baraga Electric Utility	-	-	-	-	-
Bayfield Electric Cooperative	1	\$149	1,261	-	-
The City of Crystal Falls	19	\$3,176	26,272	3,842	684%
Daggett Electric Company	-	-	605	2,913	21%
The City of Dowagiac	5	\$712	6,305	9,899	64%
The City of Gladstone Department of Power & Light	4	\$514	4,894	2,821	174%
The City Harbor Springs Electric Department	5	\$703	6,305	-	-
Hillsdale Board of Public Utilities	7	\$1,123	10,088	20,587	49%
Indiana Michigan Power	474	\$63,498	585,755	497,276	118%
L'Anse Electric Utility	1	\$129	1,261	558	226%
The City of Negaunee Electric Department	15	\$2,363	23,461	10,407	225%
The City of Norway Department of Power & Light	6	\$828	7,566	2,910	260%
City of South Haven Public Works	15	\$2,528	19,754	48,712	41%
Upper Peninsula Power Company	140	\$22,382	189,433	70,341	269%
We Energies	63	\$10,820	97,888	43,451	225%
Wisconsin Public Service	52	\$8,680	77,792	37,999	205%
Xcel Energy	8	\$1,333	18,845	31,495	60%
Electric Utility Total	838	\$124,724	1,348,983	799,432	169%

Although the program generated less kWh savings in 2013, it continues to offer customers an attractive incentive to participate in the environmentally friendly removal of a high-energy use appliance from the grid. The decrease in total kWh is largely attributed to past program success as many older, less energy-efficient units have already been recycled. In spite of this, the program will remain in the 2014 portfolio as it provides a valuable service to both consumers and the community.

Efficiency UNITED implemented multiple enhancements to advance the agenda of the home performance industry. By allowing rebates on popular HVAC and home envelope opportunities to continue unchanged through 2013, we strengthened the Efficiency UNITED brand among utilities and their end-use customers. In addition, installation contractors greatly appreciated this consistency in rebate levels and availability.

Beginning mid-year, Efficiency UNITED offered recipients of select utilities a unique enhancement to the traditional Home Performance Program—the Comprehensive Program. This inspired the development of new enrichments, including customer and contractor participation bonuses, the Joint Energy Efficiency Plan and personal Energy Coach services.

## ENERGY SAVING KITS

Through the traditional online audit program, Efficiency UNITED successfully delivered 3,251 energy saving kits. LEDs were added to select markets to test whether the high initial cost of such technology actually promotes greater installation rates; data analysis and customer feedback will be incorporated in 2014 program design. Marketing of these kits was provided through a variety of campaigns, including direct mail, partnerships with non-profit organizations, radio and print advertising, Google AdWords and sign-up sheets at municipal buildings and events.

## DIRECT INSTALLATIONS

Unlike previous years, Efficiency UNITED chose not to rely on the Direct Installation offering for the bulk of energy savings. Shifting away from this historic model allowed Efficiency UNITED to allocate more program resources (awareness, education, rebates) to the overall home performance message, and encourage the installation of more impactful measures – namely home energy audits, HVAC and home envelope improvements. Nevertheless, 3,693 customers from across the Efficiency UNITED service territory participated in the Direct Installation Program. Depending on utility provider, participants may have received CFLs, high efficiency showerheads and faucet aerators, pipe insulation, or a programmable setback thermostat. Many 2013 participants were actually customers who expressed interest in 2012 that were not able to participate before the 2012 closing date. Other participants were introduced to the program through a market-rate home energy audit. To drive tangible value of the home energy audit, many auditors install common direct installation items during their service.

### JEEP INSTALLATIONS

During the latter months of 2013, Efficiency UNITED offered a new concept to residential homeowners: the Joint Energy Efficiency Plan. This complimentary offering aimed to replace the traditional “clipboard survey” associated with Direct Installation services with the coveted “Customer for Life” model. During this service, a qualified program representative provided an in-depth assessment of the home’s appliances, envelope and mechanical systems, and installed typical Direct Install measures and LEDs. Together with the homeowner(s), the JEEP technician created a customized home energy improvement plan that suited the customer’s budget and abilities. 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 project questions, discussed the JEEP’s recommendations, developed a collaborative action plan to improve comfort and energy efficiency, revisited special financing options and helped gather and decipher contractor bids.

In 2013, 78 JEEPS were performed, and of the 27 customers successfully reached by the Energy Coach, 10 acted on the recommendations.

### NEW HOME CONSTRUCTION

In late 2013, Efficiency UNITED re-launched the New Home Construction Program, which was dormant in 2011 and 2012 due to market conditions. To maximize program re-launch within a limited window, Efficiency UNITED adopted home rating standards set by ENERGY STAR 3.0 and processing requirements similar to those used by Consumers Energy. In addition, Efficiency UNITED outreach staff targeted active homebuilders in the largest service territories: SEMCO ENERGY Gas Company, Indiana Michigan Power and Michigan Gas Utilities. Allen Edwin Homes, a prominent builder in Southwest Michigan, submitted 78 applications for both single and dual-fuel homes. The program is expected to have greater participation in the 2014 program year.

### TRADE ALLIES

Efficiency UNITED outreach staff engaged nearly 620 active HVAC, home envelope, and new home construction trade allies who generated 23,867 approved applications. Rebate promotion included in-person outreach, email blasts and cross promotion with other Efficiency UNITED programming.

To drive participation in the Comprehensive Program, program-approved contractors could earn bonus incentives, leading to an increase in activity during the final months of 2013. In addition, Efficiency UNITED collaborated with trade allies to design and implement a new twist on a popular measure: the Tune-Up Bundle. This opportunity allowed customers to “bundle” additional rebates (\$20 for a carbon monoxide detector and \$80 for a programmable thermostat) during the traditional furnace tune-up service. Efficiency UNITED also expanded eligibility requirements to allow boiler systems.





