

# Efficiency UNITED 2012 Annual Report

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Prepared for:  
The Michigan Public Service Commission  
4300 West Saginaw Highway  
Lansing, Michigan 48917



**Baraga  
Electric Utility**



The City of Crystal Falls  
Electric Department

**DAGGETT**  
Electric Company



Negaunee  
Electric Department



## EXECUTIVE SUMMARY

In 2012, Efficiency UNITED continued building on its tradition of service excellence and dedication to continuous process improvement. The Efficiency UNITED team is proud to report that it achieved the “All Classes Combined Savings” goal for each participating utility. As part of this accomplishment, Efficiency UNITED improved efficiencies enough to make an additional \$193,000 available to Efficiency UNITED customers in the form of cash incentives.

2012 proved to be the most successful yet for Efficiency UNITED. Among the highlights, Efficiency UNITED:

- Saved 81,064,310 kWh and 7,178,961 ccf while including more than 46,000 participants
- Met energy-saving goals for All Classes Combined for all utilities
- Freed up an additional \$193,000 to use for cash incentives
- Increased transparency in financial reporting
- Launched an ENERGY STAR® Instant Markdown Retailer Program involving both national and local retailers
- Brought C&I activities in-house at CLEAResult
- Customized design and marketing to co-brand between Efficiency UNITED and utility providers
- Continued market transformation and education to residential and commercial customers

These accomplishments speak volumes to the hard work and dedication of the team; as such, the

strength and success has reached beyond our doors and into the communities we serve.

Over and above these accomplishments, Efficiency UNITED is adding jobs in Michigan. A prime example is Blue Terra Energy. Based in Hancock, Michigan, Blue Terra Energy has been a valued Trade Ally with Efficiency UNITED since October 2010. In that time, the company has grown from one employee (the owner) to 18. In an October 2012 letter to Michigan Governor Rick Snyder, Dave Camps, owner of Blue Terra Energy (BTE), wrote:

*I currently employ 18 previously unemployed individuals and plan to hire 4 more to help with marketing needs by the end of the year.*

*We are currently expanding into multiple markets throughout the State of Michigan. I am considering offices in the Holland and Port Huron areas to assist with our LP operations.*

*BTE has installed over 18,000 CFLs or reduced demand by nearly 1MW for bulbs alone and 2,500 programmable thermostats as a result of our relationship with Efficiency UNITED and CLEAResult.*

As a team, we are excited about the 2013 program year, and have added a “Looking Forward” section to this year’s annual report. What we accomplished in 2012 is important, but knowing what to expect in 2013 is crucial to another successful year.

# TABLE OF CONTENTS

01	Introduction & History
04	Highlights & Accomplishments
13	Tracking & Data Management
16	Electric & Gas Utility Service Areas
18	Design, Evaluation & Implementation Budgets
20	Performance by Customer Class
24	Program Performance
40	Customer Post Call Feedback
42	Quality Assurance/ Quality Control
43	Marketing & Communication
48	Looking Forward
50	Contacts
51	Glossary

# INTRODUCTION AND HISTORY

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

After a competitive bid process, in July 2009 the MPSC selected the Michigan Community Action Agency Association (MCAAA), with CLEAResult as its primary implementation contractor, to administer the Efficiency UNITED EO programs. The Efficiency UNITED contract is between the MCAAA and the Department of Licensing and Regulatory Affairs. MCAAA is a non-profit state association of 29 Michigan Community Action Agencies that provide programs and services, such as weatherization, to help low income individuals and families throughout the state achieve greater economic self-sufficiency and stability. MCAAA has extensive experience administering grant-funded weatherization and energy efficiency programs.

In 2012, Efficiency UNITED continued building on its tradition of service excellence and dedication to continuous process improvement. The Efficiency UNITED team is proud to report that it achieved the "All Classes Combined Savings" goal for each participating utility. Efficiency UNITED improved efficiencies enough to make an additional \$193,000 available to customers in the form of cash incentives.

For 2012, Efficiency UNITED continued to implement best of class programming as evidenced by rolling out an ENERGY STAR® instant markdown retailer program featuring national and Michigan-based retailers. Additionally, the team transitioned the Commercial & Industrial delivery from a subcontractor delivery model to in-house teams. This transition provided greater control of quality and dedication to goal attainment. As the result of these two significant program enhancements, Efficiency UNITED programming entered 2013 with a full head of steam and posted unprecedented first quarter savings results.

Additionally, in 2013 Efficiency UNITED continues to improve operational efficiencies, while always focusing on increasing customer satisfaction.

# In 2012

**Efficiency UNITED** again provided EO programs for customers of the following participating providers:

## Electric Providers

Alpena Power Company  
 Baraga Electric Utility  
 Bayfield Electric Cooperative  
 The City of Crystal Falls  
 Daggett Electric Company  
 Gladstone Department of Power and Light  
 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 and Light  
 The City of South Haven  
 Upper Peninsula Power Company  
 We Energies  
 Wisconsin Public Service Corporation  
 Xcel Energy

## Gas Providers

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

The following partnering organizations assisted MCAAA with design, implementation, administration, and marketing of Efficiency UNITED in 2012:

Organization	Role
Morgan Marketing Partners	Program Design
MCAAA *	General Contract/Financial Management
CLEARResult Consulting Great Lakes LLC*	Implementation Contractor
JACO Environmental, Inc.	Appliance Recycling Program Delivery
Enercom	Online Audit Software Development
MCAAA/Statewide CAA network *	Income Qualified Program Delivery
KEMA International*	Program Evaluation Contractor
National Energy Foundation (NEF)	Residential Education – School Program Delivery
Blue Terra Energy *	Direct Installation Services
Inspired Marketing - "Inspired Green"*	Direct Installation Services
Water and Energy Solutions	Direct Installation Services
First Contracting *	Direct Installation Services
Parker Arntz *	Direct Installation Services

\* denotes a Michigan-based company

Consistent with the emphasis of the MPSC on collaborative energy efficiency activities, Efficiency UNITED team members participated in MPSC EO Collaborative Work Groups, including Design & Implementation and Evaluation, providing input and feedback on the Michigan Energy Measures Database and trade ally partnership efforts. Efficiency UNITED designed and implemented pilot programs on Behavioral Study, LED and Boiler Reset Controls, the results of which will be shared with the EO Collaborative Work Groups in summer 2013. MCAAA 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 under the umbrella of Efficiency UNITED.

Building on the lessons learned through program delivery and feedback provided by the evaluation contractor, we made some modifications to the programs and associated processes for 2012. MCAAA and CLEAResult 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

CLEAResult is a national energy efficiency firm whose sole business is helping utilities, state and local governments develop and implement cost-effective energy efficiency programs and services. CLEAResult

Great Lakes employs more than 100 people in Michigan and has offices in Okemos and Marquette. Nationally, the firm employs more than 1000 engineers, program consultants, analysts, outreach and communication specialists, along with field implementation technicians. CLEAResult currently serves clients in 25 states.

Also in 2012, Efficiency UNITED began working closely with Michigan Saves, a nonprofit organization dedicated to making energy improvements easier for all Michigan energy consumers. Through affordable financing and other incentives available through grants and partnerships with private sector lenders, both residential and commercial customers can benefit through making energy-saving changes.



## Efficiency UNITED program offerings are divided into three general categories:

### Residential

- Residential ENERGY STAR® Program
- Appliance Recycling Program
- Home Performance
- Heating, Ventilation and Air Conditioning Program (HVAC)
- Multifamily Program
- Residential Pilot Program
- Residential Education Program

### Commercial & Industrial

- C&I Prescriptive Program\*
- C&I Custom Program\*
- C&I Pilot Program
- C&I Education Program

### Income Qualified

Program funding for the Income Qualified program is established in PA 295, and the funds are protected.

*\*Energy savings goals and results are combined for these programs to provide maximum flexibility for customers. Where applicable, goals and results for self-directed customers are also included.*

# ENERGY SAVINGS GOAL ACHIEVEMENTS

## GOAL ACHIEVEMENT

Efficiency UNITED had a bigger impact on energy efficiency in Michigan in 2012 than ever before. Across all classes, Efficiency UNITED saved more electric and natural gas energy than in any previous program year.

Program Year	Gross Energy Savings: kWh
2009-2010	66,372,701
2011	63,644,436
2012	81,064,310
Program Year	Gross Energy Savings: CCF
2009-2010	3,803,111
2011	4,323,992
2012	7,178,961





In 2012, the experienced program team delivered energy savings in excess of target for all classes combined, for all electric and gas utility providers. The following table shows combined goal achievement by utility for the Income Qualified, Residential and Commercial & Industrial classes.

### Combined (All Classes) Savings Achieved in 2012

Client	Income Qualified	Residential	C&I	All Classes Combined
Alpena Power Company	13%	199%	121%	131%
Baraga Electric Utility	94%	278%	91%	102%
Bayfield Electric Cooperative	NA	118%	NA	118%
The City of Crystal Falls	22%	197%	79%	116%
Daggett Electric Company	161%	212%	105%	181%
Gladstone Department of Power and Light	242%	89%	136%	126%
Hillsdale Board of Public Utilities	52%	184%	103%	118%
Indiana Michigan Power	34%	121%	103%	105%
L'Anse Electric Utility	173%	145%	112%	127%
The City of Negaunee Electric Department	55%	211%	57%	118%
The City of Norway Department of Power & Light	32%	146%	131%	128%
The City of South Haven	15%	134%	128%	121%
UPPCO	75%	188%	95%	115%
We Energies	34%	110%	101%	101%
Wisconsin Public Service Corporation	27%	125%	113%	110%
XCEL Energy	111%	222%	118%	151%
<b>TOTAL ELECTRIC</b>	<b>46%</b>	<b>136%</b>	<b>103%</b>	<b>108%</b>
Michigan Gas Utilities	273%	104%	119%	119%
SEMCO ENERGY Gas Company	142%	70%	123%	102%
Wisconsin Public Service Corporation – Gas	358%	153%	327%	282%
XCEL Energy – Gas	435%	103%	84%	107%
<b>TOTAL GAS</b>	<b>195%</b>	<b>83%</b>	<b>126%</b>	<b>111%</b>

## PROGRAM IMPACT

- Through Efficiency UNITED, more than 4,700 income qualified Michigan residents received energy optimization assistance including insulation and furnace or refrigerator replacements. Additionally, more than 4,000 income qualified residents received complimentary installation of low-cost energy-saving measures, air sealing and furnace tune-ups. We also installed furnaces, boilers and refrigerators. As a result some of Michigan's most vulnerable residents saved approximately 1,735,576 kWh and 492,096 CCF of energy.
- Efficiency UNITED engaged residential customers through ENERGY STAR® events, Appliance Recycling, Home Performance rebates on insulation or HVAC measures, complimentary installation of low-cost measures and pilot programs. Michigan school children learned about saving energy through special programming delivered at their schools, and residents participating in residential programming saved approximately 22,969,391 kWh and 2,227,995 CCF.
- More than 632 commercial and industrial customers received rebates on prescriptive and custom measures through Efficiency UNITED, resulting in 56,359,344 kWh and 4,458,870 CCF in energy saved. Lower energy usage means lower energy costs and increased competitiveness for these Michigan businesses.

The following table summarizes 2012 Efficiency UNITED participation by customer class:

Customer Class	2012 Participating Customers
Income Qualified	9,316
Residential	37,033
Commercial & Industrial	632
<b>Total Customer Served</b>	<b>46,981</b>



The following table shows goal achievement by utility across all customer classes.

## TOTAL GROSS ENERGY SAVINGS ACHIEVED: INCLUDES ALL CLASSES-kWh/CFF ACHIEVED

	2012 GOAL	SELF DIRECTED	TOTAL GOAL	TOTAL GROSS SAVINGS ACHIEVED	% of Goal ACHIEVED
Alpena Power Company	2,052,982	1,191,223	3,244,205	4,250,793	131%
Baraga Electric Utility	188,281	-	188,281	191,425	102%
Bayfield Electric Cooperative	1,927	-	1,927	2,265	118%
Crystal Falls, The City of	164,180	-	164,180	190,609	116%
Daggett Electric Company	14,569	-	14,569	26,440	181%
The City of Gladstone Department of Power and Light	328,090	-	328,090	412,225	126%
Hillsdale Board of Public Utilities	1,275,266	-	1,275,266	1,507,850	118%
Indiana Michigan Power Company	29,403,334	-	29,403,334	30,998,661	105%
L'Anse Electric Utility	136,650	-	136,650	174,224	127%
The City of Negaunee Electric Department	217,310	-	217,310	256,343	118%
The City of Norway Department of Power & Light	300,349	-	300,349	385,826	128%
The City of South Haven	1,312,057	-	1,312,057	1,581,564	121%
UPPCO	8,272,406	-	8,272,406	9,494,407	115%
We Energies	3,431,276	22,927,080	26,358,356	26,499,171	101%
Wisconsin Public Service Corporation	2,738,907	-	2,738,907	3,018,068	110%
XCEL Energy	1,377,609	-	1,377,609	2,074,441	151%
<b>ELECTRIC TOTAL</b>	<b>51,215,193</b>	<b>24,118,303</b>	<b>75,333,496</b>	<b>81,064,310</b>	<b>108%</b>
Michigan Gas Utilities Corporation	2,198,975	-	2,198,975	2,622,590	119%
SEMCO ENERGY Gas Company	4,094,805	-	4,094,805	4,177,741	102%
Wisconsin Public Service Corp-Gas	109,461	-	109,461	308,771	282%
Xcel Energy-Gas	65,003	-	65,003	69,858	107%
<b>GAS TOTAL</b>	<b>6,468,244</b>	<b>-</b>	<b>6,468,244</b>	<b>7,178,961</b>	<b>111%</b>

# NEW TEAM MEMBERS

The Efficiency UNITED team grew and changed in 2012. Royce Williard joined CLEAResult as the Senior Director of Michigan Operations. Tim Celovsky and Tricia Carlson joined the EU team as Senior Program Managers. Jamie Nordman, Aimee Brown and Sean Williams assumed leadership of the Income Qualified, ENERGY STAR® and Commercial & Industrial programs, respectively. Stephanie Rockafellow joined the team as Marketing Manager.

The Efficiency UNITED team grew significantly in 2012, as eight Energy Advisors, four Field Specialists and an Energy Manager were added, four of whom are assigned to the Upper Peninsula exclusively. Each new staff member has assumed a role dedicated to working directly with utility customers to deliver energy savings.

The growth of the Efficiency UNITED team was not limited to direct employees; our network of Trade Allies grew as well. The economic development opportunities created by the need for energy efficiency implementation contractors has reached many areas of the state as a direct result of the Efficiency UNITED program.

## **Retailers:**

Ace Hardware of Calumet  
Ace Hardware  
Adams Hardware  
Batteries Plus  
Big Lots Stores  
Coloma True Value  
Country Village Ace Hardware  
Dollar Tree Stores  
The Home Depot  
Lowe's Home Centers  
Neil's Hardware  
Pater True Value  
Paw Paw Ace Hardware  
Quality Hardware  
Sawyer Garden Center (True Value)  
Steiger's Home Center  
Wal-Mart Stores  
  
Warner Supply Do-It Center

## **Locations:**

Calumet  
Stevensville  
Lawton  
Benton Harbor  
Alpena, Benton Harbor, Niles, Three Rivers  
Coloma  
Ishpeming  
Alpena, Benton Harbor, Iron Mountain, Ironwood  
Alpena, Benton Harbor, Iron Mountain  
Benton Harbor  
Mattawan  
St. Joseph  
Paw Paw  
Lake Linden  
Sawyer  
Bessemer  
Alpena, Benton Harbor, Iron Mountain, Ironwood,  
Marquette, Niles, South Haven, Sturgis  
Decatur, Paw Paw, Gobles

The Efficiency UNITED ENERGY STAR® team will be focusing on activating additional retailers and gaining more active participation from participating retailers in 2013.



## PROGRAM SPECIFIC

### ENERGY STAR® RETAIL CHANNEL

Efficiency UNITED launched a new retail delivery channel for the ENERGY STAR® program. Memorandums of Understanding (MOUs) were signed with CFL manufacturers (FEIT, GE, TCP, Greenlite, Maxlite, and Phillips) and retailers to enable in-store instant rebates for the purchase of eligible CFL light bulbs. The initiative ramped-up in time for the important autumn lighting season. The following lists active retailers for Efficiency UNITED. These retailers either offer instant rebates or accept program coupons for CFLs.

### C&I IMPLEMENTATION

CLEAResult assumed leadership for implementation of the Commercial & Industrial Programs in 2012. This change was critical to enable the team to closely manage program delivery and ensure savings goals were achieved.

