

District of Columbia Sustainable Energy Utility
Annual Report for Fiscal Year 2011

March 24, 2011 – September 30, 2011

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Dedication

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The initial weeks of the DC SEU's work were marked by sadness at the passing of Blair Hamilton, the proposed first Managing Director of the DC SEU. This report is dedicated to his memory and to his enduring guidance and legacy in the initial work of establishing "a new kind of utility."

DCSEU

DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

a new kind of utility WWW.DCSEU.COM/MYDCSEU

Executive Summary

The Vermont Energy Investment Corporation's (VEIC) inaugural Annual Report to the District Department of the Environment (DDOE), on the work of the District of Columbia Sustainable Energy Utility (DC SEU), covers the period from March 24, 2011, the contract signing date, to September 30, 2011, the end of the first contract period.

Purpose of the DC SEU. The DC SEU was conceived as a unique effort to bring about energy efficiency and renewable energy throughout the District of Columbia—cost-effectively to the benefit of its residents and businesses, sustainably as a benefit to the environment, and meaningfully as a benefit to District residents who could be employed by the work of the DC SEU. In fulfillment of those basic objectives, DDOE developed a contract that: (1) outlined programming for the installation of energy efficiency and renewable energy measures; (2) set performance benchmarks for this programming activity, with goals for workforce development and employment; and (3) recognized that the advancement of these objectives was dependent on community engagement, consumer education, and marketing efforts. The contract demanded an integrated, multifaceted approach requiring high expertise in the delivery of sustainable energy services, a workforce development strategy that was compatible with the District's employment objectives, and a comprehensive approach to reporting the results.

This report follows on periodic reports submitted throughout Contract Period 1, and provides details on the extraordinary achievements and accomplishments of the DC SEU in its first six months. During this period, the DC SEU has met every contract performance indicator (achieving all Activity Milestones, and attaining the minimum threshold for the green jobs Performance Benchmark), and exceeded the expectations of most observers within the District and in the energy efficiency marketplace nationwide.

Programming approach. The programming approach was designed to maximize the exposure of DC residents and businesses to the DC SEU concept and its purpose, and to demonstrate quickly how it can benefit District ratepayers. This was considered a particularly appropriate approach because of the intended longevity of the DC SEU, and the need to achieve significant energy savings. Thus, the DC SEU relied, as a beginning strategy, on direct installation and mini-retrofit work. Known as Quick-Start programs, these efforts were designed to reach low-income multifamily residences, small commercial businesses that characterize the bulk of the District's commercial market, and single-family residences.

The Quick-Start programs were supplemented with three more rapid-deployment efforts, designed only for Contract Period 1, addressing: (1) renewable energy installations; (2) commercial "lost opportunities" for energy efficiency installations during renovation or construction of new buildings; and (3) increasing name recognition and understanding of DC SEU activity in support of reaching residential populations.

Programming for FY 2012 is generally designed for a transition from direct installation work to market-based approaches, with market sectors identified for targeted sustainable energy strategies. The transition period is expected to last for approximately 1 to 2 months in FY 2012.

Partnership concept. The foundation of the DC SEU's successful completion of this first period lies in the collaborative work of the eight "Teaming Partners" of the Sustainable Energy Partnership, under the leadership of VEIC: The DC Project, George Nichols & Associates, the Institute for Market Transformation, L.S. Caldwell & Associates, PEER Consultants, PES Group, Skyline Innovations, and Taurus Development Group. After several years of ongoing dialogue about energy efficiency in the District, with VEIC's Policy Director, Blair Hamilton, these organizations evolved into the Sustainable Energy Partnership. At the time of DDOE's Request for Proposals to deliver sustainable energy utility services, these organizations and VEIC coalesced around a mutual interest to serve the District with a set of ambitious and effective plans for the DC SEU. This hand-picked local team assured a combination of: (1) a full range of subject matter and implementation expertise; (2) local knowledge of District communities and their challenges; and (3) local contacts with civic leaders and influential organizations capable of enabling rapid and effective engagement with the District's residential and business customers. The Sustainable Energy Partnership's continued integration of planning, program design, implementation, and reporting has helped to carry out all current activity, as well as to inform future strategic approaches.