Home Performance Program Update

PROVIDER	YTD KITS SENT	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF SAVINGS GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>						
Alpena Power Company	8	8	\$1,229	160,698	69,139	232%
Baraga Electric Utility	-	9	\$277	5,234	-	-
Bayfield Electric Cooperative	-	-	-	-	-	-
The City of Crystal Falls	1	-	\$20	26,658	8,803	303%
Daggett Electric Company	-	-	-	-	-	-
The City of Dowagiac	-	52	\$1,839	34,266	51,194	67%
The City of Gladstone Department of Power & Light	2	1	\$40	1,208	29,990	4%
The City Harbor Springs Electric Department	1	3	\$214	1,460	1,460	100%
Hillsdale Board of Public Utilities	4	21	\$1,008	48,002	97,783	49%
Indiana Michigan Power	302	1,100	\$116,535	2,575,169	1,470,403	175%
L'Anse Electric Utility	1	17	\$731	30,777	13,664	225%
The City of Negaunee Electric Department	2	46	\$1,613	46,874	19,035	246%
The City of Norway Department of Power & Light	1	6	\$463	11,378	23,406	49%
City of South Haven Public Works	3	34	\$3,911	84,068	91,387	92%
Upper Peninsula Power Company	43	439	\$26,392	1,589,067	73,748	2,155%
We Energies	13	26	\$3,519	40,809	35,713	114%
Wisconsin Public Service	24	33	\$5,780	108,168	62,133	174%
Xcel Energy	4	22	\$1,139	190,228	51,498	369%
<b>Electric Utility Total</b>	<b>409</b>	<b>1,817</b>	<b>\$164,711</b>	<b>4,954,062</b>	<b>2,099,355</b>	<b>236%</b>
<b>NATURAL GAS UTILITIES</b>						
Michigan Gas Utilities	621	2,663	\$655,404	513,143	530,695	97%
SEMCO ENERGY Gas Company	750	5,629	\$1,251,505	919,324	974,828	94%
Wisconsin Public Service - Natural Gas	3	69	\$22,699	16,506	13,241	125%
Xcel Energy - Natural Gas	1	108	\$22,660	19,027	13,691	139%
<b>Natural Gas Utility Total</b>	<b>1,375</b>	<b>8,469</b>	<b>\$1,962,268</b>	<b>1,468,000</b>	<b>1,532,456</b>	<b>96%</b>

Residential Comprehensive Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
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 Harbor Springs Electric Department	-	-	-	-	-
Hillsdale Board of Public Utilities	-	-	-	-	-
Indiana Michigan Power	69	\$144,229	1,489,194	3,657,073	41%
L'Anse Electric Utility	-	-	-	-	-
The City of Negaunee Electric Department	-	-	-	-	-
The City of Norway Department of Power & Light	-	-	-	-	-
City of South Haven Public Works	-	-	-	-	-
Upper Peninsula Power Company	20	\$4,375	19,274	989,276	2%
We Energies	-	-	-	-	-
Wisconsin Public Service	2	\$4,500	44,345	-	-
Xcel Energy	-	-	-	-	-
<b>Electric Utility Total</b>	<b>91</b>	<b>\$153,104</b>	<b>1,552,813</b>	<b>4,646,349</b>	<b>33%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	35	\$26,488	13,310	227,021	6%
SEMCO ENERGY Gas Company	274	\$634,307	371,676	300,315	124%
Wisconsin Public Service - Natural Gas	-	-	-	-	-
Xcel Energy - Natural Gas	-	-	-	-	-
<b>Natural Gas Utility Total</b>	<b>310</b>	<b>\$660,794</b>	<b>384,987</b>	<b>527,336</b>	<b>73%</b>

Efficiency UNITED participated in the Michigan Chapter of the National Association of Housing and Redevelopment Officials' conference on September 12th. A joint effort with Consumers Energy to support cross-promotion of utility programs, the conference enabled both groups to walk away with leads and informational material regarding the need for energy efficient measures for multifamily properties.

Successful outreach continues through utilization of the leads and marketing efforts of our subcontractors and trade allies. Having them serve as local feet on the ground promoting the programs enhances individual communication with the property managers. All energy efficient measures installed provided immediate savings to the customers.

Efficiency UNITED is beginning to observe market saturation in the Multifamily market segment. Additionally, the Multifamily market is feeling the impact of a strategic decision to deemphasize direct installations in favor of longer-life measures.

Multifamily Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	32	\$512	48,913	46,402	105%
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 Harbor Springs Electric Department	-	-	-	-	-
Hillsdale Board of Public Utilities	69	\$1,104	20,479	-	-
Indiana Michigan Power	261	\$4,533	55,436	431,107	13%
L'Anse Electric Utility	-	-	-	-	-
The City of Negaunee Electric Department	-	-	-	-	-
The City of Norway Department of Power & Light	-	-	-	-	-
City of South Haven Public Works	-	-	-	-	-
Upper Peninsula Power Company	-	-	54,371	113,587	48%
We Energies	-	-	-	13,959	-
Wisconsin Public Service	-	-	-	-	-
Xcel Energy	-	-	-	-	-
<b>Electric Utility Total</b>	<b>362</b>	<b>\$6,149</b>	<b>179,199</b>	<b>605,056</b>	<b>30%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	1,196	\$122,830	84,702	36,135	234%
SEMCO ENERGY Gas Company	901	\$59,797	45,791	176,969	26%
Wisconsin Public Service - Natural Gas	-	-	430	5,618	8%
Xcel Energy - Natural Gas	-	-	402	8,239	5%
<b>Natural Gas Utility Total</b>	<b>2,097</b>	<b>\$182,627</b>	<b>131,325</b>	<b>226,961</b>	<b>58%</b>

The Comprehensive Program tested methods for removing market barriers within the Home Performance industry—specifically, the lack of educational resources for customers and the lack of participation in long-life measures with high initial cost.