### FOCUS ON KEY PERFORMANCE INDICATORS BY PROGRAM

The Efficiency UNITED program team focused on managing key drivers of program performance in order to meet goal for each utility. Managing each key driver enables the program team to adjust program activity as needed. While some of these key drivers are common across multiple programs, others are unique to one program. Examples of Key Performance Indicators (KPIs) tracked include:

- Number of Participating Trade Allies
- Number of Active Retailers
- Number of Applications submitted per Community Action Agency
- Number of Memoranda of Understanding Signed (ENERGY STAR®)
- Number of Direct Installations scheduled
- Monitoring the status and number of C&I projects in the pipeline

# 10

## FINANCIALS

Based on the experience gained over several years of the Efficiency UNITED program portfolio and in order to provide more funding for program incentives, MCAAA and CLEAResult revised the ratio of incentive to implementation funds. The first phase of this revision started in 2012, and the second will be implemented in the first quarter of 2013. Historically, the split between incentive and implementation varied between the Income Qualified, Residential and Commercial & Industrial classes. Beginning January 2013, the balance will be uniform across all classes.

CLEAResult improved the cost-effectiveness of program implementation, meaning more of your customers' dollars were given back in the form of cash and non-cash incentives. An operational focus on key performance indicators was critical to achieving savings goals for each of the electric and gas participating utilities. Better tracking of KPIs, the critical factors that drive program performance, enabled more accurate forecasting of both energy savings and incentive-spend activity. Better forecasts meant the team could make more timely corrective actions to ensure the programs stayed on track.

Based on the experience gained over several years of directing the Efficiency UNITED program portfolio and in order to provide more funding for program incentives, MCAAA and CLEAResult improved the ratio of incentives to implementation funds. These changes make more cash incentives available for utility customers and represent best-in-class incentive funding.

Electric

**\$1 investment = \$5.26 return**

Natural Gas

**\$1 investment = \$5.29 return**

Every \$1.00 invested in the Public Act 295 utility energy optimization programs returns \$5.28 in benefits to the utility system through the utility to the customer in terms of fewer dollars spent on energy. This is a total number including both electric and gas. (Values shown are from the Utility System Resource Cost Test. Data is not fully verified.)

## The specific tasks associated with program implementation can vary by program, but in general, the following activities are classified as implementation:

### Program Planning & Design

- Complete program design
- Develop program delivery plans
- Manage to monthly goal achievement plans

### Marketing & Outreach

- Promotional material design, printing and distribution
- Program displays for events/meetings
- Brand-building for Efficiency UNITED
- Website analytics and tracking
- Staffing at local events to distribute product/education
- Website design and maintenance
- Annual marketing plan
- Communication/approval of materials by partners

### Customer Service Center

- Provide training/program updates to partner utility staff to accurately promote/refer to program benefits
- Service representatives to respond to customer inquiries
- Outbound call service for customer promotion, assistance and education
- Training of customer facing staff on program rules and regulations
- Provide support staff for customer service
- Phone systems, equipment

### Training & Technical Assistance

- Expert staff for optimal use of information/equipment
- Scheduling of speaking events, engagements, and conferences
- Onsite energy education presentations
- Customer site assessments conducted by trained staff
- Training on delivery of educational materials

### IT Systems

- Manage online applications for rebate processing
- Develop/Manage utility information integration
- Online audit software design and updates

### Quality Assurance/Quality Control

- Provide trained auditor staff, travel, and equipment for customer satisfaction obligations
- Call/Visit follow-ups to answer customer questions and determine quality of material/installations of product.
- Call/Visit scheduling to meet contractual obligations

### Rebate Processing

- Develop/Update tracking system for multi-utility reporting
- Track/Calculate savings based on MEMD data
- Receive/Process/Pay incentives
- Expedite consumer interactions on incomplete applications
- Management of timely delivery of rebate processing

### Program Management & Reporting

- Oversee all aspects of program implementation
- Interface with clients

### Evaluation Review

- Contract compliance monitoring
- Work with 3rd party EM&V to adjust program delivery as needed

### Regulatory Review

- Engineering Review of Data

### Incentives:

- Engineering review of cost-effectiveness of measures

### Administrative

## PROGRAM DELIVERY & MARKETING

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, the programs were designed to deliver cost-effective programs that would appeal to the largest number of customers.

We found two marketing strategies to be most effective in gaining customer participation. Direct contact through local event participation and direct installation of energy-saving products provided the opportunity to deliver low-cost energy saving measures directly to consumers, while creating educational opportunities for the promotion of further program participation.

Examples of these community events include:

- Builder shows
- Home, Garden & Leisure shows
- Regional Expos
- Day of Energy Savings events at municipal facilities, libraries, etc.
- Community festivals
- Town Hall meetings
- County Fairs
- Recycling drives
- University and college campus events
- Holiday Bazaars
- Lighting events
- Community Action Agency events
- Misc. community events (Veteran's, senior, family, etc.)

The second largest contributor to program participation was direct mail used to promote online audits, direct installation of low-cost measures, program participation and event notification.



# TRACKING & DATA MANAGEMENT

## OVERVIEW

Pulse is CLEARResult's new centralized information management system. Based on the industry leading Microsoft Dynamics platform, Pulse sets the bar for implementation speed, stability, flexibility and data transparency. CLEARResult uses Pulse and its family of cutting-edge tools to collect data, simplify customer interactions, pay incentives and manage results.

## KEY FEATURES

### Customer Service

- Customer Relationship Management
- CLEARResult and Client Call Centers
- Marketing Campaigns
- Customer Support Cases
- System Security

### Data Collection

- Rebate Intake
- Quality Assurance
- Measure Calculations
- Web Data Portals
- Field Tools – Contractor and CLEARResult

### Program Management

- C&I Project Tracking
- Workflow
- Incentive Payment
- Scheduling– Audit, Inspection, Installation
- Savings and Service Goal Management
- Dashboards, Views, Charts and Reports

### Client Benefits

- Transparent Operations
- Real Time Information
- New Program Designs
- Great Service For Your Customers

In its first year CLEARResult used Pulse to manage:

**200k**

Measures

**15k**

Program  
Participants

**400**

Programs

**25**

States

**70**

Clients  
with Goals

## BACKGROUND

As CLEAResult's programs and staff mature, our teams require faster access to increasingly complex data. To enable new program designs, and add cost-efficiency to existing program designs, CLEAResult needed a new information technology platform. The new platform, Pulse, enables CLEAResult Teams to offer client- and program-specific functions built on a standard base. The result is measurably improved client service, customer service and program operations.

## REQUIREMENTS OF THE SYSTEM

In developing and launching Pulse, CLEAResult set key challenges that the system had to overcome:

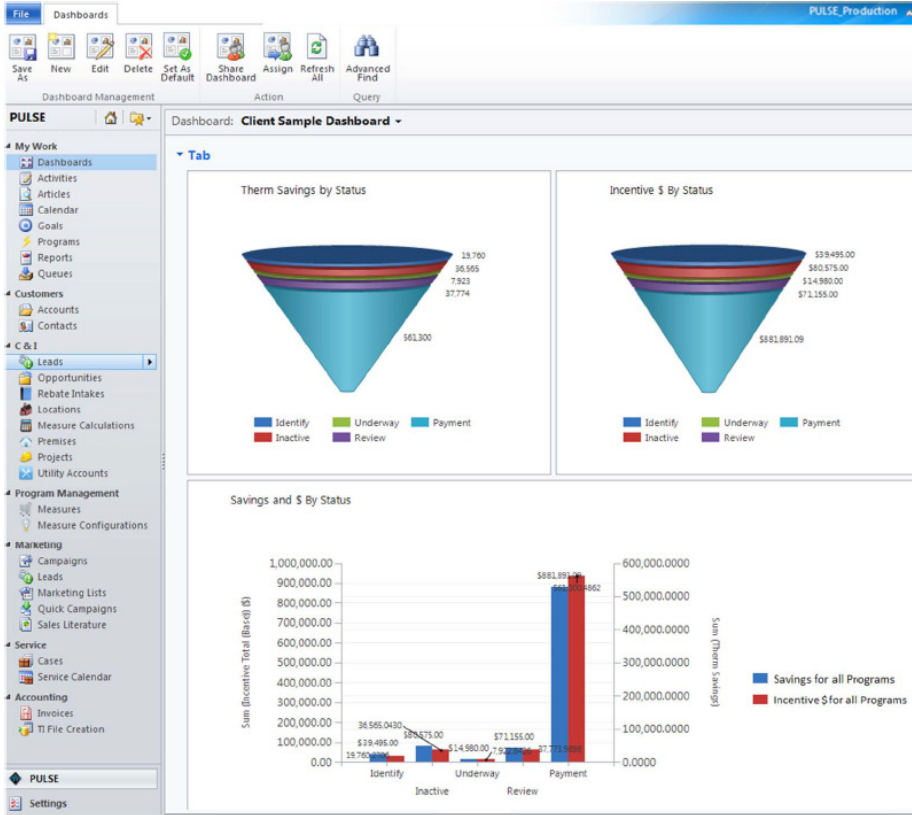
Scalable and Flexible

- Quickly meet client needs
- Low cost of startup and use
- Manage Variable Complex Data
- Handle new measures regularly
- Track customer interaction
- Create Operational Efficiency
- Ensure that clients and their customers benefit from CLEAResult growth

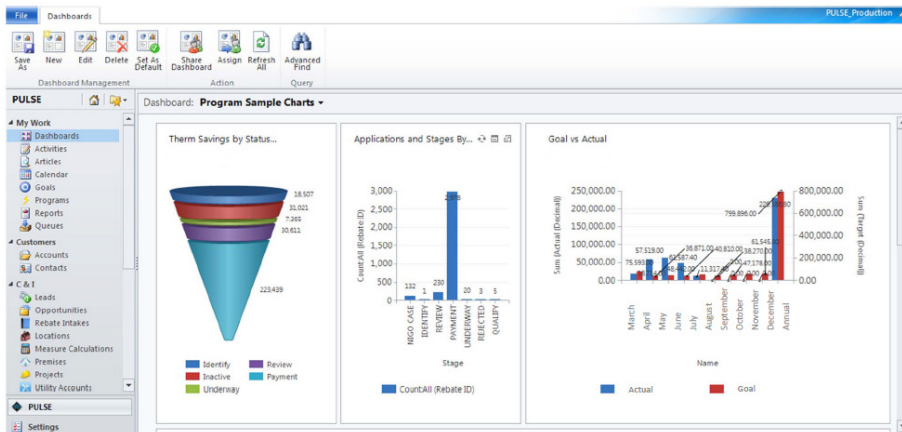
## THE FUTURE OF PROGRAMS

- Data is important – Accurate complex data relationship use over time is a key to effective programs.
- New program designs – Data-driven programs will allow for detailed customer targeting and new designs.
- Transparent operations – Clients will know and be in position to influence what we do in real time.
- Best practice improvements – When we improve a central system all users benefit at minimal cost.

## Sample Pulse Dashboard



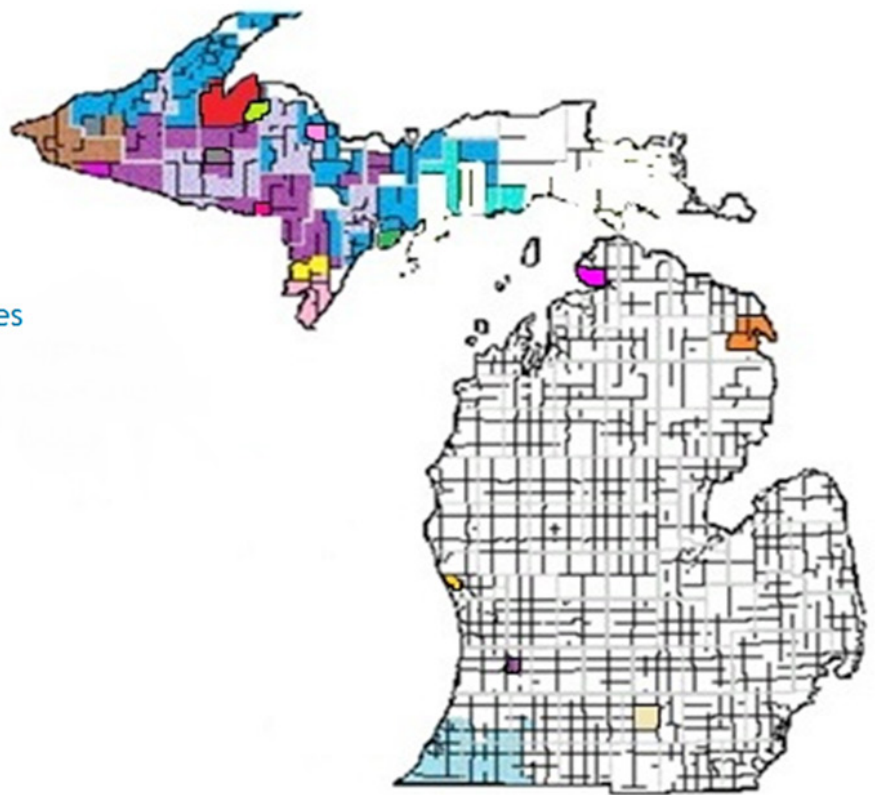
## Sample Program Charts



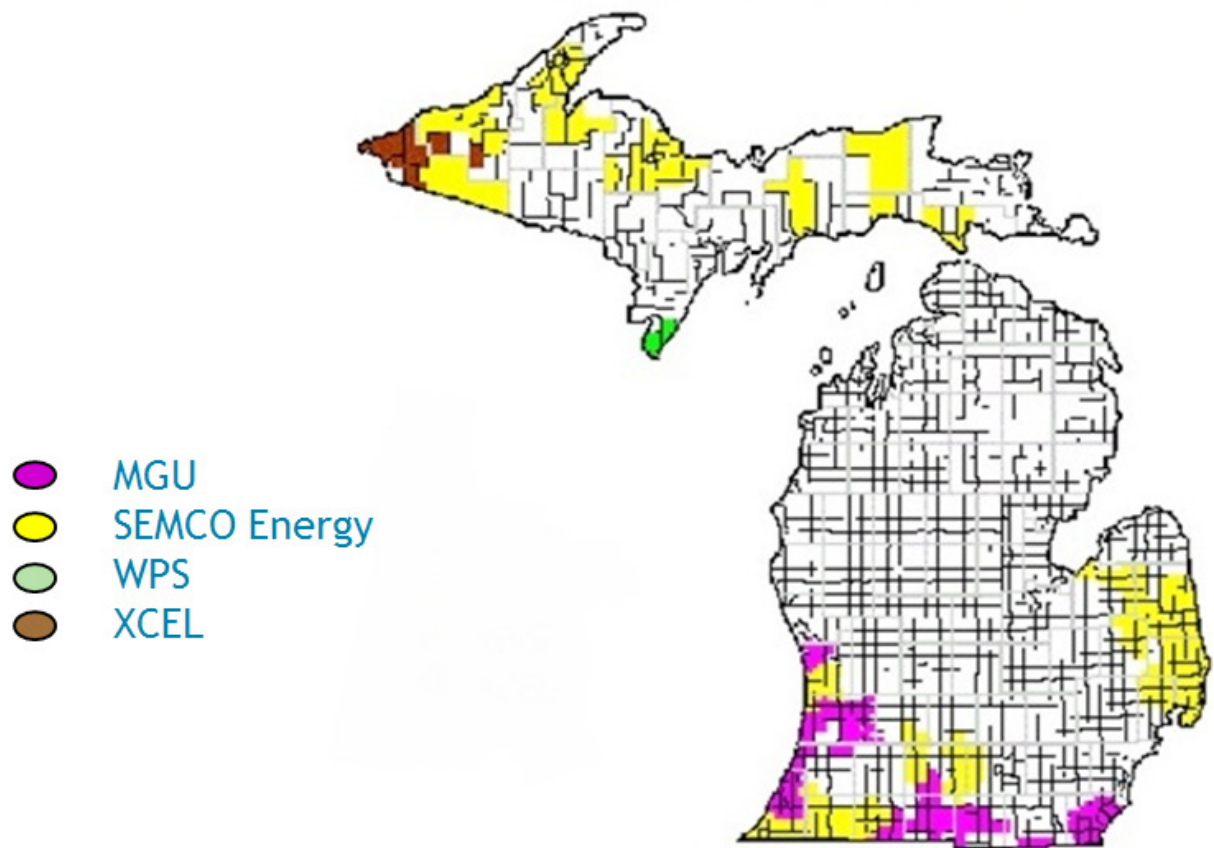
# ELECTRIC & GAS SERVICE AREAS

- Alpena
- Baraga Electric and UPPCO
- Bayfield, WE and XCEL
- City of Crystal Falls
- Daggett Electric
- City of Dowagiac
- City of Gladstone
- City of Harbor Springs
- Hillsdale Board of Public Utilities
- Indiana Michigan Power
- Village of L'Anse
- City of Negaunee
- City of Norway
- City of South Haven
- UPPCO and Integrys
- UPPCO
- UPPCO and WE
- UPPCO and XCEL
- WE
- WE and WPS Integrys
- WPS
- XCEL