Thus, the use of the term *DC SEU* throughout this report should be seen as an indicator of integrated collaboration among the Teaming Partners of the Sustainable Energy Partnership, under VEIC's leadership.

Primary accomplishments. The indicators of the DC SEU's successful completion of its first contract with DDOE include:

- Planning and implementation of workforce and contractor development initiatives that provided new opportunities to 15 Certified Business Enterprise (CBE) contractors and 1 Community Based Organization (CBO) contractor and their suppliers, subcontractors, and employees
- Successful design, development, and implementation of three planned Quick-Start programs, with activity being carried out by each program in each Ward of the District:
 - 4,710 low-income multifamily residences served
 - 754 small commercial and institutional facilities served
 - 169 single-family homes served
- Design and roll-out of three additional Quick-Start initiatives to address:
 - Commercial solar hot water and rooftop PV systems
 - Significant lost opportunities in commercial and institutional construction
 - District-wide name recognition and understanding of the DC SEU efforts
- Design and development of a comprehensive consumer education and marketing plan, including:
 - Successful branding of the DC SEU

- Mass media advertising throughout the Metro system, on local radio stations, in print, and online
- Enhancements to core information technology applications and the roll-out of data collection systems (KIT+T) for project tracking and reporting
- Completion of a strategic market analysis that provides the foundation for program planning in FY 2012 and beyond
- The creation of 27.84 green jobs for District residents, at or above the Living Wage of \$12.50 per hour.
 - According to the Contract, every direct job created from DC SEU expenditures is considered a green job (whether via payroll or contracted out); is measured in terms of job-years (expressed as full-time equivalents or FTEs); and is held by a District resident.
- Employment for 357 District residents in DC SEU work—as temporary field staff, permanent office staff, and project-specific Implementation Contractors
- Recruitment, hiring, training, and mentoring of a committed and talented DC SEU staff
- Establishment of permanent office space in the Navy Yard neighborhood of the District

Each of these achievements provides the basis for additional growth and opportunity for DC SEU and its contributions to the District's long-term sustainability goals.

1 Background

The District Department of the Environment (DDOE) has contracted with Vermont Energy Investment Corporation, the lead in the specially established Sustainable Energy Partnership, to provide programs and initiatives as the District of Columbia Sustainable Energy Utility (DC SEU). The DC SEU conducts programs in the District to reduce per-capita energy consumption, increase renewable energy generating capacity, reduce the growth of peak electricity demand, improve the energy efficiency of low-income housing, reduce the growth of energy demand of the largest energy users, and increase the number of green collar jobs in the District.

This is a performance contract that contains both at-risk and non-at-risk compensation. A performance contract means that VEIC assumes some of the risk for producing the results required in the contract. The total available funds are of a fixed-fee type, which in the Contract Period 1 amount to \$7,400,000. This total includes \$500,000 that was added on September 2, 2011, to the base of \$6,900,000. Actual costs are reimbursed with a non-at-risk operations fee; however, \$300,000 of the compensation total is at risk and will be paid only upon the attainment of activity milestones and Contract Performance Benchmarks.

This document is the Annual Report for FY 2011. The report contains: (1) actual expenditures for administrative, information technology, natural gas, and electricity-related program expenditures, and service delivery costs, compared to the approved budget; (2) a detailed financial report for the DC SEU; (3) a summary of progress made toward achieving energy savings, customer-sited renewables targets, and other agreed-upon indicators of performance; (4) a summary of progress and highlights for the year, including significant implementation issues and changes or anticipated changes in implementation strategies and services; (5) total District-resident employment in full-time equivalent (FTE) positions by VEIC and its Teaming Partners, collaborators, and Implementation Contractors, attributable to the DC SEU programs; and (6) the number of District Department of Employment Services (DOES) referrals hired as reported on the Contractors' and ICS' First Source Employment Agreement Forms for the year.