The Comprehensive Residential Pilot provided important learning opportunities that were incorporated in late Q3 during program redesign. Initially, the program was geared towards incenting the various residential trade allies to work together. However, the initial program design demonstrated this was attempting to drive “unnatural behavior” in the marketplace. Trade allies were reluctant to provide referrals to other trade allies because of fears this could detract from their primary focus.

To address these challenges, CLEAResult incorporated valuable feedback from several local and successful home performance contractors, industry experts from its National Services team and utility clients. The pilot featured a more user-friendly application, expanded rebate offerings, contractor and customer bonuses and exclusive tools for participating trade allies.

Most natural gas applications combined some type of insulation improvement with HVAC, and most electric applications combined an electronically commutated motor with a new cooling system. Conversations with customers and contractors suggest the most influential motivator for installing multiple measures was the Multiple Measure Bonus; 115 MMBs were approved during the offering.

70+

active trade allies

177

approved applications

652

total measures

541

natural gas measures

110

electric measures

3.7

measures per approved application

Residential Pilot Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	6	\$205	1,198	43,870	3%
Baraga Electric Utility	-	-	-	1,498	-
Bayfield Electric Cooperative	-	-	-	-	-
The City of Crystal Falls	-	-	-	3,951	-
Daggett Electric Company	-	-	-	-	-
The City of Dowagiac	-	-	-	8,963	-
The City of Gladstone Department of Power & Light	-	-	-	8,669	-
The City Harbor Springs Electric Department	-	-	-	-	-
Hillsdale Board of Public Utilities	-	-	-	19,595	-
Indiana Michigan Power	18	\$624	6,334	624,679	1%
L'Anse Electric Utility	-	-	-	2,667	-
The City of Negaunee Electric Department	1	\$35	159	5,755	3%
The City of Norway Department of Power & Light	-	-	-	8,270	-
City of South Haven Public Works	2	\$60	572	23,746	2%
Upper Peninsula Power Company	36	\$1,258	5,811	67,765	9%
We Energies	18	\$629	3,299	81,813	4%
Wisconsin Public Service	4	\$140	1,144	32,539	4%
Xcel Energy	13	\$954	7,731	27,307	28%
<b>Electric Utility Total</b>	<b>98</b>	<b>\$3,905</b>	<b>26,247</b>	<b>961,085</b>	<b>3%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	21	\$734	456	29,530	2%
SEMCO ENERGY Gas Company	17	\$594	430	45,227	1%
Wisconsin Public Service - Natural Gas	11	\$330	276	1,538	18%
Xcel Energy - Natural Gas	-	-	-	1,606	-
<b>Natural Gas Utility Total</b>	<b>49</b>	<b>\$1,658</b>	<b>1,162</b>	<b>77,901</b>	<b>1%</b>

The Residential Education program is delivered primarily through a partnership with the National Energy Foundation (NEF). 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 also got 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 would receive a mini-grant. This was a great incentive to both teachers and students.

In the fall of 2013, NEF and CLEAResult personnel delivered 157 “Think! Energy” presentations in 54 schools, distributing 3,882 kits to students.

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 received “Energy Challenge” booklets in the mail, designed to engage adults and their families with energy efficiency challenge questions.



Residential Education Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	1	\$4,501	26,326	26,322	100%
Baraga Electric Utility	1	\$135	903	899	100%
Bayfield Electric Cooperative	1	\$9	31	60	51%
The City of Crystal Falls	1	\$425	2,374	2,371	100%
Daggett Electric Company	1	\$19	164	319	52%
The City of Dowagiac	1	\$756	5,382	5,378	100%
The City of Gladstone Department of Power & Light	1	\$930	5,205	5,202	100%
The City Harbor Springs Electric Department	1	\$662	5,858	5,852	100%
Hillsdale Board of Public Utilities	1	\$1,449	11,762	11,757	100%
Indiana Michigan Power	1	\$38,018	374,822	374,807	100%
L'Anse Electric Utility	1	\$225	1,605	1,600	100%
The City of Negaunee Electric Department	1	\$761	3,456	3,453	100%
The City of Norway Department of Power & Light	1	\$760	4,967	4,962	100%
City of South Haven Public Works	1	\$1,899	14,253	14,248	100%
Upper Peninsula Power Company	1	\$17,608	81,325	81,320	100%
We Energies	1	\$9,360	49,091	49,088	100%
Wisconsin Public Service	1	\$2,387	19,529	19,523	100%
Xcel Energy	1	\$2,023	16,390	16,384	100%
<b>Electric Utility Total</b>	<b>18</b>	<b>\$81,925</b>	<b>623,443</b>	<b>623,543</b>	<b>100%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	1	\$47,530	29,516	29,529	100%
SEMCO ENERGY Gas Company	1	\$74,962	54,272	54,277	100%
Wisconsin Public Service - Natural Gas	1	\$1,106	923	923	100%
Xcel Energy - Natural Gas	1	\$1,112	964	964	100%
<b>Natural Gas Utility Total</b>	<b>4</b>	<b>\$124,709</b>	<b>85,676</b>	<b>85,693</b>	<b>100%</b>

PROGRAM OVERVIEW

SEMCO ENERGY Gas Company's Community Targeting Program targeted new customers in the Keweenaw Peninsula as part of the SEMCO ENERGY Gas Company gas line expansion. Designed to support energy efficiency during the conversion from propane, fuel oil and electric equipment to natural gas, SEMCO ENERGY Gas Company customers who committed to installing high-efficiency end-use devices received Efficiency UNITED rebates and services, including a comprehensive home energy assessment, a personal Energy Coach and increased rebates for natural gas savings.