Electric Service Area



### Natural Gas Service Area



# DESIGN, EVALUATION & IMPLEMENTATION BUDGETS

## Efficiency United Design & Analysis Budget Summary

### Program Year 2012

Provider	Total EU Collection for Program Year 2012	Prime / Fiduciary Mgt.	Evaluation Carry-over from 2011	Special Pilot Programs <sup>1</sup>	Collected 2012 Evaluation	Payment to Morgan Marketing (2012 Design)	Payment to KEMA (2012 Evaluation)	Remaining KEMA Contract Expense <sup>2</sup>	2012 Evaluation Carry-over <sup>2</sup>	Program Allocation to CLEAR Result
Alpena Power Company	510,504.00	(11,486.13)	29,330.16	(19,861.40)	40,840.44	(939.49)	(10,382.02)	(11,733.81)	27,327.11	458,176.53
Baraga Electric Utility	48,699.96	(1,095.73)	-	-	3,896.04	(89.62)	(990.41)	(940.96)	1,882.04	43,708.26
Bayfield Electric Cooperative	866.00	(19.48)	46.50	(34.54)	69.28	(1.59)	(17.61)	(19.70)	42.46	777.28
Crystal Falls Electric Department	43,440.00	(977.38)	-	-	3,475.20	(79.94)	(883.43)	(839.32)	1,678.74	38,987.44
Daggett Electric Company	2,469.00	(55.55)	141.85	(105.36)	197.52	(4.54)	(50.21)	(56.75)	122.86	2,216.04
The City of Gladstone Department of Power and Light	79,459.82	(1,787.81)	-	-	6,356.75	(146.23)	(1,615.94)	(1,535.26)	3,070.71	71,315.17
Hillsdale Board of Public Utilities	214,107.96	(4,817.34)	-	-	17,128.68	(394.03)	(4,354.27)	(4,136.87)	8,274.23	192,161.66
Indiana Michigan Power Company	4,420,319.04	(9,455.37)	224,636.78	(135,136.76)	353,625.48	(8,134.80)	(89,894.85)	(99,729.83)	246,000.13	3,967,237.90
L'Anse Electric Utility	31,113.96	(700.05)	-	-	2,489.16	(57.26)	(632.77)	(601.17)	1,202.42	27,924.84
The City of Negaunee Electric Department	65,940.00	(1,483.62)	-	-	5,275.20	(121.35)	(1,341.00)	(1,274.05)	2,548.25	59,181.14
Xcel Energy -Electric	234,475.00	(5,275.59)	14,294.41	(10,617.38)	18,758.00	(431.51)	(4,768.46)	(5,441.81)	11,826.89	210,441.92
The City of Norway Department of Power and Light	72,560.00	(1,632.57)	-	-	5,804.76	(133.53)	(1,475.62)	(1,401.95)	2,804.06	65,122.34
City of South Haven Department of Public Works	260,202.96	(5,854.46)	-	-	20,816.16	(478.86)	(5,291.66)	(5,027.46)	10,055.52	233,532.30
Upper Peninsula Power Company	1,967,085.00	(44,258.61)	116,824.39	(66,083.00)	157,366.92	(3,620.07)	(40,004.12)	(45,455.73)	119,310.58	1,765,463.21
We Energies	931,154.04	(20,950.58)	42,935.58	(31,891.02)	74,492.28	(1,713.62)	(18,936.62)	(20,728.81)	44,291.37	835,711.42
Wisconsin Public Service - Electric	381,401.04	(8,581.37)	24,100.23	(10,756.79)	30,512.04	(701.90)	(7,756.44)	(8,905.85)	26,546.00	342,307.60
<b>Electric Utility Total</b>	<b>9,263,797.78</b>	<b>(208,431.66)</b>	<b>452,309.90</b>	<b>(274,486.25)</b>	<b>741,103.91</b>	<b>(17,048.36)</b>	<b>(188,395.44)</b>	<b>(207,829.34)</b>	<b>506,983.36</b>	<b>8,314,265.05</b>
Michigan Gas Utilities	3,671,084.00	(82,597.89)	259,573.44	(138,551.92)	293,686.68	(6,755.97)	(74,657.86)	(87,481.20)	246,339.81	3,294,799.68
SEMCO ENERGY Gas Company	6,242,032.32	(140,443.17)	518,154.17	(384,866.49)	499,362.60	(11,487.34)	(126,942.57)	(153,643.00)	341,472.81	5,602,226.64
Wisconsin Public Service - Gas	91,685.04	(2,062.88)	8,054.78	(5,982.80)	7,334.76	(168.73)	(1,864.56)	(2,285.06)	5,101.54	82,287.34
Xcel Energy -Gas	109,531.00	(2,464.40)	10,818.38	(7,166.51)	8,762.48	(201.57)	(2,227.50)	(2,806.09)	7,194.90	98,304.28
<b>Gas Utility Total</b>	<b>10,114,332.36</b>	<b>(227,568.34)</b>	<b>796,600.77</b>	<b>(536,567.72)</b>	<b>809,146.52</b>	<b>(18,613.62)</b>	<b>(205,692.49)</b>	<b>(246,215.35)</b>	<b>600,109.06</b>	<b>9,077,617.94</b>
<b>Grand Total</b>	<b>19,378,130.14</b>	<b>(436,000.00)</b>	<b>1,248,910.67</b>	<b>(811,053.97)</b>	<b>1,550,250.43</b>	<b>(35,661.98)</b>	<b>(394,087.93)</b>	<b>(454,044.69)</b>	<b>1,107,092.42</b>	<b>17,391,882.99</b>

<sup>1</sup> Special Pilot Programs utilizing carry-over funds from 2011

<sup>2</sup> KEMA contract amount for 2012: \$768,500.00 plus \$79,632.62 remaining from 09-11 contract.

<sup>3</sup> After Full KEMA contract and Bank Interest

## Efficiency UNITED Program Implementation Budget Summary

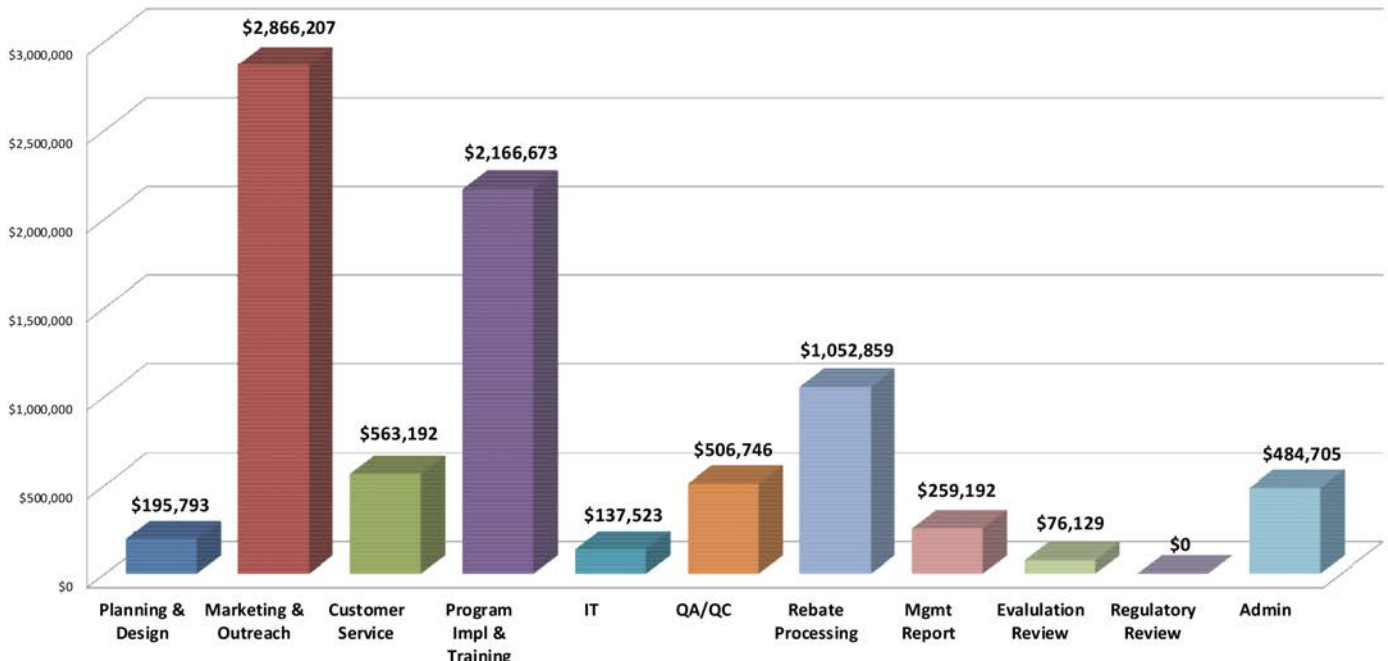
Program Year 2012

Provider	Total EU Collection for Program Year 2012	Program Allocation to CLEARResult	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%)
Alpena	510,504.00	458,176.53	30,630.24	20,420.16	(2,042.05)	208,651.98	198,474.14	(19,847.42)
Baraga	48,699.96	43,708.26	2,921.99	1,947.96	(194.88)	19,904.56	18,933.74	(1,893.32)
Bayfield	866.00	777.28	51.96	34.64	(3.46)	345.34	345.34	(34.53)
Crystal Falls	43,440.00	38,987.44	2,606.40	1,737.60	(173.76)	17,754.74	16,888.70	(1,688.81)
Daggett	2,469.00	2,216.04	148.14	98.76	(9.88)	984.57	984.57	(98.46)
Gladstone	79,459.82	71,315.17	4,767.60	3,178.42	(317.75)	32,476.66	30,892.48	(3,089.19)
Hillsdale	214,107.96	192,161.66	12,846.47	8,564.28	(856.44)	87,509.66	83,241.26	(8,324.04)
Indiana MI	4,420,319.04	3,967,237.90	265,219.20	176,812.80	(17,681.29)	1,806,667.73	1,718,538.15	(171,853.85)
L'Anse	31,113.96	27,924.84	1,866.83	1,244.52	(124.44)	12,716.88	12,096.60	(1,209.69)
Negaunee	65,940.00	59,181.14	3,956.40	2,637.60	(263.76)	26,950.87	25,636.27	(2,563.68)
NS Xcel-Elec	234,475.00	210,441.92	14,068.49	9,379.00	(937.83)	95,834.49	91,159.94	(9,116.00)
Norway	72,560.00	65,122.34	4,353.59	2,902.33	(290.28)	29,656.41	28,210.01	(2,821.00)
South Haven	260,202.96	233,532.30	15,612.24	10,408.09	(1,040.88)	106,349.78	101,162.20	(10,116.20)
UPPCO	1,967,085.00	1,765,463.21	118,025.17	78,683.41	(7,868.27)	803,986.54	764,768.10	(76,476.83)
WE Energies	931,154.04	835,711.42	55,869.23	37,246.19	(3,724.56)	380,580.28	362,015.70	(36,201.55)
WPS Corp Elec	381,401.04	342,307.60	22,884.12	15,256.08	(1,525.56)	155,885.64	148,281.74	(14,828.09)
<b>Electric Utility Total</b>	<b>9,263,797.78</b>	<b>8,314,265.05</b>	<b>555,828.08</b>	<b>370,551.85</b>	<b>(37,055.09)</b>	<b>3,786,256.14</b>	<b>3,601,628.95</b>	<b>(360,162.66)</b>
MI Gas	3,671,084.00	3,294,799.68	220,265.04	146,843.39	(14,684.40)	1,500,441.44	1,427,249.80	(142,725.01)
SEMCO	6,242,032.32	5,602,226.64	374,521.92	249,681.35	(24,968.04)	2,551,236.61	2,426,786.75	(242,678.65)
WPS Corp Gas	91,685.04	82,287.34	5,501.04	3,667.43	(366.84)	37,473.30	35,645.56	(3,564.53)
NS Xcel-Gas	109,531.00	98,304.28	6,571.86	4,381.24	(438.12)	44,767.40	42,583.78	(4,258.39)
<b>Gas Utility Total</b>	<b>10,114,332.36</b>	<b>9,077,617.94</b>	<b>606,859.87</b>	<b>404,573.41</b>	<b>(40,457.40)</b>	<b>4,133,918.75</b>	<b>3,932,265.89</b>	<b>(393,226.58)</b>
<b>Grand Total</b>	<b>19,378,130.14</b>	<b>17,391,882.99</b>	<b>1,162,687.95</b>	<b>775,125.26</b>	<b>(77,512.49)</b>	<b>7,920,174.90</b>	<b>7,533,894.85</b>	<b>(753,389.24)</b>

\*Holdback Payment Contingent upon Final Report Data

MCAAA: 4/5/13

### 2012 Total Implementation - All Utilities Combined



# PERFORMANCE BY CUSTOMER CLASS

## INCOME QUALIFIED BUDGET & EXPENSE

	2012 Budget	2011 Incentive Carry Forward	Adjusted Yearly Budget	2012 Received to Date	Expended Dollars	2012 Incentive Carryover	% of Dollars Spent
Alpena Power Company	\$ 51,049.54	\$ 18,334.26	\$ 69,383.80	\$ 49,008.35	\$ 19,786.11	\$ 51,028.03	29%
Baraga Electric Utility	\$ 4,869.96	\$ -	\$ 4,869.96	\$ 4,675.08	\$ 3,636.83	\$ 1,038.25	75%
Bayfield Electric Cooperative	\$ 86.61	\$ 85.40	\$ 172.01	\$ 83.14	\$ 31.18	\$ 224.77	18%
Crystal Falls, The City of	\$ 4,344.13	\$ -	\$ 4,344.13	\$ 4,170.24	\$ 2,391.09	\$ 2,465.59	55%
Daggett Electric Company	\$ 246.75	\$ 222.88	\$ 469.63	\$ 237.02	\$ 171.88	\$ 346.82	37%
The City of Gladstone Department of Power and Light	\$ 7,946.22	\$ -	\$ 7,946.22	\$ 7,628.29	\$ 6,126.68	\$ 4,203.51	77%
Hillsdale Board of Public Utilities	\$ 21,411.02	\$ -	\$ 21,411.02	\$ 20,554.32	\$ 9,979.54	\$ 10,575.30	47%
Indiana Michigan Power Company	\$ 442,031.55	\$ 222,719.83	\$ 664,751.38	\$ 424,350.71	\$ 227,813.56	\$ 322,286.05	34%
L'Anse Electric Utility	\$ 3,110.90	\$ -	\$ 3,110.90	\$ 2,986.92	\$ 2,217.58	\$ 1,024.95	71%
The City of Negaunee Electric Department	\$ 6,594.49	\$ -	\$ 6,594.49	\$ 6,330.24	\$ 3,127.34	\$ 4,407.84	47%
The City of Norway Department of Power & Light	\$ 7,256.45	\$ -	\$ 7,256.45	\$ 6,965.63	\$ 4,041.05	\$ 4,103.35	56%
The City of South Haven	\$ 26,019.64	\$ -	\$ 26,019.64	\$ 24,979.44	\$ 10,485.71	\$ 16,667.00	40%
UPPCO	\$ 196,709.44	\$ 57,889.26	\$ 254,598.70	\$ 188,840.30	\$ 125,233.89	\$ 194,462.34	49%
We Energies	\$ 93,114.85	\$ 26,655.51	\$ 119,770.36	\$ 89,390.88	\$ 51,307.88	\$ 115,366.99	43%
Wisconsin Public Service Corporation	\$ 38,139.95	\$ 25,020.55	\$ 63,160.50	\$ 36,614.65	\$ 16,527.02	\$ 45,881.75	26%
XCEL Energy	\$ 23,447.17	\$ (669.25)	\$ 22,777.92	\$ 22,509.66	\$ 13,420.42	\$ 14,484.54	59%
<b>ELECTRIC TOTAL</b>	<b>\$ 926,378.67</b>	<b>\$ 350,258.44</b>	<b>\$ 1,276,637.11</b>	<b>\$ 889,324.87</b>	<b>\$ 496,297.77</b>	<b>\$ 788,567.08</b>	<b>39%</b>
Michigan Gas Utilities Corporation	\$ 367,107.63	\$ (82,809.88)	\$ 284,297.75	\$ 352,424.04	\$ 416,556.23	\$ 276,247.22	147%
SEMCO ENERGY Gas Company	\$ 624,203.06	\$ (38,298.11)	\$ 585,904.95	\$ 599,235.23	\$ 611,891.33	\$ 571,666.77	104%
Wisconsin Public Service Corp-Gas	\$ 9,169.00	\$ 1,242.99	\$ 10,411.99	\$ 8,801.64	\$ 16,886.19	\$ 2,074.88	162%
Xcel Energy-Gas	\$ 10,953.13	\$ (8,414.25)	\$ 2,538.88	\$ 10,514.98	\$ 15,870.35	\$ 1,607.89	625%
<b>GAS TOTAL</b>	<b>\$ 1,011,432.82</b>	<b>\$ (128,279.25)</b>	<b>\$ 883,153.57</b>	<b>\$ 970,975.89</b>	<b>\$ 1,061,204.10</b>	<b>\$ 851,596.76</b>	<b>120%</b>