DDOE Contract Number DDOE-2010-SEU-001 contains the following contractual minimum performance requirements:

1. Reduce per-capita energy consumption in the District of Columbia;
2. Increase renewable energy generating capacity in the District of Columbia;
3. Reduce the growth of peak electricity demand in the District of Columbia;
4. Improve energy efficiency of low-income housing in the District of Columbia;
5. Reduce the growth of energy demand of the District of Columbia's largest energy users;
6. Increase the number of green collar jobs in the District of Columbia.

The contract also contains the following FY 2011 (Contract Period 1) Performance Benchmarks:

1. B.10.3.1 Deployment of all components of management information systems and information technology systems;
2. B.10.3.2 Completion of consumer education and marketing plan;
3. B.10.3.3 Completion of strategic market analysis and program design;
4. B.10.3.4 Development of Implementation Contractors qualification and certification criteria;
5. B.10.3.5 Delivery of training sessions for ICs and trade allies;
6. B.10.3.6 Implementation of three designated “Quick-Start” programs:
 - a. Low-Income Multifamily Homes
 - b. Commercial Direct Installation
 - c. Existing Single Family Homes
7. B.10.3.7 Achieve, and develop systems to track:
 - a. Creation of 33 FTE green jobs
 - b. Contracting, with preference to CBE firms
 - c. Development of training programs to benefit workforce development goals
 - d. Other indicators related to ensuring fair employment

During Contract Period 1, the DC SEU added three Quick-Start programs to its core of designated Quick-Start programs:

(1) Renewable Energy Quick-Start, primarily to complete projects enrolled under the District’s Renewable Energy Implementation Program (REIP). That program was fully subscribed prior to the end of the year. Enrolled projects on its waiting list were subsequently transferred to the DC SEU Renewable Energy Quick-Start Program. Details are presented in **Section 3.6.4**.

(2) Lost Opportunities Initiative, a supplement to the Small Commercial Direct Install program. This initiative is described in more detail in **Section 3.6.5**.

(3) Grassroots Campaign Quick-Start, a catalyzing effort in the field to increase name recognition and awareness of the DC SEU, in support of the three core Quick-Start programs. See **Section 3.6.6**.

2 District of Columbia Sustainable Energy Utility Budget and Actual Expenditures

Financial activity throughout Contract Period 1 is reported in **Attachment 1, Financial Activity—Budget to Actual**. It is noteworthy that 48% of expenditures (exceeding the contract goal of 30%) were allocated to low-income activity (both in the Low-Income Multifamily Quick-Start Program and the Single-Family Existing Homes Retrofit Quick-Start Program).

The following attachments present a breakdown of revenues; administrative, information technology, natural gas and electricity-related program expenditures, and service delivery costs compared to the respective components of the approved budget. They also include the FY 2012 Annual Budget:

- Attachment 1: Financial Activity for the Period - Budget to Actual
- Attachment 2: Annual Budget for FY 2012

3 District of Columbia Sustainable Energy Utility Report of Progress

3.1 Deployment of all components of management information systems and information technology systems

3.1.1 Activity Milestone Description

Contract Section B.10.3.1. Deployment of all components of management information systems and information technology systems. This milestone shall be deemed to be achieved when VEIC's KITT Data System is ready for initial functional use in the District offices of the SEU, and can be demonstrated to the satisfaction of DDOE.

3.1.2 Activity Milestone Status

Activity milestone has been achieved

Demonstration to DDOE on August 11, 2011.

3.1.3 Activity Milestone Accomplishments

Management Information Systems and Information Technology systems were up and running shortly after initial (temporary) office space was secured in April; in the period between May and August, all systems underwent adjustments and testing for the various applications necessary for: (1) daily office operations and interaction between the DC SEU headquarters and VEIC offices; (2) data collection in the field for program implementation; (3) customer support and tracking; and (4) all other operational activity related to uninterrupted functioning of daily work.