PROGRAM GOALS & OBJECTIVES

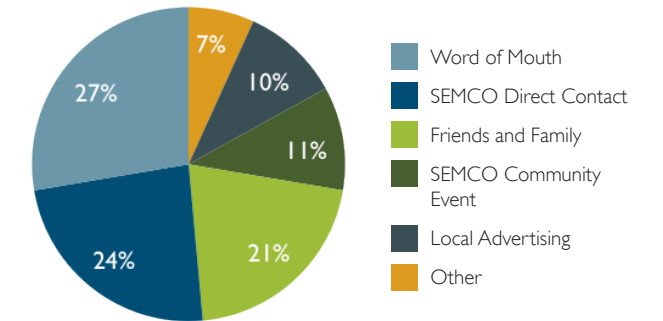
- Sign up 325 residential customers and 17 non-residential customers in the first year
- Introduce Energy Coach services to customers by guiding customers through each step of the process
- Utilize data from home energy assessments to identify all potential energy saving options for customers
- Emphasize the benefits of installing energy-saving measures as a whole-house system

PROGRAM ENTRY

Participants learned about the program primarily through word of mouth around the community, friends, family and direct contact from SEMCO.

Interested customers completed a survey card indicating their interest level for community meetings held in March, where they received additional details of the gas line expansion. Customers were added to the Community Targeting Program call list as their application and fees were received.

How Did Customers Hear About the SEMCO Gas Line Project?



### PARTICIPATING CUSTOMERS

Three hundred seventy-six customers signed-up for SEMCO ENERGY Gas Company service: 29 non-residential customers and 347 residential customers.

- 295 residential customers received a Home Energy Assessment
- 194 rebate applications were received

### PARTICIPATING HOUSEHOLD STATISTICS

Of the Community Targeting participants:

- 67 percent of the households used forced-air heating
- 31 percent of the households used a boiler
- 2 percent used a different method of space heating in their home

### CUSTOMER TOUCHES & ENERGY COACH SERVICES

The program design incorporated Energy Coach Services as a focal point. Each customer received at least seven phone calls, including:

- Introduce the Community Targeting Program
- Schedule a Home Energy Assessment
- Review the Home Energy Assessment with recommendations
- Encourage fund reservation for rebates
- Follow-up to answer potential questions and inquire about general program experience
- Assist with rebate application completion
- Promote application submittal

Customers appreciated the personal experience received through the Energy Coach services; 202 of 203 customers indicated their Energy Coach helped them understand the program.

### PROGRAM COMPONENTS

#### Home Energy Assessments

Each customer who signed up for service was offered a complimentary Home Energy Assessment; 295 customers took advantage and received a comprehensive audit, including a blower door test. A Home Energy Assessment Report was generated and mailed to each customer. The Energy Coach reviewed the assessment reports with the homeowners and made upgrade recommendations based on the report. Customers were very satisfied with all aspects of this process.

#### Michigan Saves

Michigan Saves was introduced as an option to help customers finance their projects. Efficiency UNITED bought down the standard Michigan Saves interest rate of seven percent, reducing it to 1.99 or 2.99, depending on the total loan amount. Along with the lowered interest rate, customers were given the opportunity to finance the gas line extension project fee of \$2,135, as long as at least one energy efficient measure was installed.

#### Income Qualified Community Targeting Program (IQ CT)

During the initial Energy Coach interaction, customers self-declared household income. Once verified, customers were assigned to one of two general contractors to assess the potential for upgrades. Participants were offered a boiler or furnace with an electronically commutated motor, domestic water heater, programmable thermostat, air sealing, attic insulation, band and rim joist insulation and an ENERGY STAR-rated refrigerator.

- 45 customers participated
- 24 furnaces, 3 boilers, 17 refrigerators, 41 insulation installations
- \$266,838.51 paid out as part of the IQ CT

### MICHIGAN SAVES

# 15+

customers who participated

# 24

loans totaling \$116,423  
(for an average of \$5,062)

# 10+

customers financed the project fee

# \$24,157

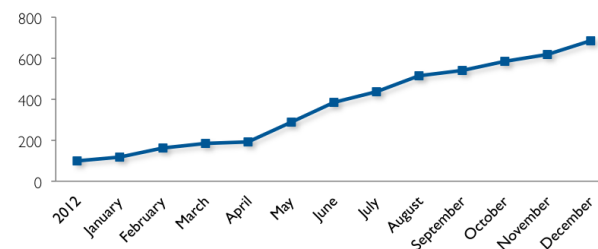
total Efficiency UNITED buy-down amount  
(average of \$1,050)

### PRESCRIPTIVE & CUSTOM

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 the program to their specific needs.

Efficiency UNITED continued its 2012 success by implementing the program using Energy Advisors as the main outreach method in 2013. The Energy Advisors worked directly with end-use customers and trade allies to ensure goal achievement. In all, the staff worked with approximately 700 applications through the prescriptive and custom programs.

C&I Core Applications Received



In addition to the traditional program delivery and incentives, Efficiency UNITED implemented special initiatives throughout 2013 to meet the demand of the energy efficiency market and customers. These special initiatives included, but were not limited to the following:

#### FEBRUARY

- LED lighting initiative: an incentive of \$0.08 per kWh saved on LED lighting installations

#### MARCH

- Compressed air system(s) bonus: an incentive up to \$0.08 per kWh saved by looking at entire compressed air system(s) project, rather than individual measures

#### APRIL

- Project cost CAP increase: modified the project cost CAP to 75 percent of project cost to further motivate customers to move forward with energy efficiency projects
- Special pilot initiative: please see Commercial & Industrial Pilot section
- Custom electric incentive revised to \$0.08 per kWh saved
- Custom natural gas incentive revised to \$0.55 per therm saved (select service territories)

#### MAY

- Steam trap initiative: provided an incentive, up to cost, for a steam trap audit provided repairs are made based on findings; entire project not to exceed \$0.55 per therm saved (select service territories)
- Refrigeration initiative: worked directly with trade allies to offer a direct install on select refrigeration measures

#### SEPTEMBER

- Heating season bonus: provided increased incentives on heating system components (select service territories)



Throughout 2013, the Efficiency UNITED Commercial & Industrial team participated in multiple events to assist in marketing the program. These events included, but were not limited to:

- Southwest Michigan Schools Business Officials Conference
- Variable Frequency Drive Seminar by Kendall Electric
- Upper Peninsula Builder's Show
- Michigan Advanced Lighting Conference

**EDUCATION**

The 2013 Efficiency UNITED C&I Education Program focused on innovative program delivery and incentive offerings. Initiatives included the Efficiency UNITED Commercial & Industrial Energy Conference, a Commercial Online Audit and a Grocery Store Virtual Tour.