## INCOME QUALIFIED PARTICIPATION/ ENERGY SAVINGS

	No. of CAA Participants	No. of Other Participants	Annual kWh/CCF 2012 Goals	YTD Gross kWh/CCF Achieved	% of Goal Achieved
Alpena Power Company	0	88	209,013	27,456	13%
Baraga Electric Utility	21	40	19,939	18,668	94%
Bayfield Electric Cooperative	0	0	-	-	NA
Crystal Falls, The City of	5	0	17,786	3,982	22%
Daggett Electric Company	1	0	1,010	1,624	161%
The City of Gladstone Department of Power and Light	24	89	32,534	78,657	242%
Hillsdale Board of Public Utilities	26	40	87,664	45,292	52%
Indiana Michigan Power Company	693	768	1,809,815	615,560	34%
L'Anse Electric Utility	18	66	12,737	22,051	173%
The City of Negaunee Electric Department	5	80	27,000	14,746	55%
The City of Norway Department of Power & Light	11	16	29,710	9,444	32%
The City of South Haven	24	130	106,533	15,881	15%
UPPCO	668	72	805,390	602,199	75%
We Energies	76	55	381,241	130,631	34%
Wisconsin Public Service Corporation	46	79	156,157	42,825	27%
XCEL Energy	53	65	96,000	106,560	111%
<b>ELECTRIC TOTAL</b>	<b>1671</b>	<b>1588</b>	<b>3,792,529</b>	<b>1,735,576</b>	<b>46%</b>
Michigan Gas Utilities Corporation	1,987	1,335	91,778	250,923	273%
SEMCO ENERGY Gas Company	1,046	1,480	156,054	221,041	142%
Wisconsin Public Service Corp-Gas	34	79	2,292	8,209	358%
Xcel Energy-Gas	39	57	2,738	11,923	435%
<b>GAS TOTAL</b>	<b>3,106</b>	<b>2,951</b>	<b>252,862</b>	<b>492,096</b>	<b>195%</b>

## RESIDENTIAL BUDGET &amp; EXPENSES

	2012 Budget	2011 Incentive Carry Forward	Adjusted Yearly Budget	2012 Received to Date	Expended Dollars	2012 Incentive Carryover	% of Dollars Spent
Alpena Power Company	\$ 171,061.60	\$ (4,806.82)	\$ 166,254.78	\$ 184,912.42	\$ 130,866.10	\$ 34,622.05	79%
Baraga Electric Utility	\$ 1,227.83	\$ -	\$ 1,227.83	\$ 11,076.71	\$ 6,643.25	\$ -	541%
Bayfield Electric Cooperative	\$ 112.37	\$ 179.98	\$ 292.35	\$ 656.15	\$ 463.11	\$ 293.87	158%
Crystal Falls, The City of	\$ 7,591.04	\$ -	\$ 7,591.04	\$ 15,730.90	\$ 12,643.48	\$ 2,310.33	167%
Daggett Electric Company	\$ 1,055.44	\$ 646.09	\$ 1,701.53	\$ 1,234.65	\$ 1,118.32	\$ 198.26	66%
The City of Gladstone Department of Power and Light	\$ 22,246.40	\$ -	\$ 22,246.40	\$ 33,033.29	\$ 21,287.25	\$ 9,087.06	96%
Hillsdale Board of Public Utilities	\$ 45,161.58	\$ -	\$ 45,161.58	\$ 61,722.27	\$ 54,805.15	\$ -	121%
Indiana Michigan Power Company	\$ 1,515,647.89	\$ (74,206.73)	\$ 1,441,441.16	\$ 1,507,372.66	\$ 1,650,457.44	\$ -	115%
L'Anse Electric Utility	\$ 5,883.19	\$ -	\$ 5,883.19	\$ 12,679.59	\$ 8,948.72	\$ 859.27	152%
The City of Negaunee Electric Department	\$ 13,877.34	\$ -	\$ 13,877.34	\$ 30,164.24	\$ 23,689.74	\$ 4,051.03	171%
The City of Norway Department of Power & Light	\$ 21,040.13	\$ -	\$ 21,040.13	\$ 37,649.74	\$ 25,781.56	\$ 3,963.62	123%
The City of South Haven	\$ 55,811.03	\$ -	\$ 55,811.03	\$ 58,777.00	\$ 54,283.49	\$ 7,310.99	97%
UPPCO	\$ 327,915.05	\$ 181,430.57	\$ 509,345.62	\$ 636,491.12	\$ 500,839.06	\$ 245,434.56	98%
We Energies	\$ 199,374.16	\$ 120,837.69	\$ 320,211.85	\$ 368,346.32	\$ 231,229.47	\$ 170,299.43	72%
Wisconsin Public Service Corporation	\$ 70,983.69	\$ (18,400.98)	\$ 52,582.71	\$ 116,790.69	\$ 82,474.69	\$ 2,602.49	157%
XCEL Energy	\$ 62,920.67	\$ 16,605.00	\$ 79,525.67	\$ 95,938.83	\$ 74,511.04	\$ 18,149.76	94%
<b>ELECTRIC TOTAL</b>	<b>\$ 2,521,909.41</b>	<b>\$ 222,284.80</b>	<b>\$ 2,744,194.21</b>	<b>\$ 3,172,576.58</b>	<b>\$ 2,880,041.86</b>	<b>\$ 499,182.72</b>	<b>105%</b>
Michigan Gas Utilities Corporation	\$ 1,766,490.92	\$ 1,287,412.33	\$ 3,053,903.25	\$ 2,049,498.26	\$ 1,943,766.59	\$ 929,210.47	64%
SEMCO ENERGY Gas Company	\$ 3,125,984.03	\$ 2,152,930.09	\$ 5,278,914.12	\$ 3,117,354.53	\$ 2,628,947.23	\$ 1,922,910.78	50%
Wisconsin Public Service Corp-Gas	\$ 52,738.52	\$ 30,233.17	\$ 82,971.69	\$ 44,710.04	\$ 57,564.37	\$ -	69%
Xcel Energy-Gas	\$ 56,049.77	\$ 24,760.10	\$ 80,809.87	\$ 35,622.32	\$ 44,700.93	\$ 5,408.46	55%
<b>GAS TOTAL</b>	<b>\$ 5,001,263.24</b>	<b>\$ 3,495,335.69</b>	<b>\$ 8,496,598.93</b>	<b>\$ 5,247,185.15</b>	<b>\$ 4,674,979.13</b>	<b>\$ 2,857,529.71</b>	<b>55%</b>

## RESIDENTIAL PARTICIPATION/ENERGY SAVINGS

	No. of Participants	Annual kWh/CCF 2012 Goals	YTD Gross kWh/CCF Achieved	% of Goal Achieved
Alpena Power Company	768	691,022	1,377,500	199%
Baraga Electric Utility	68	10,513	29,177	278%
Bayfield Electric Cooperative	8	1,927	2,265	118%
Crystal Falls, The City of	116	60,584	119,220	197%
Daggett Electric Company	13	9,917	21,009	212%
The City of Gladstone Department of Power and Light	187	147,275	131,596	89%
Hillsdale Board of Public Utilities	716	301,993	554,380	184%
Indiana Michigan Power Company	9,119	10,800,234	13,079,263	121%
L'Anse Electric Utility	131	39,522	57,414	145%
The City of Negaunee Electric Department	141	86,450	182,457	211%
The City of Norway Department of Power & Light	154	140,970	206,387	146%
The City of South Haven	560	382,249	512,041	134%
UPPCO	2,918	1,958,108	3,681,110	188%
We Energies	735	1,305,333	1,429,416	110%
Wisconsin Public Service Corporation	580	492,335	616,557	125%
XCEL Energy	464	436,444	969,601	222%
<b>ELECTRIC TOTAL</b>	<b>16,678</b>	<b>16,864,875</b>	<b>22,969,391</b>	<b>136%</b>
Michigan Gas Utilities Corporation	9,838	928,627	968,093	104%
SEMCO ENERGY Gas Company	9,672	1,681,515	1,184,243	70%
Wisconsin Public Service Corp-Gas	456	28,858	44,108	153%
Xcel Energy-Gas	389	30,720	31,550	103%
<b>GAS TOTAL</b>	<b>20,355</b>	<b>2,669,720</b>	<b>2,227,995</b>	<b>83%</b>

## C&I BUDGET & EXPENSES

	2012 Budget	2011 Incentive Carry Forward	Adjusted Yearly Budget	2012 Received to Date	Expended Dollars	2012 Incentive Carryover	% of Dollars Spent
Alpena Power Company	\$ 154,258.11	\$ 4,768.76	\$ 159,026.87	\$ 202,366.29	\$ 147,756.05	\$ 72,222.04	93%
Baraga Electric Utility	\$ 21,525.25	\$ -	\$ 21,525.25	\$ 25,868.27	\$ 19,947.87	\$ 10,512.58	93%
Bayfield Electric Cooperative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	NA
Crystal Falls, The City of	\$ 11,556.44	\$ -	\$ 11,556.44	\$ 17,223.73	\$ 11,679.83	\$ 5,777.58	101%
Daggett Electric Company	\$ 423.21	\$ (589.76)	\$ (166.55)	\$ 636.03	\$ 301.27	\$ 274.16	-181%
The City of Gladstone Department of Power and Light	\$ 19,704.34	\$ -	\$ 19,704.34	\$ 27,246.66	\$ 22,790.72	\$ 4,678.46	116%
Hillsdale Board of Public Utilities	\$ 113,332.83	\$ -	\$ 113,332.83	\$ 100,704.59	\$ 97,055.53	\$ 11,277.74	86%
Indiana Michigan Power Company	\$ 2,135,031.70	\$ (80,944.82)	\$ 2,054,086.88	\$ 1,845,979.39	\$ 1,656,801.11	\$ 2,600.55	81%
L'Anse Electric Utility	\$ 11,239.02	\$ -	\$ 11,239.02	\$ 10,924.20	\$ 10,787.63	\$ 2,854.95	96%
The City of Negaunee Electric Department	\$ 14,096.29	\$ -	\$ 14,096.29	\$ 19,859.22	\$ 12,584.18	\$ 8,713.20	89%
The City of Norway Department of Power & Light	\$ 17,379.35	\$ -	\$ 17,379.35	\$ 22,728.09	\$ 19,170.11	\$ 5,193.10	110%
The City of South Haven	\$ 107,486.24	\$ -	\$ 107,486.24	\$ 136,203.02	\$ 94,290.49	\$ 40,202.21	88%
UPPCO	\$ 721,221.88	\$ 211,930.79	\$ 933,152.67	\$ 803,262.11	\$ 616,578.48	\$ 456,355.51	66%
We Energies	\$ 237,616.38	\$ 58,043.89	\$ 295,660.27	\$ 367,325.15	\$ 231,502.27	\$ 204,712.22	78%
Wisconsin Public Service Corporation	\$ 261,868.67	\$ 86,942.91	\$ 348,811.58	\$ 192,842.58	\$ 162,254.79	\$ 110,937.22	47%
XCEL Energy	\$ 108,086.86	\$ 35,419.90	\$ 143,506.76	\$ 81,976.53	\$ 92,802.86	\$ 39,154.06	65%
<b>ELECTRIC TOTAL</b>	<b>\$ 3,934,826.57</b>	<b>\$ 315,571.67</b>	<b>\$ 4,250,398.24</b>	<b>\$ 3,855,145.86</b>	<b>\$ 3,196,303.21</b>	<b>\$ 975,465.58</b>	<b>75%</b>
Michigan Gas Utilities Corporation	\$ 1,221,287.26	\$ 290,928.07	\$ 1,512,215.33	\$ 735,467.18	\$ 884,387.19	\$ 194,916.02	58%
SEMCO ENERGY Gas Company	\$ 2,361,131.96	\$ 982,257.13	\$ 3,343,389.09	\$ 1,617,990.72	\$ 1,733,469.11	\$ 983,173.16	52%
Wisconsin Public Service Corp-Gas	\$ 78,615.53	\$ 4,128.82	\$ 82,744.35	\$ 24,844.31	\$ 63,143.44	\$ -	76%
Xcel Energy-Gas	\$ 34,388.35	\$ 43,238.29	\$ 77,626.64	\$ 47,470.58	\$ 29,648.60	\$ 56,261.33	38%
<b>GAS TOTAL</b>	<b>\$ 3,695,423.10</b>	<b>\$ 1,320,552.31</b>	<b>\$ 5,015,975.41</b>	<b>\$ 2,425,772.79</b>	<b>\$ 2,710,648.34</b>	<b>\$ 1,234,350.51</b>	<b>54%</b>

## C&I PARTICIPATION/ENERGY SAVINGS

	No. of Participants	Annual kWh/CCF 2012 Goals	YTD Gross kWh/CCF Achieved	% of Goal Achieved
Alpena Power Company	46	2,344,170	2,845,837	121%
Baraga Electric Utility	23	157,829	143,580	91%
Bayfield Electric Cooperative	0	-	-	NA
Crystal Falls, The City of	23	85,810	67,408	79%
Daggett Electric Company	0	3,642	3,807	105%
The City of Gladstone Department of Power and Light	26	148,282	201,972	136%
Hillsdale Board of Public Utilities	35	885,609	908,177	103%
Indiana Michigan Power Company	229	16,793,285	17,303,837	103%
L'Anse Electric Utility	25	84,392	94,759	112%
The City of Negaunee Electric Department	27	103,859	59,140	57%
The City of Norway Department of Power & Light	24	129,669	169,995	131%
The City of South Haven	32	823,275	1,053,642	128%
UPPCO	72	5,508,908	5,211,099	95%
We Energies	50	24,671,782	24,939,124	101%
Wisconsin Public Service Corporation	38	2,090,414	2,358,686	113%
XCEL Energy	33	845,165	998,280	118%
<b>ELECTRIC TOTAL</b>	<b>683</b>	<b>54,676,092</b>	<b>56,359,344</b>	<b>103%</b>
Michigan Gas Utilities Corporation	113	1,178,570	1,403,575	119%
SEMCO ENERGY Gas Company	216	2,257,236	2,772,457	123%
Wisconsin Public Service Corp-Gas	23	78,311	256,454	327%
Xcel Energy-Gas	36	31,545	26,385	84%
<b>GAS TOTAL</b>	<b>388</b>	<b>3,545,661</b>	<b>4,458,870</b>	<b>126%</b>

# PROGRAM PERFORMANCE

## INCOME QUALIFIED

In 2012, the biggest challenge faced was the loss of American Recovery and Reinvestment Act of 2009 (ARRA) and US Department of Energy weatherization dollars that had previously been used to leverage funding. As a result weatherization assistance program submissions, that include leveraging of energy optimization rebates, have dwindled. The demand for income qualified weatherization assistance is still extremely high, and energy optimization has helped stretch the limited dollars and provide more weatherization assistance to income qualified customers.

To assist CAAs with the reductions in the amount of funding available to serve low income families in the fourth quarter, a special program was established offering increased rebates for the installation of refrigerators, gas furnace tune-ups, thermostats and gas furnace and boiler replacements.

### **Direct Installations**

Efficiency UNITED implemented a single family direct install program for CAAs to install immediate energy-saving measures including aerators, showerheads, pipe wrap and thermostats in homes which are just entering

the weatherization process or homes otherwise served by the CAA, to capture immediate energy savings.