VEIC provided an initial review of KITT+ in June; in August VEIC demonstrated full functionality of the KITT+ data system for DC SEU work. Evidence of the regular and effective use of KITT+ by DC SEU staff was also provided to DDOE. In addition, DDOE staff were given access to KITT+, and DC SEU staff fielded all questions from DDOE staff.

3.2 Completion of consumer education and marketing plan

3.2.1 Activity Milestone Description

Contract Section B.10.3.2. Completion of consumer education and marketing plan. This milestone shall be deemed to be achieved when the Contractor submits a Consumer Education and Marketing Plan and approved by DDOE. The consumer education and marketing effort of the DC SEU is under the leadership of DC SEU staff and is complemented by the work of the Public Affairs and Government Relations Team.

3.2.2 Activity Milestone Status

Activity milestone has been achieved

Consumer Education and Marketing Program Plan submitted August 25.

3.2.3 Program Accomplishments

Consumer Education and Marketing. Throughout Contract Period 1, Consumer Education and Marketing efforts were an integral part in the generation of brand awareness for the DC SEU, as were:

- Customer participation in the DC SEU's Quick-Start programs
- Development and production of the DC SEU web site, educational fact sheets, program overviews, promotional materials, forms, etc.

The mass media advertising campaign was fully launched in mid-August, and continued through September, with placements in 12 community newspapers and 10 local radio stations, as well as in more than 30 Metro rail stations, 500 Metro rail cars, and 700 Metro buses. The DC SEU Grassroots Consumer Education campaign, designed to complement the mass media campaign and Quick-Start program community outreach efforts, was launched in early September. That campaign involved more than 200 canvassing staff in the field, who delivered targeted energy efficiency information to DC residents.

Working in all 8 Wards, and using marketing materials in Spanish and Chinese, field staff engaged with thousands of District residents at their homes through door-to-door canvassing, as well as at high-traffic locations such as Metro stations, retail centers, street festivals, and farmers' markets. Residents received a fact sheet listing steps to take to start saving money on their energy bills at little or no cost, along with information on the types of available compact fluorescent light bulbs (CFLs) that can best meet their lighting needs. Residents who provided field staff with contact information for notification about future DC SEU programs received a branded CFL or reusable tote bag. Throughout the campaign, the DC SEU experienced a marked increase in call volume to the Customer Support staff, as well as traffic to the DC SEU website. The site now averages approximately 3,000 visitors and more than 9,000 page views per month, and continues to attract visitors with over 60% of traffic per month attributed to new visits.

To increase public awareness of the DC SEU and its programming, the Grassroots Consumer Education Quick-Start Program was launched in August, and was designed to coincide with Mayor Vincent Gray's Sustainability Challenge for the District. See **Section 3.6.6, Grassroots Campaign Quick-Start Program.**

Three significant public events provided opportunities for additional DC SEU consumer education and marketing:

1. **Green DC Day 2011** (April 20) on Freedom Plaza. This Earth Day celebration was hosted by DDOE to increase public awareness about environmental protection, energy

efficiency, and natural resources. The DC SEU hosted a table that contained preview information about the Quick-Start programs.

2. **H Street Festival** (September 17). This event drew more than 30,000 participants, and the DC SEU hosted a booth on the “Green Street” corridor, which contained displays from District environmentally conscious businesses. The Mobile Media truck featured the DC SEU brand advertising. More than 20 members of the DC SEU Grassroots campaign distributed DC SEU-branded CFLs and reusable tote bags. The Festival also provided an opportunity for DC SEU staff to obtain and provide contact information for follow-up with energy efficiency services. Booth visitors received a detailed overview of DC SEU services, fact sheets, information for residents, and information on proper disposal of CFLs.
3. **Joint Utility Discount Day** (September 27), Walter E. Washington Convention Center. This annual event offers low-income residents the opportunity to apply for assistance in paying their utility bills. DC SEU representatives introduced residents to the DC SEU, provided information on CFLs, distributed tips and fact sheets, and obtained contact information for follow-up.