**Efficiency UNITED Commercial & Industrial Energy Conference**

The 2nd Annual Efficiency UNITED Commercial & Industrial Energy Conference consisted of exhibitors, breakout sessions and multiple networking opportunities for customers to learn about energy and energy efficiency. The conference was held in Harris, Michigan April 17 and Battle Creek, Michigan on May 2. The conferences showed approximately 25 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.

**Grocery Store Virtual Tour**

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

**Commercial & Industrial: Prescriptive & Custom Program Update**

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	30	\$70,896	2,683,573	2,251,332	119%
Baraga Electric Utility	7	\$16,281	184,514	141,635	130%
Bayfield Electric Cooperative	-	-	-	-	-
The City of Crystal Falls	4	\$8,115	146,541	76,586	191%
Daggett Electric Company	-	-	67	-	-
The City of Dowagiac	3	\$34,394	528,009	418,636	126%
The City of Gladstone Department of Power & Light	8	\$10,580	186,827	135,470	138%
The City Harbor Springs Electric Department	12	\$23,475	279,334	244,251	114%
Hillsdale Board of Public Utilities	18	\$70,604	1,150,459	800,988	144%
Indiana Michigan Power	139	\$625,113	10,815,214	9,082,506	119%
L'Anse Electric Utility	7	\$3,088	56,042	72,136	78%
The City of Negaunee Electric Department	9	\$8,203	125,201	97,040	129%
The City of Norway Department of Power & Light	9	\$31,256	826,704	118,093	700%
City of South Haven Public Works	32	\$57,074	845,238	773,072	109%
Upper Peninsula Power Company	39	\$128,166	2,651,555	2,496,028	106%
We Energies	34	\$96,828	25,243,224	24,932,401	101%
Wisconsin Public Service	19	\$79,328	2,362,554	1,836,010	129%
Xcel Energy	9	\$21,210	438,455	772,167	57%
<b>Electric Utility Total</b>	<b>379</b>	<b>\$1,284,611</b>	<b>48,523,400</b>	<b>44,247,351</b>	<b>110%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	53	\$196,069	655,750	557,214	118%
SEMCO ENERGY Gas Company	75	\$412,709	889,896	1,051,858	85%
Wisconsin Public Service - Natural Gas	2	\$15,332	96,044	70,584	136%
Xcel Energy - Natural Gas	6	\$23,383	30,240	28,082	108%
<b>Natural Gas Utility Total</b>	<b>136</b>	<b>\$647,493</b>	<b>1,671,969</b>	<b>1,707,738</b>	<b>98%</b>

## Commercial &amp; Industrial: Education Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	20	\$3,659	25,600	33,903	76%
Baraga Electric Utility	20	\$554	3,481	4,619	75%
Bayfield Electric Cooperative	-	-	-	-	-
The City of Crystal Falls	20	\$299	1,886	2,497	76%
Daggett Electric Company	19	\$6	58	106	54%
The City of Dowagiac	18	\$1,709	13,651	13,651	100%
The City of Gladstone Department of Power & Light	20	\$474	3,335	4,417	76%
The City Harbor Springs Electric Department	1	\$661	5,404	5,404	100%
Hillsdale Board of Public Utilities	20	\$1,801	18,574	16,236	114%
Indiana Michigan Power	20	\$24,293	263,278	263,330	100%
L'Anse Electric Utility	20	\$229	1,776	2,352	76%
The City of Negaunee Electric Department	20	\$340	2,389	3,164	76%
The City of Norway Department of Power & Light	1	\$32	230	3,851	6%
City of South Haven Public Works	20	\$2,153	19,137	25,209	76%
Upper Peninsula Power Company	20	\$14,716	123,748	162,784	76%
We Energies	20	\$6,421	40,457	53,102	76%
Wisconsin Public Service	20	3,744	47,193	62,500	76%
Xcel Energy	20	\$1,944	19,013	25,179	76%
<b>Electric Utility Total</b>	<b>299</b>	<b>\$63,035</b>	<b>\$589,210</b>	<b>682,306</b>	<b>86%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	20	\$8,731	19,052	19,058	100%
SEMCO ENERGY Gas Company	20	\$20,788	36,109	36,101	100%
Wisconsin Public Service - Natural Gas	20	\$484	1,738	2,302	76%
Xcel Energy - Natural Gas	20	\$651	692	916	76%
<b>Natural Gas Utility Total</b>	<b>80</b>	<b>\$30,654</b>	<b>57,590</b>	<b>58,376</b>	<b>99%</b>

## PILOT

The 2013 Efficiency UNITED Pilot Programs focused on innovative program delivery and incentive offerings. Each pilot initiative offered new energy efficiency opportunities for customers to implement. Beginning in May, the Commercial & Industrial team began implementing the following to non-residential customers in qualifying service territories:

- Comprehensive Program
- Prescriptive & Custom
- Special Assessments
- Agricultural Program
- Michigan Saves
- Geotargeting

## Comprehensive Program

Developed to prompt customers to take a comprehensive look at their facilities for energy efficiency opportunities, the Commercial & Industrial Comprehensive program focuses on long-life measures and long-term energy planning. The program was split into several different delivery methods under the larger umbrella including prescriptive, custom and special assessments.