CLEAResult expanded outreach and marketing efforts with our network of subcontractors:

- Blue Terra Energy, Water and Energy Solutions, Energy Outfitters, Inspired Green, Parker-Arntz, and First Contracting.
- This “direct installation” program delivery of installing low-cost energy saving products in both multi-family and single family homes was very successful. We scheduled installations with numerous multi-family property managers and housing commissions who were very interested in program offerings

### **Outreach**

To identify eligible clients and multi-family properties to receive the installation of CFLs, faucet aerators, high efficiency showerheads and pipe wrap, Efficiency UNITED performed outreach to low-income service providers. Program information was shared with Continuum of Care and Area Agency on Aging offices to promote program awareness to organizations serving low-income clients.

To promote the Income Qualified Program, Efficiency UNITED attended the following:

- The Habitat for Humanity Homes Green Summit on January 17 and 18 to network and explore new partnering options.
- The Michigan Chapter of the National Association of Housing and Redevelopment Officials (NAHRO) conference on April 17 to network with Housing Commissions.
- The Michigan Community Action Agency Association Summer Quarterly Conference July 16-19. Jamie Nordman presented during a session at the conference and networked with Community Action Agencies in attendance.
- The Department of Human Services Weatherization Conference August 14 and 15 in Bay City. Jamie Nordman presented during a session at the conference and networked with Community Action

Agency staff in attendance.

- The Michigan Community Action Agency Association Fall Quarterly Conference October 16-17 to network with Community Action Agencies in attendance.

## INCOME QUALIFIED PROGRAM UPDATE

	Community Action Agency Participants	Non CAA Participants	YTD Incentive Paid	YTD Gross kWh/CCF Achieved	Annual kWh/CCF 2012 Goals	% of Goal Achieved
Alpena Power Company	0	88	\$ 1,408.00	27,456	209,013	13%
Baraga Electric Utility	21	40	\$ 1,883.75	18,668	19,939	94%
Bayfield Electric Cooperative	0	0	\$ -	-	-	NA
Crystal Falls, The City of	5	0	\$ 827.25	3,982	17,786	22%
Daggett Electric Company	1	0	\$ 83.00	1,624	1,010	161%
The City of Gladstone Department of Power and Light	24	89	\$ 3,266.00	78,657	32,534	242%
Hillsdale Board of Public Utilities	26	40	\$ 2,271.70	45,292	87,664	52%
Indiana Michigan Power Company	693	768	\$ 68,682.05	751,492	1,809,815	42%
L'Anse Electric Utility	18	66	\$ 1,097.50	22,051	12,737	173%
The City of Negaunee Electric Department	5	80	\$ 753.50	14,746	27,000	55%
The City of Norway Department of Power & Light	11	16	\$ 1,429.00	9,444	29,710	32%
The City of South Haven	24	130	\$ 1,118.50	15,881	106,533	15%
UPPCO	668	72	\$ 54,418.75	574,984	805,390	71%
We Energies	76	55	\$ 17,786.25	130,631	381,241	34%
Wisconsin Public Service Corporation	46	79	\$ 2,796.50	42,825	156,157	27%
XCEL Energy	53	65	\$ 4,979.25	68,438	96,000	71%
<b>Total Electric</b>	<b>1,671</b>	<b>1,588</b>	<b>\$ 162,801.00</b>	<b>1,806,171</b>	<b>3,792,529</b>	<b>48%</b>
Michigan Gas Utilities Corporation	1,987	1,335	\$ 284,397.24	250,923	91,778	273%
SEMCO ENERGY Gas Company	1,046	1,480	\$ 387,178.02	207,181	156,054	133%
Wisconsin Public Service Corp-Gas	34	79	\$ 13,585.60	8,209	2,292	358%
Xcel Energy-Gas	39	57	\$ 11,927.23	5,611	2,738	205%
<b>Total Gas</b>	<b>3,106</b>	<b>2,951</b>	<b>\$ 697,088.09</b>	<b>471,924</b>	<b>252,862</b>	<b>187%</b>

## ENERGY STAR®

Customers can access the Efficiency UNITED ENERGY STAR® program through events, instant rebates at participating retailers, mail-in rebates and online purchases of energy-saving showerheads.

### ENERGY STAR® Events

In 2012, the Efficiency UNITED ENERGY STAR® team participated in 92 public, stand-alone and educational events in 15 electric and four gas utility territories. The sale of energy-saving products at events represented 4,009,116 KWH and 122,490 CCF in energy savings.

### ENERGY STAR® Retail Channel

Efficiency UNITED launched a new retail delivery channel for the ENERGY STAR® program in time for the important winter lighting season. The team signed Memorandums of Understanding (MOUs) with CFL manufacturers (FEIT, GE, TCP, Greenlite, Maxlite, and Phillips) and retailers to enable in-store instant rebates for the purchase of eligible CFL bulbs. The following lists active retailers for Efficiency UNITED that either offer instant rebates or accept program coupons for CFLs.



#### Retailers:

Ace Hardware of Calumet  
 Ace Hardware  
 Adams Hardware  
 Batteries Plus  
 Big Lots Stores  
 Coloma True Value  
 Country Village Ace Hardware  
 Dollar Tree Stores  
 The Home Depot  
 Lowes Home Centers  
 Neil's Hardware  
 Pater True Value  
 Paw Paw Ace Hardware  
 Quality Hardware  
 Sawyer Garden Center (True Value)  
 Steiger's Home Center  
 Wal-Mart Stores  
 Warner Supply Do-It Center

#### Locations:

Calumet  
 Stevensville  
 Lawton  
 Benton Harbor  
 Alpena, Benton Harbor, Niles, Three Rivers  
 Coloma  
 Ishpeming  
 Alpena, Benton Harbor, Iron Mountain, Ironwood  
 Alpena, Benton Harbor, Iron Mountain  
 Benton Harbor  
 Mattawan  
 St. Joseph  
 Paw Paw  
 Lake Linden  
 Sawyer  
 Bessemer  
 Alpena, Benton Harbor, Iron Mountain, Ironwood,  
 Marquette, Niles, South Haven, Sturgis  
 Decatur, Paw Paw, Gobles

## Memorandum of Understanding

Efficiency UNITED secured memorandum of understanding agreements with:

- Fourteen independent retail partners
- Six national retail partners
- Seven national lighting manufacturers featuring products within seven national retailers.
  - \* *Manufacturers*
    - » Feit Electric
    - » TCP
    - » Greenlite
    - » Phillips
    - » ENERGY MAD
    - » GE Lighting
    - » Maxlite
  - \* *National Retailer Partners*
    - » Walmart
    - » Home Depot
    - » Dollar Tree
    - » Walgreens
    - » Habitat for Humanity
    - » Lowe's

## Store Appearances

During October's "Energy Awareness Month", several retail program partners offered opportunities for utility programs to hold special in-store appearances. These appearances allowed Efficiently UNITED Field Specialists to train store associates on Efficiency UNITED's residential energy efficiency portfolio of offerings. The appearances provided the ability to educate customers on energy-efficient products and their benefits, increase brand awareness, assist customers in selecting the lighting products best suited for their specific needs and applications and to encourage customers to take advantage of rebated products and other residential program offerings available to them. Efficiency UNITED hosted eight store appearances during October and early November at Home Depot, Walmart, Lowe's and Big Lots.



## ENERGY STAR PROGRAM UPDATE

	Number of Participants	YTD Incentive Paid	YTD Gross kWh/CCF Achieved	Annual kWh/CCF 2012 Goals	% of Goal Achieved
Alpena Power Company	48	\$ 18,623.75	515,151	308,369	167%
Baraga Electric Utility	9	\$ 344.65	9,195	9,599	96%
Bayfield Electric Cooperative	0	\$ -	-	-	NA
Crystal Falls, The City of	70	\$ 3,946.75	104,667	43,791	239%
Daggett Electric Company	10	\$ 483.50	18,587	9,589	194%
The City of Gladstone Department of Power and Light	75	\$ 2,807.85	78,761	83,213	95%
Hillsdale Board of Public Utilities	395	\$ 16,357.00	396,006	161,465	245%
Indiana Michigan Power Company	2,650	\$ 193,328.36	5,068,395	6,045,632	84%
L'Anse Electric Utility	14	\$ 416.60	9,161	21,461	43%
The City of Negaunee Electric Department	8	\$ 3,035.50	90,319	47,212	191%
The City of Norway Department of Power & Light	75	\$ 6,833.10	149,720	78,398	191%
The City of South Haven	236	\$ 10,835.75	287,218	207,207	139%
UPPCO	386	\$ 25,733.13	727,760	961,434	76%
We Energies	495	\$ 39,901.10	1,043,473	668,141	156%
Wisconsin Public Service Corporation	224	\$ 16,820.55	278,755	266,418	105%
XCEL Energy	92	\$ 11,006.00	344,363	243,781	141%
<b>Total Electric</b>	<b>4,787</b>	<b>\$ 350,473.59</b>	<b>9,121,534</b>	<b>9,155,710</b>	<b>100%</b>
Michigan Gas Utilities Corporation	1,281	\$ 29,905.55	100,802	113,362	89%
SEMCO ENERGY Gas Company	801	\$ 24,938.55	47,870	209,008	23%
Wisconsin Public Service Corp-Gas	82	\$ 1,858.00	6,614	3,626	182%
Xcel Energy-Gas	38	\$ 844.00	3,128	3,862	81%
<b>Total Gas</b>	<b>2,202</b>	<b>\$ 57,546.10</b>	<b>158,414</b>	<b>329,858</b>	<b>48%</b>





## APPLIANCE RECYCLING

The Appliance Recycling Program, subcontracted to JACO Environmental, launched on the following dates, based on location:

- Indiana Michigan Power: January 1, 2012
- City of South Haven Public Works and Hillsdale Board of Public Utilities: February 15, 2012
- Remaining utilities: April 1, 2012

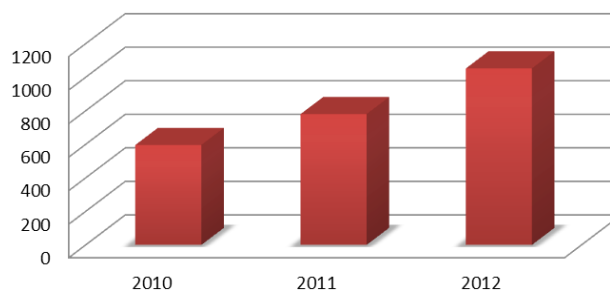
To kick off the year, Efficiency UNITED developed multiple, general marketing pieces for customers to increase program awareness: press releases, direct mailers, bill inserts, and newsletters. In addition, to increase participation in the summer and fall months, we created statewide media campaigns in the Lower and Upper Peninsulas.

To encourage participation, Efficiency UNITED increased rebates for select utilities with additional incentives available. Despite the marketing efforts and incentive

increases, forecasting showed Appliance Recycling Program goals would not be met for some participating utilities. The balance of energy savings expected from this program was achieved through the remainder of the portfolio.

The following chart shows the growth of appliance recycling since 2010:

**Appliance Recycling Delivery by Program year**



## APPLIANCE RECYCLING PROGRAM UPDATE

	Number of Participants	YTD Incentive Paid	YTD Gross kWh/CCF Achieved	Annual kWh/CCF 2012 Goals	% of Goal Achieved
Alpena Power Company	26	\$ 4,525.00	50,864	96,891	52%
Baraga Electric Utility	0	\$ -	-	-	NA
Bayfield Electric Cooperative	0	\$ -	-	-	NA
Crystal Falls, The City of	2	\$ 290.00	3,344	10,523	32%
Daggett Electric Company	0	\$ -	-	-	0%
The City of Gladstone Department of Power and Light	4	\$ 585.00	6,688	17,538	38%
Hillsdale Board of Public Utilities	12	\$ 1,845.00	19,701	37,266	53%
Indiana Michigan Power Company	717	\$ 118,645.00	1,270,005	1,410,466	90%
L'Anse Electric Utility	0	\$ -	-	5,590	0%
The City of Negaunee Electric Department	11	\$ 2,030.00	22,803	11,925	191%
The City of Norway Department of Power & Light	9	\$ 1,315.00	14,685	18,633	79%
The City of South Haven	13	\$ 2,260.00	24,717	55,899	44%
UPPCO	163	\$ 26,280.00	296,846	298,122	100%
We Energies	44	\$ 7,325.00	82,027	175,377	47%
Wisconsin Public Service Corporation	43	\$ 7,270.00	82,269	71,134	116%
XCEL Energy	8	\$ 1,325.00	14,685	55,899	26%
<b>Total Electric</b>	<b>1,052</b>	<b>\$ 173,695.00</b>	<b>1,888,634</b>	<b>2,265,263</b>	<b>83%</b>

## HOME PERFORMANCE

In 2012, Efficiency UNITED combined the Online Audit, Direct Install, HVAC and Weatherization programs into a single program named Home Performance. We created a single rebate form that combines all rebates from the aforementioned programs, and modified it for ease of completion.

### Energy Savings Kits

Through the traditional Online Audit program, Efficiency UNITED delivered 2,877 energy-saving kits. We marketed these kits through a variety of campaigns, including direct mail flyers, partnerships with non-profit organizations, radio and print advertising, Google AdWords and sign-up sheets at municipal buildings and events. Additionally, we implemented a promotional call campaign for the Online Audit for approximately two weeks, which led to more than 3,000 participants receiving an energy-saving kit.

### Direct Installations

Efficiency UNITED subcontracted with Inspired Green, Blue Terra Energy and Water & Energy Solutions to complete direct installs and furnace tune-ups in the 2012 program year.

### Trade Allies

The CLEAResult team engaged 235 active HVAC Trade Allies who generated 2,787 approved rebates and 97 active Weatherization Trade Allies who generated 796 approved rebates. We promoted these rebates through in-person outreach, email blasts and cross promotion with other Efficiency UNITED programming. We offered bonus incentives on a subset of measures from October through December, which significantly increased activity in those months.

## HOME PERFORMANCE PROGRAM UPDATE

	YTD Kits Sent	No. of Participants	YTD Incentive Paid	YTD Gross kWh/CCF Achieved	Annual kWh/CCF 2012 Goals	% of Goal Achieved
Alpena Power Company	473	475	\$ 10,107.08	264,514	163,220	162%
Baraga Electric Utility	0	42	\$ 986.50	19,076	-	NA
Bayfield Electric Cooperative	7	7	\$ 139.30	1,673	1,869	90%
Crystal Falls, The City of	14	14	\$ 282.76	4,958	-	NA
Daggett Electric Company	1	1	\$ 21.98	1,045	-	NA
The City of Gladstone Department of Power and Light	78	79	\$ 1,602.11	37,747	18,501	204%
Hillsdale Board of Public Utilities	47	211	\$ 4,593.68	92,328	45,627	202%
Indiana Michigan Power Company	3,031	5,579	\$ 565,011.27	6,340,118	1,344,497	472%
L'Anse Electric Utility	4	82	\$ 2,059.83	39,679	4,773	831%
The City of Negaunee Electric Department	13	91	\$ 3,223.24	60,500	10,500	576%
The City of Norway Department of Power & Light	35	40	\$ 1,141.08	28,778	17,435	165%
The City of South Haven	114	275	\$ 9,009.16	161,120	46,081	350%
UPPCO	229	2,154	\$ 93,863.34	1,810,674	319,900	566%
We Energies	61	155	\$ 9,356.02	169,382	148,589	114%
Wisconsin Public Service Corporation	24	269	\$ 9,057.01	174,497	59,249	295%
XCEL Energy	54	294	\$ 12,953.49	268,758	54,215	496%
<b>Total Electric</b>	<b>4,185</b>	<b>9,768</b>	<b>\$ 723,407.85</b>	<b>9,474,846</b>	<b>2,234,454</b>	<b>424%</b>
Michigan Gas Utilities Corporation	342	7,332	\$ 811,727.44	733,961	694,951	106%
SEMCO ENERGY Gas Company	600	8,191	\$ 981,323.24	920,011	1,281,293	72%
Wisconsin Public Service Corp-Gas	15	314	\$ 30,452.16	30,713	22,187	138%
Xcel Energy-Gas	21	272	\$ 24,189.08	20,282	23,628	86%
<b>Total Gas</b>	<b>978</b>	<b>16,109</b>	<b>\$ 1,847,691.92</b>	<b>1,704,966</b>	<b>2,022,058</b>	<b>84%</b>

## MULTI-FAMILY

Efficiency UNITED participated in the Michigan Chapter of the National Association of Housing and Redevelopment Officials (NAHRO) conference on April 17. Through networking at this conference we were able to qualify and schedule installation of energy efficiency measures in multifamily properties.

Efficiency UNITED expanded outreach and marketing efforts with our network of subcontractors, Blue Terra Energy, Water and Energy Solutions, Energy Outfitters, Parker-Arntz and First Contracting. Installations were scheduled with numerous property managers and housing commissions who were interested in program offerings.