A full complement of DC SEU marketing materials is contained in **Attachment 3, Marketing Materials and Branding Activity**.

The DC SEU consumer education and marketing effort was informed by a strategic effort on the part of the Public Affairs and Community Outreach group.

Public Affairs and Community Outreach. With its implementation beginning in April, the public affairs / community outreach strategy had a twofold purpose:

1. To introduce District residents and businesses to the DC SEU and its mission, and to the programs for increasing energy efficiency and the use of renewable energy technologies.
2. To solicit input from influential leaders from throughout the District—governmental, business, residential, religious, civic, and educational—to support the work of the Quick-Start programs.

The outreach strategy addressed Council Ward leadership, beginning with Ward 8, then proceeding with Wards 7, 6, 5, 4, 3, 2, and 1—in that order. **Attachment 4, DC SEU Outreach Activity in Contract Period 1**, presents tables summarizing the schedule of visits for both community outreach and public affairs / governmental affairs throughout the six months of Contract Period 1.

It became evident that the most effective approach to Ward leadership was simultaneous interaction with a Ward Councilmember and the corresponding Ward’s ANC Commissioners. Public Affairs and Community Outreach staff presented information about the DC SEU at many

ANC meetings, providing give-away materials and contact information, and personally following up with interested parties after the meetings. In addition, the staff contacted all relevant regulatory agencies, key District agencies, the largest energy users in the District and the associations representing those users, Business Improvement Districts, other business associations, and DC Main Streets program networks. They also met with many key civic associations, as well as with neighborhood associations, PTA meetings, and religious organizations in each Ward and at the District level.

The DC SEU now has significant name recognition and its purpose and strategies are understood by Influential figures throughout the District of Columbia. Suggestions received from public affairs and community outreach activities have helped to refine Quick-Start programming and obtain more participation than would have been the case without this type of outreach.

The DC SEU helped inform these groups and organizations about its purpose and programs, and what residents and businesses can expect as DC SEU activity continues to expand. The DC SEU also clarified the role of other, existing energy efficiency programs still under way in the District, although they were not part of DC SEU programming.

Substantial outreach efforts were focused on serving the residents and businesses of Wards 7 and 8. Presentations to ANCs, person-to-person visits with leaders, and to job placement and training organizations were key parts of the Public Affairs and Community Outreach Group activity.

3.3 Completion of strategic market analysis and program design

3.3.1 Activity Milestone Description

Contract Section B.10.3.3. Completion of strategic market analysis and program design. This milestone shall be deemed to be achieved when the Contractor submits a Strategic Market Analysis and Program Plan for Year 2 and approved by DDOE.

3.3.2 Activity Milestone Status

Activity milestone has been achieved

Strategic Planning Analysis and the Annual Plan for FY 2012 were submitted as one document to DDOE on September 1. A presentation on the analysis and the plan was made to DDOE on September 7.

3.3.3 Activity Milestone Accomplishments

The *Strategic Planning Analysis and Annual Plan* outlined and discussed in depth the current status of available data on energy consumption in buildings and related energy savings opportunities. The analysis covered residential and commercial market sectors in the context of fuel use, end use consumption characteristics for both gas and electricity, market size, savings potential in existing buildings and in new construction, trends in key markets, penetration rates of efficient appliances, and supply of energy-efficient equipment. Savings potential, given the

current data available, were also presented for gas and electric efficiency in commercial and residential market sectors. The strategic analysis provided the basis for the program design contained in the *DC SEU Annual Plan for FY 2012* portion of the report.