## Prescriptive &amp; Custom

The prescriptive and custom portion of the C&I Comprehensive Program was made available through the traditional delivery of the core Commercial & Industrial Program. Customers worked with the Efficiency UNITED Energy Advisor staff to develop a Joint Energy Efficiency Plan (JEEP) for each of their facilities. The JEEP served as an initial stepping stone for long-term energy planning. The program drove customers to install long-life measures by offering increased incentives on technologies that were typically not included in energy efficiency project planning. Calculations of incentives were determined by analyzing the measures' first-year incremental cost. Finally, customers considered multiple technologies and areas of their facilities through a bundle bonus, which offered a tiered increased incentive structure. In all, the staff worked with approximately 210 applications through the comprehensive prescriptive and custom initiative.

## Special Assessments

Efficiency UNITED worked with trade allies and subcontractors to implement multiple special assessments as part of the Comprehensive Program. These special initiatives served as the next step for customers in long-term energy planning. They included BestEnergy, Industrial Assessments and Retro-Commissioning.

BestEnergy special assessments focused on developing a customer's energy plan and energy team. Working with all divisions of a company, the assessor and customer stepped through exercises to help prioritize energy efficiency within the organization, identify gaps in energy efficiency processes and develop a strategy for implementing energy efficiency projects. Altogether, Efficiency UNITED implemented 32 BestEnergy special assessments.

Industrial Assessments identified practical opportunities to reduce natural gas consumption in large industrial facilities. Subcontractors worked directly with qualifying customers through a screening assessment and interviews. Once completed, customers received a report highlighting their natural gas consumption and potential energy efficiency projects. Altogether, Efficiency UNITED implemented eight Industrial Assessments.

Retro-commissioning special assessments mainly focused on analyzing existing equipment and modifying set points rather than retrofitting. Subcontractors performed a walk-through analysis on customers' facilities, followed by a report delivery. Altogether, Efficiency UNITED implemented 21 Retro-commissioning special assessments.



### Agricultural Program

Developed to reach agribusinesses that had not previously participated in an energy efficiency program, the Efficiency UNITED Agriculture Program benefitted both residential and commercial & industrial customers. Working closely with Michigan State University, Efficiency UNITED offered a \$500 base incentive for a farm energy audit and additional incentives on energy efficiency projects.

Participation in this program consisted of 20 farm energy audits, 15 commercial & industrial and five residential. Facility types ranged from poultry and livestock to dairy and greenhouses. Installation of measures beyond the audit occurred almost exclusively in the greenhouse and poultry farms. The main roadblock to more installations was the time required to implement measures before the program year ended. In addition, the program's rollout occurred just prior to harvest season, which consumed the time and resources of many facilities. Altogether, Efficiency UNITED worked with 19 customers through the Agricultural Program.

### Michigan Saves

Designed to provide low-cost financing options to customers, the Commercial & Industrial Michigan Saves Program provided the program team the opportunity to work directly with Michigan Saves and customers. The program offered an opportunity for no money down and a net positive monthly cash flow on projects. In general, participation was modest but we obtained valuable information. Altogether, Efficiency UNITED worked with five customers through the Michigan Saves Program.

### Geotargeting

The Efficiency UNITED Commercial & Industrial Geotargeting Program was developed to specifically target customers in a select service territory to reduce the load on the existing electrical infrastructure through energy efficiency projects. Energy Advisors worked closely with trade allies and utility customers to develop projects, which targeted both energy and coincident demand reduction. Altogether, Efficiency UNITED worked with five customers through the Geotargeting Program.

### Commercial & Industrial: Pilot Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
Alpena Power Company	1	\$539	3,771	56,505	7%
Baraga Electric Utility	1	\$82	514	7,698	7%
Bayfield Electric Cooperative	-	-	-	-	-
The City of Crystal Falls	1	\$44	278	4,162	7%
Daggett Electric Company	-	-	-	-	-
The City of Dowagiac	1	\$2,849	22,755	22,752	100%
The City of Gladstone Department of Power & Light	1	\$70	491	7,362	7%
The City Harbor Springs Electric Department	-	-	-	-	-
Hillsdale Board of Public Utilities	1	\$265	2,736	2,740	100%
Indiana Michigan Power	1	\$5,004	54,227	54,231	100%
L'Anse Electric Utility	1	\$34	262	3,920	7%
The City of Negaunee Electric Department	1	\$50	352	5,274	7%
The City of Norway Department of Power & Light	1	\$59	428	6,418	7%
City of South Haven Public Works	1	\$315	2,804	42,015	7%
Upper Peninsula Power Company	1	\$2,153	18,108	271,307	7%
We Energies	1	\$938	5,907	33,503	7%
Wisconsin Public Service	2	\$7,556	95,236	104,166	91%
Xcel Energy	1	\$286	2,801	41,966	7%
<b>Electric Utility Total</b>	<b>16</b>	<b>\$20,243</b>	<b>210,671</b>	<b>719,020</b>	<b>29%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	2	\$21,799	47,565	58,803	81%
SEMCO ENERGY Gas Company	2	\$54,997	95,529	111,016	86%
Wisconsin Public Service - Natural Gas	2	\$1,067	3,833	3,836	100%
Xcel Energy - Natural Gas	1	\$96	102	1,526	7%
<b>Natural Gas Utility Total</b>	<b>7</b>	<b>\$77,959</b>	<b>147,028</b>	<b>175,182</b>	<b>84%</b>