## MULTI-FAMILY PROGRAM UPDATE

	Number of Participants	YTD Incentive Paid	YTD Gross kWh/CCF Achieved	Annual kWh/CCF 2012 Goals	% of Goal Achieved
Alpena Power Company	180	\$ 2,880.00	56,160	50,539	111%
Baraga Electric Utility	0	\$ -	-	-	NA
Bayfield Electric Cooperative	0	\$ -	-	-	NA
Crystal Falls, The City of	0	\$ -	-	-	NA
Daggett Electric Company	0	\$ -	-	-	NA
The City of Gladstone Department of Power and Light	0	\$ -	-	13,638	0%
Hillsdale Board of Public Utilities	67	\$ 601.00	15,267	26,463	58%
Indiana Michigan Power Company	100	\$ 2,441.85	62,297	990,835	6%
L'Anse Electric Utility	5	\$ 156.75	4,664	3,517	133%
The City of Negaunee Electric Department	0	\$ -	-	7,738	0%
The City of Norway Department of Power & Light	0	\$ -	-	12,849	0%
The City of South Haven	0	\$ -	-	33,960	0%
UPPCO	149	\$ 5,706.25	170,247	157,572	108%
We Energies	0	\$ -	-	109,504	0%
Wisconsin Public Service Corporation	24	\$ 244.12	6,045	43,664	14%
XCEL Energy	32	\$ 294.00	5,733	39,954	14%
<b>Total Electric</b>	<b>557</b>	<b>\$ 12,323.97</b>	<b>320,413</b>	<b>1,490,233</b>	<b>22%</b>
Michigan Gas Utilities Corporation	1,117	\$ 56,372.00	73,124	38,682	189%
SEMCO ENERGY Gas Company	559	\$ 28,826.25	29,285	44,208	66%
Wisconsin Public Service Corp-Gas	47	\$ 3,153.46	2,839	553	513%
Xcel Energy-Gas	30	\$ 438.00	813	553	147%
<b>Total Gas</b>	<b>1,753</b>	<b>\$ 88,789.71</b>	<b>106,061</b>	<b>83,996</b>	<b>126%</b>

## RESIDENTIAL PILOT

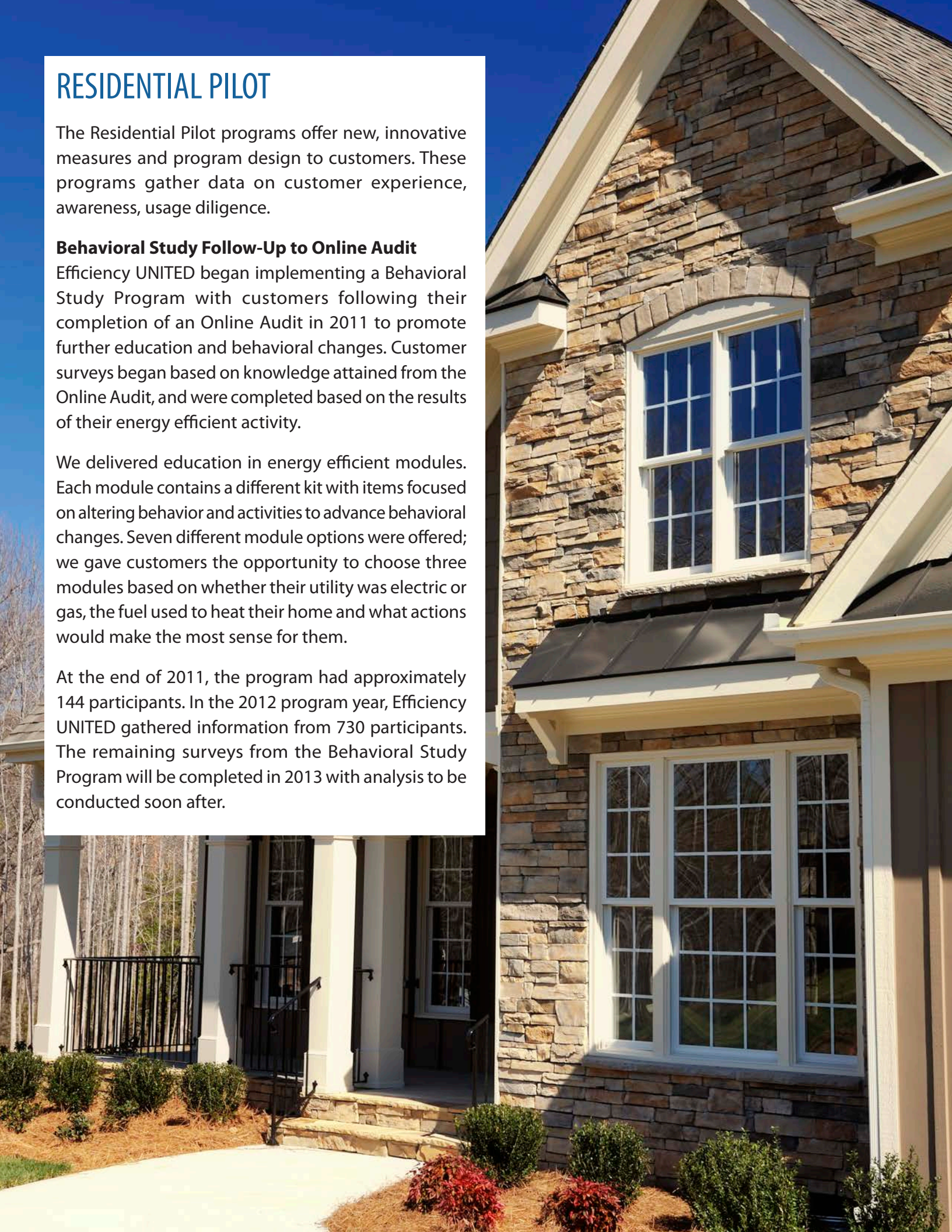
The Residential Pilot programs offer new, innovative measures and program design to customers. These programs gather data on customer experience, awareness, usage diligence.

### **Behavioral Study Follow-Up to Online Audit**

Efficiency UNITED began implementing a Behavioral Study Program with customers following their completion of an Online Audit in 2011 to promote further education and behavioral changes. Customer surveys began based on knowledge attained from the Online Audit, and were completed based on the results of their energy efficient activity.

We delivered education in energy efficient modules. Each module contains a different kit with items focused on altering behavior and activities to advance behavioral changes. Seven different module options were offered; we gave customers the opportunity to choose three modules based on whether their utility was electric or gas, the fuel used to heat their home and what actions would make the most sense for them.

At the end of 2011, the program had approximately 144 participants. In the 2012 program year, Efficiency UNITED gathered information from 730 participants. The remaining surveys from the Behavioral Study Program will be completed in 2013 with analysis to be conducted soon after.



### LED (Light-Emitting Diode)

The LED program was launched in late 2012. This program is focused not on the energy savings of LED bulbs, but on the persistence of use of and customer satisfaction with the bulbs. Efficiency UNITED is attempting to gather data on what types of bulbs work for customers to better understand what offerings are in demand.

Outreach for this program took place through retailer participation and cold-calling customers that had participated in other non-lighting energy efficiency programs. Customers received up to a quantity of five or \$175 worth of LED bulbs. The combination of bulbs could vary from PAR (flood), A19 (standard) and

candelabra LEDs, whichever the customer preferred. These participants will be contacted throughout 2013 to gather data associated with the pilot.

### Boiler Reset Control

The Efficiency UNITED team designed and implemented the Boiler Reset Control Program focused on installing boiler reset controls on residential boiler systems.

CLEAResult recruited Trade Allies to perform the installs through this program. In addition, we partnered with Strategic Energy Solutions to perform and present the data analysis associated with this program in early 2013. The results of this study are scheduled to be available summer of 2013.

## RESIDENTIAL PILOT PROGRAM UPDATE

	YTD Incentive Paid	YTD Gross kWh/CCF Achieved	Annual kWh/CCF 2012 Goals	% of Goal Achieved
Alpena Power Company	\$ 4,949.58	45,001	45,002	100%
Baraga Electric Utility	\$ -	-	-	NA
Bayfield Electric Cooperative	\$ -	-	-	NA
Crystal Falls, The City of	\$ 458.39	3,918	3,919	100%
Daggett Electric Company	\$ -	-	-	NA
The City of Gladstone Department of Power and Light	\$ 775.18	7,364	8,991	82%
Hillsdale Board of Public Utilities	\$ 1,530.68	19,483	19,483	100%
Indiana Michigan Power Company	\$ 39,619.70	628,610	630,503	100%
L'Anse Electric Utility	\$ 225.55	2,355	2,613	90%
The City of Negaunee Electric Department	\$ 764.80	5,459	5,672	96%
The City of Norway Department of Power & Light	\$ 811.09	8,124	8,534	95%
The City of South Haven	\$ 2,113.65	24,439	24,439	100%
UPPCO	\$ 14,923.50	113,512	138,175	82%
We Energies	\$ 9,616.48	84,329	84,329	100%
Wisconsin Public Service Corporation	\$ 2,244.62	28,602	32,415	88%
XCEL Energy	\$ 1,112.09	14,225	26,622	53%
<b>Total Electric</b>	<b>\$ 79,145.31</b>	<b>985,421</b>	<b>1,030,696</b>	<b>96%</b>
Michigan Gas Utilities Corporation	\$ 51,282.10	48,673	51,020	95%
SEMCO ENERGY Gas Company	\$ 80,732.58	90,264	91,878	98%
Wisconsin Public Service Corp-Gas	\$ 398.73	527	1,557	34%
Xcel Energy-Gas	\$ 986.00	1,323	1,673	79%
<b>Total Gas</b>	<b>\$ 133,399.41</b>	<b>140,786</b>	<b>146,129</b>	<b>96%</b>

## RESIDENTIAL EDUCATION

The Residential Education Program provides energy education to customers through a variety of delivery methods. One method is our partnership with the National Energy Foundation (NEF), refining a curriculum approved by the Michigan Department of Education. This curriculum defines energy at a grade school student-appropriate level and discusses ways students and their families can be more energy efficient. The program is called Think! Energy and is taught to 4th through 6th grade students.

CLEAResult and the National Energy Foundation held 37 interactive, hands-on Think! Energy educational presentations for more than 2,647 students and teachers in 39 schools across the state. Think! Energy with Efficiency UNITED helps teachers and their students Think! and Talk! about energy, and identifies how to Take Action! now. The program objective is to expand

and promote energy awareness through an educational in-school program and to obtain actual energy savings through household behavior changes and the use of energy efficient devices provided to the student.

Staff also created educational energy efficiency videos that will be shared with customers to help them better understand energy efficiency and its benefits. This new form of delivery was planned to be the beginning of a series that will continue into 2013.

Efficiency UNITED worked with a software developer to produce an energy efficiency trivia game to be exhibited at trade shows and general outreach events. Upon completion, customers will win Efficiency UNITED branded prizes consisting of, but not limited to, lanyards, pens and key chains. This software is expected to be presented at Trade Ally shows throughout 2013.

## RESIDENTIAL EDUCATION PROGRAM UPDATE

	YTD Incentive Paid	YTD Gross kWh/CCF Achieved	Annual kWh/CCF 2012 Goals	% of Goal Achieved
Alpena Power Company	\$ 3,682.56	26,782	27,001	99%
Baraga Electric Utility	\$ 112.87	906	914	99%
Bayfield Electric Cooperative	\$ 13.00	58	58	100%
Crystal Falls, The City of	\$ 341.00	2,332	2,351	99%
Daggett Electric Company	\$ 28.00	327	328	100%
The City of Gladstone Department of Power and Light	\$ 136.24	1,035	5,394	19%
Hillsdale Board of Public Utilities	\$ 1,138.87	11,596	11,690	99%
Indiana Michigan Power Company	\$ 29,555.27	375,109	378,301	99%
L'Anse Electric Utility	\$ 186.17	1,555	1,568	99%
The City of Negaunee Electric Department	\$ 591.27	3,376	3,404	99%
The City of Norway Department of Power & Light	\$ 633.84	5,079	5,120	99%
The City of South Haven	\$ 1,572.61	14,547	14,663	99%
UPPCO	\$ 13,516.41	82,226	82,906	99%
We Energies	\$ 7,154.90	50,204	50,597	99%
Wisconsin Public Service Corporation	\$ 1,908.01	19,447	19,455	100%
XCEL Energy	\$ 1,548.50	15,845	15,973	99%
<b>Total Electric</b>	<b>\$ 62,119.52</b>	<b>610,423</b>	<b>619,723</b>	<b>98%</b>
Michigan Gas Utilities Corporation	\$ 40,201.04	30,389	30,612	99%
SEMCO ENERGY Gas Company	\$ 61,638.40	55,057	55,127	100%
Wisconsin Public Service Corp-Gas	\$ 884.33	936	935	100%
Xcel Energy-Gas	\$ 520.42	558	1,004	56%
<b>Total Gas</b>	<b>\$ 103,244.19</b>	<b>86,940</b>	<b>87,679</b>	<b>99%</b>

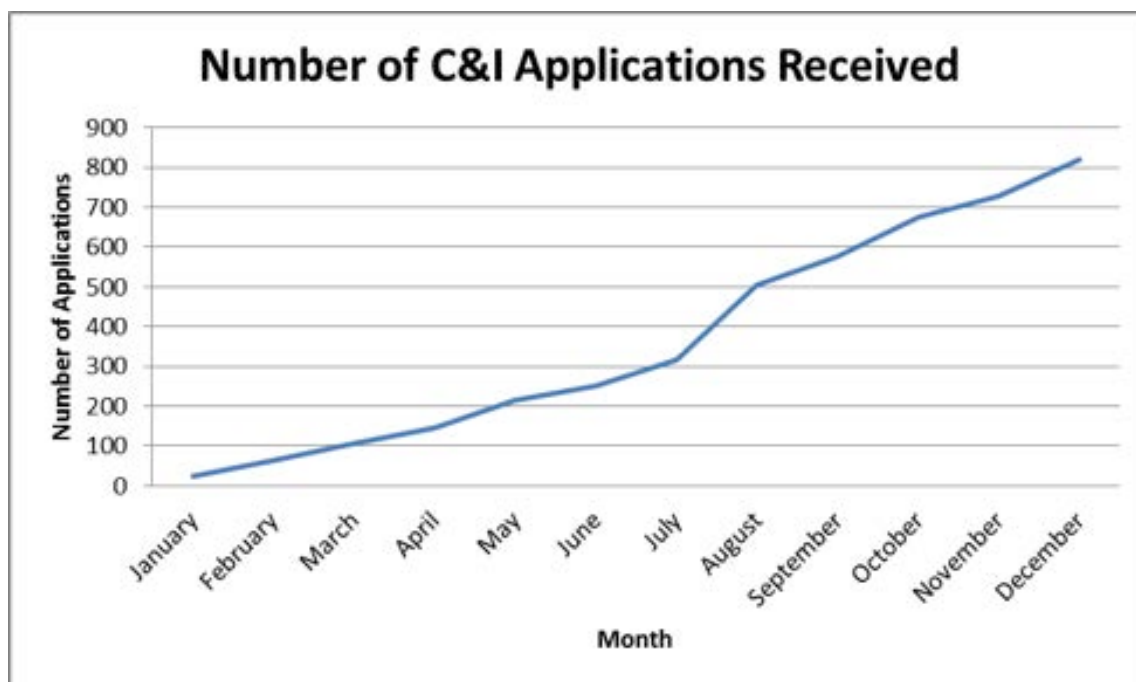
## C & I PRESCRIPTIVE AND CUSTOM

The C&I Prescriptive Program provides incentives for pre-determined high efficiency equipment replacements and retrofits. The C&I Custom Program provides incentives for the installation of innovative and unique energy efficiency equipment that may not fit into the Prescriptive model, yet more appropriately meets the customer's specific needs. Both of these programs are an integral part of the Efficiency UNITED C&I portfolio.

After previously using a subcontractor to deliver the C&I program, Efficiency UNITED began implementing the program in-house in 2012. Starting from the ground up, staff was in place by mid-February, consisting of a

Program Manager, Program Consultant, Program Coordinator, Energy Engineer and eight Energy Advisors.

Efficiency UNITED worked with more than 800 customers throughout the program in 2012 and experienced less than a three percent dropout rate. We recruited customers through outreach efforts by the Energy Advisor staff, utility channel marketing, newspaper ads and Trade Ally participation. Staff worked hand in hand with each of these customers to ensure satisfaction and application completeness. The chart below shows applications by month for the year.