The results from the *Strategic Planning Analysis* were mapped against the FY 2012 budget, resulting in seven key goals. Those goals address spending on low-income market sectors; creating jobs; contracted spending on Certified Business Enterprises; integrating of renewable energy programming with energy efficiency programming; reducing the growth of energy demand among the District's largest energy users; reducing annual energy consumption in the District; and reducing the growth in peak electric demand. The *Annual Plan* also addressed evaluation, measurement, and verification of savings claims.

Given the comprehensiveness of both the *Strategic Planning Analysis* and the *Annual Plan*, and following the presentation to DDOE on September 7, the work was considered responsive to the activity milestone's criteria for supporting the establishment and continuation of the DC SEU.

Overview of Market Research, Leveraging, and Financial Mechanism Activity; and Market Transformation

Throughout FY 2011, the DC SEU carried out extensive work in residential and commercial market analysis and potential financing mechanisms for both market sectors. This investigation included the assessment of financing mechanisms such as Qualified Energy Conservation Bonds, and residential and multifamily housing loan programs. The DC SEU also led vigorous leveraging efforts to secure additional funding by researching and coordinating the submission of two proposals.

Market transformation, the preparatory work for changing consumer behavior in the energy efficiency marketplace, was also a key assessment activity for FY 2011. Market transformation analyses help inform programming for FY 2012 and beyond.

Because of the scope and depth of these activities, the work of DC SEU Teaming Partners in these various topics is presented separately, in **Attachment 5, Building the DC SEU's Future Work**.

3.4 Development of Implementation Contractors' qualification and certification criteria

3.4.1 Activity Milestone Description

Contract Section B.10.3.4. Development of IC qualification and certification criteria. This milestone shall be deemed to be achieved when the Contractor provides a copy of its IC Qualification and Certification Plan.

3.4.2 Activity Milestone Status

Activity milestone has been achieved

Implementation Contractor Qualifications and Certification Plan was submitted to DDOE on September 26, 2011.

3.4.3 Activity Milestone Accomplishments

The *Implementation Contractor Qualifications and Certification Plan* provides information on the process used to establish the business and technical qualifications needed for ICs wishing to conduct business with the DC SEU. It also includes the resulting criteria and qualification established for ICs who performed work during the Contract Period 1.

In the first months of DC SEU operations, program and workforce development staff met to define the qualifications and certifications needed for work in the DC SEU Quick-Start programs. Workforce development staff also met with established training providers throughout the District, both to obtain information on training programs that each provided, and to develop leads to qualified, certified contractors.

Contractor qualifications and certifications varied by DC SEU program area, and included technical qualifications and certifications necessary for successful energy efficiency work in both the residential and commercial markets. Also included were basic business qualifications and certifications necessary for successful and responsible contracting. Once qualifications and certifications were established, the necessary contact information and rules and requirements for obtaining required certifications were collected and compiled into a useful *Resource Guide* for contractors. This guide also provided information for courses and seminars that could assist or lead to specific certifications (e.g., Building Performance Institute or Certified Energy Management certifications). The DC SEU made the *Guide* available in hard copy and was posted to the DC SEU website (www.dcseu.com). Additionally, information sessions were scheduled to provide ICs with detailed guidance on necessary qualifications and certification. These sessions were widely advertised and held in multiple locations in the District, and were coordinated with the District's Department of Small and Local Business Development (DSLBD) to provide for maximum participation by Certified Business Enterprises. These information sessions also presented information on specific contracting opportunities with the DC SEU for FY 2011 programming.

Contractor development is a continuous process as DC SEU programming evolves, requiring different qualifications and certifications of those who contract to complete work. Communication and coordination with District training providers continued throughout FY 2011.

The success of the DC SEU Workforce Development and Training efforts, resulting from the work of the IC Qualifications and Certification Plan, can be seen in **Table 1 and Table 2—as well as in Table 12**, all of which demonstrate the range and scope of activity in the five months of Workforce Development activity in Contract Period 1.