Commercial & Industrial: Comprehensive & Special Program Update

PROVIDER	# OF PARTICIPANTS	YTD INCENTIVE SPENT	YTD KWH/CCF ACHIEVED	2013 KWH/CCF GOAL	% OF GOAL ACHIEVED
<b>ELECTRIC UTILITIES</b>					
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 Harbor Springs Electric Department	-	-	-	-	-
Hillsdale Board of Public Utilities	-	-	-	-	-
Indiana Michigan Power	51	\$603,303	8,381,870	8,640,934	97%
L'Anse Electric Utility	-	-	-	-	-
The City of Negaunee Electric Department	-	-	-	-	-
The City of Norway Department of Power & Light	-	-	-	-	-
City of South Haven Public Works	-	-	-	-	-
Upper Peninsula Power Company	24	\$374,511	4,037,341	2,496,028	162%
We Energies	24	\$125,523	1,013,873	-	-
Wisconsin Public Service	3	\$7,220	116,662	-	-
Xcel Energy	-	-	-	-	-
<b>Electric Utility Total</b>	<b>102</b>	<b>\$1,110,556</b>	<b>13,549,746</b>	<b>11,136,961</b>	<b>122%</b>
<b>NATURAL GAS UTILITIES</b>					
Michigan Gas Utilities	22	\$344,781	964,457	540,990	178%
SEMCO ENERGY Gas Company	43	\$1,131,696	2,518,573	1,021,349	247%
Wisconsin Public Service - Natural Gas	-	-	-	-	-
Xcel Energy - Natural Gas	-	-	-	-	-
<b>Natural Gas Utility Total</b>	<b>65</b>	<b>\$1,476,477</b>	<b>3,483,030</b>	<b>1,562,339</b>	<b>223%</b>

The Efficiency UNITED Quality Assurance team conducts random quality checks on customers who participated in energy efficiency programs for 2013. In total, five percent of the customer base is randomly selected for a quality control check, performed via an over-the-phone conversation or an in-home visit.

As part of CLEAResult's continuous quality improvement processes, trained field inspectors from the Quality Assurance/Quality Control (QA/QC) Department visit residences for the various Efficiency UNITED program initiatives. The goal of these inspections is to assess the quality of the measure installations and to measure customer satisfaction. CLEAResult uses visual review and customer interaction field data to address any changes required to continue providing the highest service level possible.

The field visits consist of two parts. Measures are first verified and evaluated to ensure that the installation standards adhere to utility and program standards. Following measure validation, field technicians offer customers a brief, voluntary satisfaction survey as an avenue to share their experiences with the various programs in which they participated. All customer feedback is reviewed by the program to assess areas of excellence and opportunities for improvement. As evident from the results below, customers are overwhelmingly satisfied with Efficiency UNITED programs.

2013 YTD Inspections by Program

PROGRAM NAME	# OF INSPECTIONS	CUSTOMER SATISFACTION		FIELD VERIFICATIONS	
		PASS	FAIL	PASS	FAIL
Home Performance: Direct Install	374	99%	1%	73%	27%
Home Performance: Weatherization	44	100%	0%	100%	0%
Home Performance: HVAC	355	100%	0%	99%	1%
Home Performance: Comprehensive	25	100%	0%	100%	0%
Home Performance: Community Targeting	17	100%	0%	100%	0%
Income Qualified	32	100%	0%	100%	0%
Income Qualified: Direct Install	169	100%	0%	81%	19%

Customer Satisfaction Calls by Utility

PROVIDER	CALLS BY UTILITY	PASS	FAIL
<b>ELECTRIC UTILITIES</b>			
Alpena Power Company	11	100%	0%
Baraga Electric Utility	2	100%	2%
Bayfield Electric Cooperative	18	100%	0%
The City of Crystal Falls	18	100%	0%
Daggett Electric Company	3	100%	0%
The City of Dowagiac	8	100%	0%
The City of Gladstone Department of Power & Light	7	100%	0%
The City Harbor Springs Electric Department	8	100%	0%
Hillsdale Board of Public Utilities	13	100%	0%
Indiana Michigan Power	166	100%	0%
L'Anse Electric Utility	7	100%	0%
The City of Negaunee Electric Department	10	100%	0%
The City of Norway Department of Power & Light	7	100%	0%
City of South Haven Public Works	13	100%	0%
Upper Peninsula Power Company	94	100%	0%
We Energies	24	100%	0%
Wisconsin Public Service	27	100%	0%
Xcel Energy	14	100%	0%
<b>NATURAL GAS UTILITIES</b>			
Michigan Gas Utilities	65	100%	0%
SEMCO ENERGY Gas Company	271	100%	0%
Wisconsin Public Service - Natural Gas	20	100%	0%
Xcel Energy - Natural Gas	5	100%	0%

2013 Customer Satisfaction Calls by Program

PROGRAM NAME	CALLS BY PROGRAM	PASS	FAIL
Appliance Recycling	59	100%	0%
Community Targeting	173	100%	0%
ENERGY STAR	252	100%	0%
Income Qualified Outreach	137	100%	0%
Online Audit	172	100%	0%

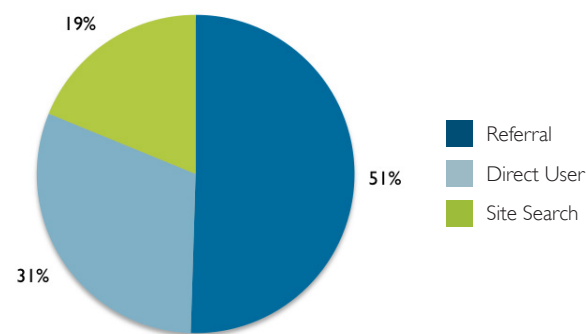
Efficiency UNITED marketing focused on further developing a consistent brand across all programs in the 2013 program year. Co-branding efforts began in 2012 and continued in 2013, where allowed. This approach proved successful, as customers began to develop more trust in the Efficiency UNITED brand.

One significant change in 2013 was the addition of the Commercial & Industrial and Residential Comprehensive Pilots. These programs, offered in five service territories, allowed the marketing team the opportunity to test a new approach and feel for marketing materials.

A new lighter, more relatable design approach for Comprehensive Program marketing materials provided an easy way to quickly identify program materials, and test the market as well. Customers reacted positively to the new materials, providing insight during the concept phase of the 2014 Efficiency UNITED brand refresh.

The Efficiency UNITED website continued as a primary focus on all marketing materials, regardless of program. In total 41,155 users visited the website, approximately 51 percent of which were first time users.