To accompany normal program delivery, Efficiency UNITED developed a direct install initiative to offer measures to customers who would not normally participate in Efficiency UNITED programs, specifically hotels and motels. In addition to this initiative, staff developed a relationship with a new Trade Ally, *Exair*, to pilot an engineered compressed air nozzle program. This program made it possible for customers with compressed air systems to receive energy efficient

measures at little to no cost. Due to its popularity and cost effectiveness, this pilot will be adopted in 2013 with minor revisions.

On September 1, 2012 Efficiency UNITED increased the rebate on some measures for select utilities. This, along with key marketing efforts, increased participation in the Efficiency UNITED C&I Program through the end of the year which helped meet goal.

## C &amp; I PRESCRIPTIVE AND CUSTOM PROGRAM UPDATE

	YTD Incentive Paid	Annual kWh/CCF 2012 Goals	Self Directed Savings kWh / CCF	TOTAL GOAL AND SELF DIRECTED	YTD Gross kWh/CCF Achieved with Self Directed	% of Goal Achieved
Alpena Power Company	\$ 51,737.06	1,060,709	1,191,223	2,251,932	2,211,379	98%
Baraga Electric Utility	\$ 6,842.83	145,203	-	145,203	133,003	92%
Bayfield Electric Cooperative	\$ -	-	-	-	-	NA
Crystal Falls, The City of	\$ 3,053.11	78,946	-	78,946	61,062	77%
Daggett Electric Company	\$ -	3,642	-	3,642	-	0%
The City of Gladstone Department of Power and Light	\$ 9,885.00	136,420	-	136,420	199,445	146%
Hillsdale Board of Public Utilities	\$ 46,478.22	814,761	-	814,761	848,835	104%
Indiana Michigan Power Company	\$ 732,060.64	15,449,822	-	15,449,822	16,178,560	105%
L'Anse Electric Utility	\$ 5,202.53	77,640	-	77,640	89,104	115%
The City of Negaunee Electric Department	\$ 2,635.17	95,550	-	95,550	52,181	55%
The City of Norway Department of Power & Light	\$ 7,701.13	119,296	-	119,296	160,405	134%
The City of South Haven	\$ 26,730.35	757,413	-	757,413	998,473	132%
UPPCO	\$ 214,188.13	5,068,196	-	5,068,196	3,963,094	78%
We Energies	\$ 48,399.21	1,605,126	22,927,080	24,532,206	23,868,151	97%
Wisconsin Public Service Corporation	\$ 65,651.32	1,923,181	-	1,923,181	1,809,453	94%
XCEL Energy	\$ 52,756.10	777,552	-	777,552	844,101	109%
<b>Total Electric</b>	<b>\$ 1,273,320.80</b>	<b>28,113,458</b>	<b>24,118,303</b>	<b>52,231,761</b>	<b>51,417,247</b>	<b>98%</b>
Michigan Gas Utilities Corporation	\$ 515,956.01	1,084,285	-	1,084,285	1,688,832	156%
SEMCO ENERGY Gas Company	\$ 922,939.25	2,076,657	-	2,076,657	2,423,995	117%
Wisconsin Public Service Corp-Gas	\$ 50,697.65	72,046	-	72,046	249,177	346%
Xcel Energy-Gas	\$ 7,417.75	29,022	-	29,022	14,362	49%
<b>Total Gas</b>	<b>\$ 1,497,010.66</b>	<b>3,262,009</b>	<b>-</b>	<b>3,262,009</b>	<b>4,376,367</b>	<b>134%</b>



## C & I EDUCATION

The Commercial & Industrial Education Program provides energy education to customers through a variety of delivery methods. Efficiency UNITED hosted the 1st Annual Commercial & Industrial Energy Conference in late May on two separate dates in two separate locations: Battle Creek, MI and Harris, MI.

These conferences allowed business utility customers, Trade Allies, exhibitors, utility representatives and subject matter experts to network and discuss energy savings plans. Both the Battle Creek and Harris venues hosted approximately 65 registrants and included a

large assortment of exhibitors as well as eight separate break-out sessions. First year attendance and participation were considered a success. Efficiency UNITED will host the 2nd Annual Commercial & Industrial Energy Conference in April and May of 2013.

Efficiency UNITED also invested in software that will allow customers to tour a virtual grocery store and research what equipment may be available for energy efficient retrofits. This software will be available in early 2013.

## C & I EDUCATION PROGRAM UPDATE

	YTD Incentive Paid	YTD Gross kWh/CCF Achieved	Annual kWh/CCF 2012 Goals	% of Goal Achieved
Alpena Power Company	\$ 1,794.06	19,663	34,589	57%
Baraga Electric Utility	\$ 280.43	2,692	4,735	57%
Bayfield Electric Cooperative	\$ -	-	-	NA
Crystal Falls, The City of	\$ 197.01	2,059	2,574	80%
Daggett Electric Company	\$ -	-	-	NA
The City of Gladstone Department of Power and Light	\$ 219.23	2,527	4,448	57%
Hillsdale Board of Public Utilities	\$ 938.41	15,099	26,568	57%
Indiana Michigan Power Company	\$ 16,597.72	286,311	503,799	57%
L'Anse Electric Utility	\$ 126.91	1,439	2,532	57%
The City of Negaunee Electric Department	\$ 178.69	1,771	3,116	57%
The City of Norway Department of Power & Light	\$ 287.62	3,112	3,890	80%
The City of South Haven	\$ 1,054.00	14,039	24,698	57%
UPPCO	\$ 7,221.71	93,980	165,267	57%
We Energies	\$ 3,071.67	29,764	52,341	57%
Wisconsin Public Service Corporation	\$ 1,733.67	35,644	62,712	57%
XCEL Energy	\$ 889.55	14,411	25,355	57%
<b>Total Electric</b>	<b>\$ 34,590.68</b>	<b>522,511</b>	<b>916,624</b>	<b>57%</b>
Michigan Gas Utilities Corporation	\$ 6,612.76	20,103	35,357	57%
SEMCO Energy Gas Company	\$ 14,547.76	38,552	67,717	57%
Wisconsin Public Service Corporation - Gas	\$ 223.36	1,336	2,349	57%
Xcel Energy – Gas	\$ 321.91	538	946	57%
<b>Total Gas</b>	<b>\$ 21,705.79</b>	<b>60,528</b>	<b>106,369</b>	<b>57%</b>

## C & I PILOT

Commercial & Industrial Pilot Programs offer new and innovative energy efficiency options to customers. Data gathered from program participation includes customer experience, awareness, usage and diligence.

### Best Energy

The Best Energy Program offers customers an opportunity to take a look at not just their equipment, but also at overall energy consumption. It begins with on-site facilitated meetings consisting of the following:

- Goal-setting
- Energy plan creation
- Project prioritization
- Check-ups

Best Energy focuses on helping customers' staffs manage their energy consumption more effectively. Efficiency UNITED offered this program to 16 customers in 2012 and it will be incorporated into the 2013 portfolio.

### Retro Commissioning Lite (RCx Lite)

The RCx Lite program focused on tuning-up customers' facilities rather than an overall energy plan. Compared to tuning-up a car, RCx Lite was based on redesigned auditing software which provided targeted, smart and cost-effective recommendations to business customers. In 2012, Efficiency UNITED was able to offer this program to 30 customers.

## C & I PILOT PROGRAM UPDATE

	YTD Incentive Paid	YTD Gross kWh/CCF Achieved	Annual kWh/CCF 2012 Goals	% of Goal Achieved
Alpena Power Company	\$ -	-	57,649	0%
Baraga Electric Utility	\$ 821.60	7,885	7,891	100%
Bayfield Electric Cooperative	\$ -	-	-	NA
Crystal Falls, The City of	\$ 410.06	4,287	4,290	100%
Daggett Electric Company	\$ -	-	-	NA
The City of Gladstone Department of Power and Light	\$ -	-	7,414	0%
Hillsdale Board of Public Utilities	\$ 2,749.16	44,243	44,280	100%
Indiana Michigan Power Company	\$ 48,626.15	838,966	839,664	100%
L'Anse Electric Utility	\$ 371.72	4,216	4,220	100%
The City of Negaunee Electric Department	\$ 523.56	5,189	5,193	100%
The City of Norway Department of Power & Light	\$ 598.70	6,478	6,483	100%
The City of South Haven	\$ 3,087.83	41,130	41,164	100%
UPPCO	\$ 21,157.36	275,217	275,445	100%
We Energies	\$ 8,999.08	87,162	87,235	100%
Wisconsin Public Service Corporation	\$ 5,079.18	104,434	104,521	100%
XCEL Energy	\$ 2,606.09	42,223	42,258	100%
<b>Total Electric</b>	<b>\$ 95,030.49</b>	<b>1,461,431</b>	<b>1,527,707</b>	<b>96%</b>
Michigan Gas Utilities Corporation	\$ 19,373.43	58,880	58,928	100%
SEMCO Energy Gas Company	\$ 42,620.55	112,770	112,862	100%
Wisconsin Public Service Corporation - Gas	\$ 654.45	3,912	3,916	100%
Xcel Energy – Gas	\$ 943.04	1,576	1,577	100%
<b>Total Gas</b>	<b>\$ 63,591.47</b>	<b>177,138</b>	<b>177,283</b>	<b>100%</b>



“We have reduced our energy consumption by 281,545 kWh per year which in turn has made a positive impact on our cost of operation.”  
- Alpena Community College

# CUSTOMER FEEDBACK SURVEY RESPONSES

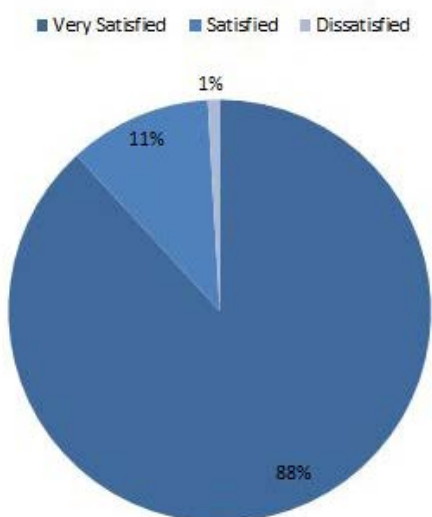
## CUSTOMER RESPONSES

The Efficiency UNITED team prides itself on delivering a quality program portfolio and satisfied customers. Whether through face-to-face interactions or via telephone, delivering the highest quality service is our top priority. Conducting post-call customer surveys provides insight on how our customers are treated and how the Efficiency UNITED program is perceived.

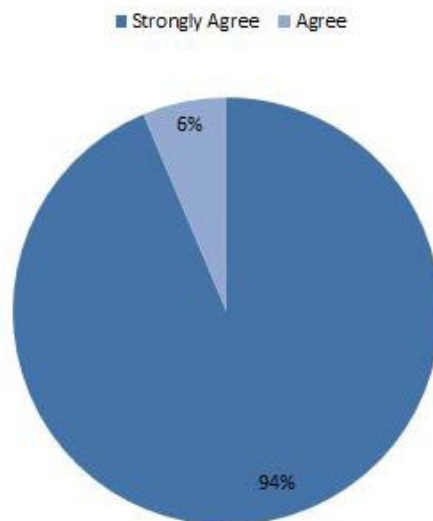
The following section details a sample of responses we received from customers this year.

- Customer feels they should be able to do a satisfaction survey on the vendor who comes to the home for the inspection: They think we should do a follow-up call. Customer felt the experience over the phone was better than her expectations.
- Customer feels customer service representative (CSR) went above and beyond expectations.
- Customer said CSR was quick and to the point, and very helpful.
- Customer said CSR cleared up everything right away. He is new to this and wasn't sure what to do.
- Customer stated they encountered inconsistencies regarding how permit information could be supplied. They stated they were told that they could supply the permit information over the telephone, and then were later told that they would need to fax a copy of the actual permit.
- Customer stated CSR was very patient. Customer said she asked a lot of questions about the program.
- Customer stated CSR was the most helpful representative he's spoken with.
- Customer stated that she would rather complete surveys via email.
- Customer states CSR was very professional and they appreciate the information about available programs.
- Customer was very thankful for the help received. She stated the CSR went "above and beyond the call."

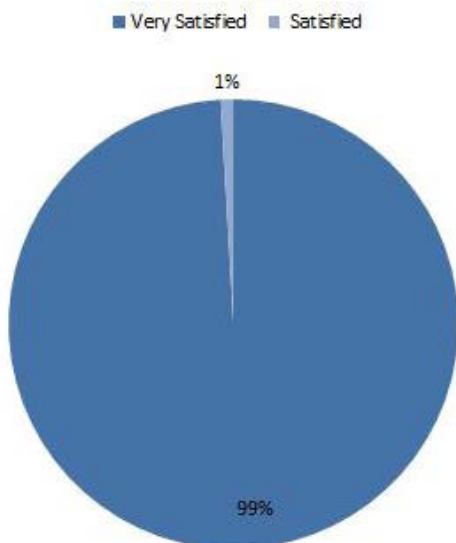
### Overall Experience



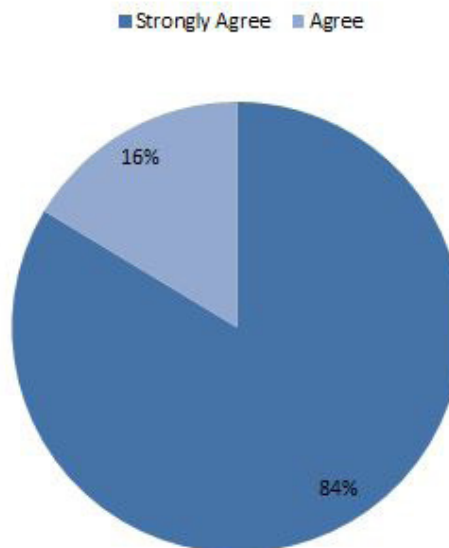
### CSR Made a Positive Impression



### Professionalism of CSR



### CSR was Courteous



# QUALITY ASSURANCE/ QUALITY CONTROL

The Efficiency UNITED Quality Assurance team conducted random quality checks on customers who participated in energy efficiency programs for 2012. In total, we randomly selected five percent of the customer base for a quality control check. These were performed over the phone or during an in-home visit.

## YTD Customer Satisfaction Calls by Program

Program Name	Calls by Program	Pass	*Fail
Appliance Recycling	68	100%	
ENERGY STAR®	118	100%	
Online Audit	912	100%	
Low Income Outreach	20	100%	

## YTD Inspections by Utility

Utility Name	Number of Inspections	Inspections		Customer Satisfaction	
		Pass	*Fail	Pass	*Fail
Michigan Gas Utilities	227	84%	16%	98%	2%
SEMCO ENERGY Gas Company	289	86%	14%	96%	4%
Indiana Michigan Power	77	94%	6%	97%	3%
City of Negaunee Electric Dept.	2	50%	50%	100%	
UPPCO	12	42%	58%	100%	
Wisconsin Public Service Electric	11	82%	18%	100%	
Wisconsin Public Service Gas	11	91%	9%	100%	

## YTD Inspections by Program

Program Name	Number of Inspections	Inspections		Customer Satisfaction	
		Pass	*Fail	Pass	*Fail
Home Performance - Weatherization	10	92%	8%	95%	5%
Income Qualified – Direct Install	437	82%	18%	97%	3%
Home Performance - Direct Install	106	79%	21%	93%	7%
Income Qualified	32	98%	2%	96%	4%
HVAC	44	98%	2%	95%	5%

# MARKETING COMMUNICATION

Efficiency UNITED marketing continued to focus on a consistent, clean, professional branding image during the 2012 program year. To increase customer awareness and brand recognition, in 2012 CLEAResult began co-branding marketing materials (where allowed). This practice will continue in 2013 and hopefully expand into more utility service territories.

The Efficiency UNITED website was prominently featured on all marketing materials in 2012. In total, 46,244 users visited the website, 56 percent of whom were first-time users. Referral traffic was the greatest driving force, representing 47 percent of the total, while 37 percent of traffic was direct users (typed in the website address) and 16 percent searched for the site. The top keyword term search was "efficiency united," representing increased brand recognition among utility customers.

Efficiency UNITED marketing designed, selected routes, coordinated logistics and printing for 110,202 direct mail pieces in 2012. Residents served by 31 different post offices received direct communication from Efficiency UNITED regarding offerings from the Home Performance, ENERGY STAR® and Appliance Recycling programs.

Efficiency UNITED marketing designed and coordinated placement of 43 newspaper advertisements for ENERGY STAR®, Home Performance and Residential Pilot events and offerings. In addition, we wrote, produced and

placed five radio commercials throughout the year. Efficiency UNITED marketing created point-of-purchase collateral materials including shelf-talkers, posters, appliance clings and flyers for the ENERGY STAR® retail program. These materials promote instant in-store savings for customers purchasing select items, promoting both energy savings and the Efficiency UNITED program.