3.5 Delivery of training sessions for ICs and trade allies

3.5.1 Activity Milestone Description

Contract Section B.10.3.5, Delivery of training sessions for ICs and trade allies. This milestone shall be deemed to be achieved when DDOE receives a report from the Contractor on its completion of a first round of training sessions for Implementation Contractors and trade allies.

3.5.2 Activity Milestone Status

Activity milestone has been achieved

- *Evidence of the first and second rounds of training was reported to the DDOE in the Quarterly Report of DC SEU Activity for the period ending June 30, 2011 (pp. 11-12).*
- *Resource Guide for Implementation Contractors was submitted to the DDOE on September 19, 2011.*
- *Implementation Contractor Policy and Procedure Manual submitted to DDOE on September 26, 2011.*

3.5.3 Program Accomplishments

Developing a strategy. A primary goal of the DC Sustainable Energy Utility approach to Workforce Development was to stimulate job growth by facilitating the placement of District residents in positions that could be created by DC SEU economic activity. This took the form of direct hires by the DC SEU, as well as indirect hires through Implementation Contractors and others working for the DC SEU. The DC SEU worked with placement agencies and other entities specializing in unemployed and underemployed residents, cooperated with and supported existing District-based training programs, and used existing resources to expand the job placement effectiveness of the DC SEU. Because the DC SEU worked with existing training providers and other related entities, it did not focus on directly providing training to the workforce. Instead, it catalyzed the training and job placement market, and encouraged the matching of trained DC residents with DC SEU jobs. The full strategic approach is presented in **Attachment 6, Workforce Development Strategy.**

The DC SEU assessed the training needs among ICs and trade allies by holding dialogues between and among DC SEU Workforce Development personnel, program leaders, and District training providers. The assessment provided the DC SEU with baseline information about ICs' various levels of business and technical knowledge, and what gaps existed between those baselines and what was required for success as an IC or trade ally.

Identifying and carrying out appropriate solutions. Many different training modes were employed to fill gaps identified in the assessment, including: (1) information sessions on contracting opportunities; (2) information sessions on how to present a winning response to an RFQ or RFP; (3) in-class training sessions on program technical requirements and protocols; (4) in-class training on administrative and reporting requirements for programs; and (5) in-field technical training and mentoring. Training sessions were held throughout Contract Period 1 as

ICs were continuously recruited, contracted, trained, and mentored for success in the DC SEU's work.

Table 1 presents the schedule of training events throughout the initial contract period, including their outcomes.

Table 1. IC training events throughout Contract Period 1

Event Type	Purpose	Attendees	Date	Location	Outcome
Orientation – Implementation Contractors	Training for LIMF program – protocols, technical training, materials, pricing, and compliance	6 contractors and their employees; 36 attendees	June 24	1123 11 th Street, NW	Preliminary orientation and training for ICs to be prepared to begin field work
Orientation – Implementation Contractors	Training for SCDI program – protocols, technical training, materials, pricing, and compliance	4 contractors and their employees; 30 attendees	June 29	1123 11 th Street, NW	Preliminary orientation and training for ICs to be prepared to begin field work
Orientation – Implementation Contractors	Training for SCDI program – technical training, materials, assessments, and installation	4 contractors and their employees; 12 attendees	July 13	1123 11 th Street, NW and Ward 5 businesses	Further orientation and training for ICs to be prepared to begin field work
Orientation – Implementation Contractors	Training for SCDI program – technical training, materials, assessments and installation	1 contractor; 1 attendee	July 20	Ward 4 businesses	Further orientation and training for ICs to be prepared to begin field work
Training Session – Implementation Contractor candidates whose proposals did not fully respond to the RFQ	Training for IC candidates – Getting to “Yes” on Responsiveness	11 contractors	July 22	1325 G Street, NW	Provided guidance on how to submit an application to the DC SEU that will be considered responsive to the RFQ