Website Traffic



When searching the Internet for Efficiency UNITED, 19 of the top 20 keyword searches included a form of Efficiency UNITED; again, these search terms are aligned with increased brand recognition.

Compared to 2012, the number of first time (or unique) visitors decreased slightly. Based on this data, we know Efficiency UNITED continues to reach new customers and customers are able to find the required information on their first visit. While we are pleased the information is quickly available, in 2014, Efficiency UNITED will place additional focus on recurring visits.

Additionally, the data tends to indicate that brand awareness has continued to increase because referral traffic to the website decreased significantly. Simply put, users are coming directly into the Efficiency UNITED website. Along the same line, the number of direct users increased as well, supporting the brand recognition of Efficiency UNITED with our customers.

Complementing the traditional outreach methods was online advertising with Google AdWords. Initially used for the Comprehensive Program, keywords focused on long-life measures with a higher initial investment. Google ads began in mid-July, continuing through December 31st. In less than six months, we received nearly 375,000 impressions (the number of unique visitors who saw our ad on a search page) and saw an average click-through-rate of nearly seven percent.

The introduction of a lighter, more approachable feel for program marketing was introduced. Examples below include a direct mail piece for ENERGY STAR events, and newspaper ads for the ENERGY STAR retail program, Home Performance and Appliance Recycling.

75,000

Every Door Direct Mail (EDDM) pieces

60

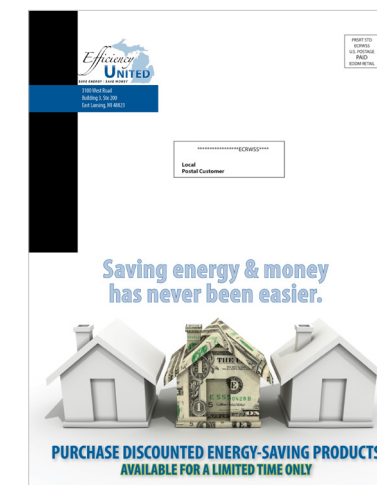
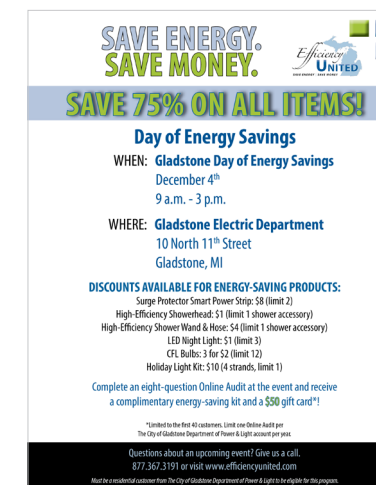
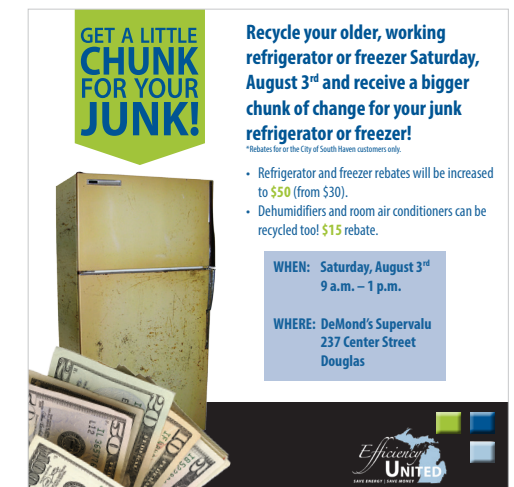
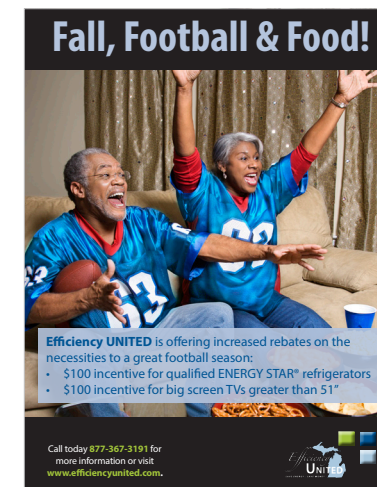
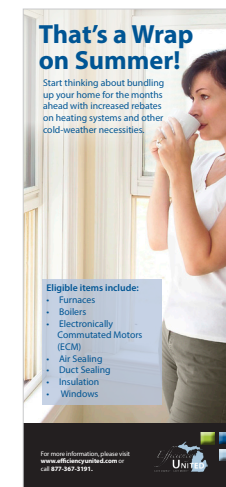
newspaper ads

22

Post Offices

25

publications



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.

Listed below are 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>
Chuck Kier	Director - Operations, CLEAResult	Implementation Contractor	(517) 999-4318	<a href="mailto:chuck.kier@clearesult.com">chuck.kier@clearesult.com</a>
Royce Williard	Director - Communication, CLEAResult	Implementation Contractor	(517) 999-2305	<a href="mailto:rwilliard@clearesult.com">rwilliard@clearesult.com</a>
Yvonne Lewis	Program Manager, CLEAResult	Income Qualified	(517) 999-2338	<a href="mailto:yvonne.lewis@clearesult.com">yvonne.lewis@clearesult.com</a>
Stephanie Rockafellow	Marketing Manager, CLEAResult	Marketing	(517) 999-2342	<a href="mailto:stephanie.rockafellow@clearesult.com">stephanie.rockafellow@clearesult.com</a>
Tony Walker	Program Manager, CLEAResult	Residential Audit/Weatherization and HVAC	(517) 999-2342	<a href="mailto:twalker@clearesult.com">twalker@clearesult.com</a>
Sean Williams	Senior Program Manager, CLEAResult	C&I Portfolio	(517) 999-2325	<a href="mailto:swilliams@clearesult.com">swilliams@clearesult.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



The City of Gladstone  
Department of Power & Light



Board of Public Utilities



Negaunee  
Electric Department