Efficiency UNITED provided promotional materials, sign-up sheets and other collateral materials to utility clients for display in utility offices and for distribution to employees and customers. The Online Audit program benefited directly from these sign-up sheets, reaching customers that may have otherwise been missed with more traditional means of outreach.

As greater emphasis was placed on the Efficiency UNITED website in 2012, utility information pages were updated regularly as well with monthly, quarterly and annual reports. These reports contain the most recent information on performance to goal, incentive and implementation dollars spent, program performance by utility and class, and include examples of marketing materials. Utility representatives accessed the password-protected utility pages a total 1,035 times; while the average number of visits from all utilities is 58 views, the actual number of page views ranged from 13 to 198 in 2012.

## SAVE ENERGY. EARN REBATES.

### Efficiency United Commercial & Industrial Programs

Efficiency United helps commercial and industrial customers reduce energy use and save money through valuable energy efficiency rebate programs and education.

**PRESCRIPTIVE PROGRAM**  
The Commercial & Industrial Prescriptive Program offers customers incentives for the installation of energy efficient products and equipment. Common incentives available to grocery stores through Efficiency United include:

<p><b>High-efficiency Lighting</b></p> <ul style="list-style-type: none"> <li>Interior Store Lighting</li> <li>Exterior Site and Security Lighting</li> <li>Lighting Controls - Occupancy and Daylight Sensors</li> </ul>	<p><b>HVAC</b></p> <ul style="list-style-type: none"> <li>Furnance tune-up or replacement**</li> <li>High efficiency air conditioner upgrades</li> <li>Loading dock door seals</li> </ul>
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**Refrigerator/Freezer Cases**

- LED Lighting (as replacement for fluorescent case lighting)
- ECM motors
- Freezer strip curtains
- Cooler/Freezer door gasket
- Cooler night covers
- Anti-sweat heater controls

**Other Savings Measures**

- Variable frequency drives for HVAC equipment
- ENERGY STAR® refrigeration, freezers and ice machines
- High-efficiency pre-rinse sprayers

**START SAVING TODAY!**  
To get started, call 877-367-3191 or visit [www.efficiencyunited.com](http://www.efficiencyunited.com) (click on your utility provider and choose For Your Business). Must be a commercial or industrial customer and receive service in Michigan from a participating utility to be eligible for these programs.

**CONTACT:**  
Paul Brown, LEED AP O+M  
Energy Advisor, C/I Group  
Efficiency United  
616.780.0163  
pbrown@CLEAResult.com

Efficiency United administers the Energy Optimization programs for 18 utilities in the state of Michigan. Our job is to assist you. Participating utilities include:

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

EFFICIENCY UNITED  
[www.efficiencyunited.com](http://www.efficiencyunited.com)  
877.367.3191

## JOIN US FOR A DAY OF ENERGY SAVINGS!

**WHEN:**  
WEDNESDAY, OCTOBER 3  
THURSDAY, OCTOBER 4  
FRIDAY, OCTOBER 5  
11 a.m. - 7 p.m. each day

**WHERE:**  
VILLAGE OF BARAGA COUNCIL CHAMBERS  
100 HEMLOCK STREET  
BARAGA

**Free programmable thermostat (\$40 value) installed at no charge!**  
**DISCOUNTS AVAILABLE ON THESE ENERGY-SAVING PRODUCTS:**

- Surge Protector Smart Power Strip: \$8 (limit 2)
- High-Efficiency Showerhead: \$1
- High-Efficiency Shower Wand & Hose: \$4
- Water Heater Efficiency Kit: \$4 (limit 1)
- LED Night Light: \$1 (limit 4)
- Energy Efficient Light Bulbs: 3 for \$2 (limit 12)

**FOR MAXIMUM SAVINGS**  
Get all 23 energy efficient products - a \$76 wholesale value - for only \$15!  
Plus SAVE on your utility bills!

Must be a Michigan customer and receive service from one of the following participating utilities:

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

Have a question about an upcoming event?  
Give us a call.  
**877.367.3191**  
or visit  
[www.efficiencyunited.com](http://www.efficiencyunited.com)

## LIMITED TIME OFFER!

### Efficiency United's Commercial & Industrial Program

Save money and energy at your business today - but act now! Call Efficiency United and take advantage of two great short-term offers:

- Replace old, inefficient T12 lights with more efficient options and earn a higher incentive
- Maximize your dollars: qualify for 30 percent more in incentives for both prescriptive and custom projects if installed in 2012

An Efficiency United energy advisor can help you get started today - but you have to make that first call! Call us **TODAY!**

[www.EFFICIENCYUNITED.com](http://www.EFFICIENCYUNITED.com) | 877.367.3191






**JOIN US FOR A DAY OF ENERGY SAVINGS!**

**EVENT DETAILS:**

**HILLSDALE BOARD OF PUBLIC UTILITIES**  
 NOVEMBER 28 - NOVEMBER 30, 10 a.m. - 6 p.m.

**DISCOUNTS AVAILABLE ON THESE ENERGY-SAVING PRODUCTS:**

- Surge Protector Smart Power Strip: \$8 (limit 2)
- High-Efficiency Showerhead: \$1
- High-Efficiency Shower Wand & Hose: \$4
- Water Heater Efficiency Kit: \$4 (limit 1)
- LED Night Light: \$1 (limit 4)
- Energy Efficient Light Bulbs: 3 for \$2 (limit 12)

**FOR MAXIMUM SAVINGS**  
 Get all 23 energy efficient products  
 - a \$76 wholesale value - for only \$15!  
 Plus SAVE on your utility bills!

Must be a Michigan customer and receive service from one of the following participating utilities:

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

Have a question about an upcoming event?  
 Give us a call, **877.367.3191**  
 or visit [www.encyciencyunited.com](http://www.encyciencyunited.com)

**Recycle Your Older Appliance With Efficiency United's Appliance Recycling Program**

Chances are that old, secondary refrigerator or freezer running in your garage or basement is also running up your electric bill.

Many companies charge a fee to pick up and recycle your old appliances. But when you enroll in Hillsdale Board of Public Utility's Appliance Recycling Program, we'll pick up and recycle your older working appliance for FREE and you'll pick up \$50 in cash. Through November 30, 2012, Efficiency United and Hillsdale Board of Public Utility are offering an increased rebate for appliance recycling. Act now and take advantage of the energy savings and some extra cash too!

Visit [www.encyciencyunited.com](http://www.encyciencyunited.com) to learn more and schedule your appointment!

**Save Energy. Save Money. Complete An Online Energy Audit From The Comfort of Home.**

Efficiency United is pleased to offer Hillsdale Board of Public Utility customers Energy Depot®, a new set of online tools and resources to help you better understand and manage your home energy use and costs. Energy Depot is your free, one-stop resource for energy information.

Take the first step and complete the eight-question survey and learn ways you can reduce energy use and save money. For completing the survey, you will receive an energy-saving kit which may contain CFL bulbs, faucet aerators and more. Visit [www.encyciencyunited.com](http://www.encyciencyunited.com) today!

**Have questions about our other programs?**

**Give us a call. 877.367.3191**  
 or visit us at  
**[www.encyciencyunited.com](http://www.encyciencyunited.com)**

**Limited-time BONUS incentive offer!**  
**Efficiency United Commercial & Industrial Program**



Save money and energy at your business today - but act now! Offers are only eligible on projects completed in 2012. See below for the offerings available to Michigan Gas Utilities customers.

LIMITED TIME OFFERS	OLD INCENTIVE (PER UNIT)	NEW INCENTIVE (PER UNIT)
DEMAND CONTROL VENTILATION	\$80.00	<b>\$160.00</b>
STEAM PIPE WRAP	\$4.00	<b>\$8.00</b>
BOILER TURNDOWN CONTROL RETROFIT	\$0.40	<b>\$0.60</b>
BOILER WATER RESET CONTROL	\$0.20	<b>\$0.30</b>
OXYGEN TRIM	\$0.15	<b>\$0.23</b>
SETBACK/SETUP CONTROLS	\$90.00	<b>\$135.00</b>
GUEST ROOM OCCUPANCY SENSOR	\$25.00	<b>\$37.50</b>
STEAM TRAP REPAIR OR REPLACEMENT	\$50.00	<b>\$150.00</b>
CUSTOM INCENTIVE	\$0.40	<b>\$0.60</b>

**Call Efficiency United and take advantage of these great short-term offers! 1-877-367-3191 | [www.encyciencyunited.com](http://www.encyciencyunited.com)**

(1012) 30950-I-0030

## SAVE \$50

on energy efficient  
dehumidifiers.



Visit [www.encyciencyunited.com](http://www.encyciencyunited.com) or call  
**877-367-3191** for the rebate  
application and program details.  
*Rebate offer valid 11/1/12 - 12/16/12.*

**You must receive service from a participating  
utility to be eligible for the program:**

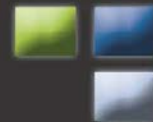
Hillsdale Board of Public Utilities | Indiana  
Michigan Power | Michigan Gas Utilities | The  
City of Norway Department of Power &  
Light | SEMCO ENERGY Gas Company |  
City of South Haven Public Works  
| Wisconsin Public Service (gas  
or electric)

## SAVE MONEY NOW & LATER WITH DISCOUNTED COMPACT FLUORESCENT LIGHT (CFL) BULBS\*

Reduced price made possible  
by Efficiency United

[www.encyciencyunited.com](http://www.encyciencyunited.com)  
**877.367.3191**

\*Limit 12 CFLs per household per year.





EFFICIENCY UNITED  
 www.efficiencyunited.com  
 877.367.3191

**CALL TODAY TO ENROLL!**

Chances are that old, secondary refrigerator or freezer running in your garage or basement is also running up your electric bill. Many companies charge a fee to pick up and recycle your old appliances. But when you enroll in your utility's Appliance Recycling Program, we'll pick up and recycle your older working appliance - and you'll pick up **\$30 in cash**.

**DID YOU KNOW?\***

Replace your fridge from the 1980s with an ENERGY STAR® qualified model and each year you'll save over

**\$100.**

Replace your fridge from the 1970s with an ENERGY STAR qualified model and each year you'll save more than

**\$200.**

Enroll in the Appliance Recycling Program by visiting [www.efficiencyunited.com](http://www.efficiencyunited.com) or calling (877) 367-3191 today!



\*Source: energystar.gov

Limit two \$30 rebates. Must be a Michigan resident and receive service from a participating utility.

Fridge or freezer must be in working condition in a home that receives service from one of the following utilities:

- Alpena Power Company
- The City of Crystal Falls
- The City of Gladstone Department of Power & Light
- Hillsdale Board of Public Utilities
- Indiana Michigan Power Company
- I'Anze Electric Utility
- The City of Negaunee Electric Department
- The City of Norway Department of Power & Light
- City of South Haven Public Works
- Weyer's Petrolina Power Company
- We Energies
- Wisconsin Public Service
- Xcel Energy



**Still hanging on to an old refrigerator that's past its prime?**

We'll not only pick it up & recycle it for you, but we'll also give you **\$30 in cash!**

FIND OUT HOW TO TAKE ADVANTAGE OF THIS LIMITED-TIME OFFER FROM EFFICIENCY UNITED >



# LOOKING FORWARD

## INNOVATIVE PROGRAM DESIGN

Beginning in late 2012, CLEAResult began working with MCAA and the MPSC on a new and innovative program design to be piloted in 2013. This design took into consideration the measure mix used throughout the past three years of implementation of the Efficiency UNITED program portfolio. During that analysis, the team found there to be lower participation in measures with longer lives. As part of the program design, CLEAResult began developing a Comprehensive Program to run in parallel with the Core Programs offered to both residential and commercial & industrial customers. In theory, this will increase participation of these types of measures.

The first draft of the Comprehensive Program plan consists of a mix of educational strategic assessments, educational opportunities and increased incentives on select measures. Efficiency UNITED is partnering with Michigan Saves and adding agriculture pilots in applicable areas as well, in addition to implementing new income qualified program approaches to help increase participation. Strategic assessments will help customers from both residential and commercial & industrial programs analyze their energy usage while simultaneously developing a plan to be more energy efficient.

In addition, CLEAResult is designing a measure portfolio to accompany new delivery methods. The new portfolio will be focused on implementing measures with longer

lives and tracking their lifetime savings values.

The overall goal of the Comprehensive Program is to test different delivery methods and services to deliver measures with longer lives which typically have not moved in the traditional programming. During the 2013 program year, customers will have the opportunity to take part in both the Core Program(s) and Comprehensive Program(s), which will allow them to maximize their energy efficiency upgrades.

Four utilities were initially selected to participate in the Comprehensive Program, including Indiana Michigan Power, UPPCO, MGU and SEMCO ENERGY Gas Company. This mix provided two electric and two natural gas providers, covering both the Upper and Lower Peninsulas. The program was later expanded to include Comprehensive and Special Programming for Alpena Power Company, We Energies and WPS – Electric. These last three utilities were added due to availability of funding and potential to test new programming in additional territories.

## MARKETING

We will adopt a seasonal marketing approach in 2013, taking advantage of natural consumer habits already in place. These campaigns will feature increased incentives for retail purchases and direct installations through our network of Trade Allies during limited time periods, while sustaining support of other rebate opportunities

as well. All activities will increase brand recognition and include more opportunities for utility co-branding.

In addition, we will cross-promote between programs whenever possible. Designing campaigns that can carry the same messaging across programs will not only prove to be cost effective, it also will reinforce our message with customers.

A comprehensive 2013 marketing plan will be available to all utility representatives in mid-April.

## REPORTING & PROCESS IMPROVEMENT

Responding to the needs of our clients, Efficiency UNITED is reorganizing the content included in all monthly, quarterly and annual reports, providing greater transparency around questions frequently asked by participating providers. We will continue to adjust reports as needed to respond to client concerns.

Our dedication to continuous improvement continues in other areas as well. A partial – and growing – list of other changes coming in 2013 includes:

- Enhancement of ENERGY STAR® products program
- Enhanced communication with utilities
- Addition of a dedicated Client Service Director to the Efficiency UNITED utilities
- Continued enhanced monthly reports based on utilities' feedback
- Innovative pilot programs

- C&I forums
- Commitment to continuous improvements of processes and procedures
- Collaboration with other groups and communities to increase performance for the appliance recycling program
- Dashboard of real-time program performance



## CONTACTS

Customers may obtain program information, place orders or download rebate applications for mail-in rebate requests on items purchased by visiting the Efficiency UNITED website at [www.efficiencyunited.com](http://www.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. Saturday.

Listed below are key Efficiency UNITED contacts:

Efficiency UNITED Contacts	Title	Program Role	Phone	Email
Sharon Theroux	Energy Program Director MCAAA	Administrator	517-679-6404	theroux@mcaaa.org
Tim Hardesty	Vice President CLEAResult Consulting	Implementation Contractor	517-999-2303	thardesty@clearesult.com
Royce Williard	Senior Director CLEAResult Consulting	Implementation Contractor	517-999-2305	rwilliard@clearesult.com

Efficiency UNITED Program Management	Title	Program Role	Phone	Email
Tricia Carlson	Senior Program Manager Residential Programs CLEAResult Consulting	ENERGY STAR®, Appliance Recycling, Residential Education, Residential Pilot	517-999-2312	pcarlson@clearesult.com
Yvonne Lewis	Program Manager CLEAResult Consulting	Income Qualified	517-999-2338	yvonne.lewis@clearesult.com
Stephanie Rockafellow	Marketing Manager CLEAResult Consulting	Marketing	517-999-2366	stephanie.rockafellow@clearesult.com
Tony Walker	Program Manager CLEAResult Consulting	Residential Audit/ Weatherization and HVAC	517-999-2343	twalker@clearesult.com
Sean Williams	Program Manager CLEAResult Consulting	C&I Portfolio	517-999-2325	swilliams@clearesult.com

Customer Service Center	Mailing Address	Phone	Website
Efficiency UNITED	3474 Alaiedon Parkway Okemos, MI 48864	877-367-3191	<a href="http://www.efficiencyunited.com">www.efficiencyunited.com</a>

## GLOSSARY OF TERMS & DEFINITIONS

### **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 towards 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, which 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 and products directly installed for program participants.

### **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 who have participated in the program.

### **Pipeline**

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

### **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 which have been approved but not yet paid to customer.

### **Self-Directed**

A utility customer who chooses to implement their own energy savings program. The savings generated by self-directed programs count towards 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 which have been collected from the utility provider.