Event Type	Purpose	Attendees	Date	Location	Outcome
Orientation – Implementation Contractors	Training for Single Family QS program – technical training, materials, assessments and installation	3 contractors	August 9	1325 G Street, NW	Orientation and training for new ICs to be prepared to begin field work
Orientation – Implementation Contractors	Training for LIMF program – protocols, technical training, materials, pricing, and compliance	2 contractors and their employees; 20 attendees	August 10	1325 G Street, NW	Orientation and training for new ICs to be prepared to begin field work
Orientation – Implementation Contractors	Training for SCDI program – protocols, technical training, materials, pricing, and compliance	2 contractors and their employees; 12 attendees	Week of August 15	1325 G Street, NW and field work	Preliminary orientation and training for new ICs to be prepared to begin field work
Orientation – Implementation Contractors	Training for LIMF program – protocols, technical training, materials, pricing, and compliance	3 contractors – 22 attendees	August 19	1325 G Street, NW	Orientation and training for new ICs to be prepared to begin field work
Orientation – Oversight	Training for SCDI program – technical training, materials, assessments, and installation	2 Teaming Partners’ staff – 3 attendees	August 25	1325 G Street, NW	Quality Control and Quality Assurance orientation and training for inspecting field work completed by ICs
Orientation – Implementation Contractors	Training for LIMF program – protocols, technical training, materials, pricing, and compliance	3 contractors – 15 attendees	September 9	1325 G Street, NW	Orientation and training for new ICs to be prepared to begin field work
Orientation – Implementation Contractors	Training for LIMF program – protocols, technical training, materials, pricing, and compliance	3 contractors – 6 attendees	September 16	80 M Street, SE	Orientation of IC administrative staff on reporting and compliance

Offering incentives for active engagement. One of the innovative techniques for developing an effective workforce focused on job skills was an intention to match the job needs of individual DC SEU ICs with DC-based training organizations. The DC SEU used “placement awards” that went to Training Providers whose candidates were hired. The majority of Training Providers sent candidates to the initial interview “job fair” sessions in June. When an IC hired one of their candidates, the DC SEU issued a placement award to the Training Provider for each successful placement into a DC SEU position. In this way, the DC SEU provided an incentive for these providers to match existing training programs as closely as possible with open positions in the emerging energy efficiency marketplace of the DC SEU.

The training that has been provided to the Implementation Contractors and their employees has deepened the knowledge of company principals, project managers, administrative staff, crew leaders, and installers. Training topics have included a wide array of topics, ranging from technical program requirements through technical product specifications and installation protocols to community and consumer engagement tactics. The depth and breadth of material provides the basis for success for ICs in DC SEU programs now and in the future. The scope of the training also provides skills and abilities that will make each IC and trade ally more competitive for energy efficiency work not directly contracted by the DC SEU.

Results. The resulting outcomes of IC training are strongly positive for both the DC SEU and the ICs. Overall, the level of knowledge and capacity of the ICs for the specific work contracted or promoted by DC SEU programs and initiatives have substantially increased during this first contract period.

During the first contract period, 16 ICs were contracted directly by the DC SEU to complete work in three of the Quick-Start programs: Low-Income Multifamily direct installation; Small Commercial Direct Installation; and Single-Family Existing Homes retrofit. Of the 16 direct subcontractors, 15 were Certified Business Enterprises (CBEs) and 1 was a Community Based Organization (CBO). The 16 direct ICs also subcontracted with many other CBEs to complete the DC SEU’s work. The 16 direct ICs documented hiring of 70 District residents who were either trained by local training providers or who had previous experience in the construction industry. **Table 2** presents the distribution, by Ward, of District residents placed in DC SEU work by training program providers.

Table 2. Number of District residents placed in green jobs, trained by DC SEU training program providers

IC Employees for Quick-Start Programs*	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Total
Totals	1	3	2	7	10	7	21	19	70

*All DC SEU jobs are paid at or above the DC Living Wage of \$12.50 per hour.

3.6 Implementation of four designated “Quick-Start” programs:

3.6.1 Low-Income Multifamily Homes

3.6.1.1 Program Description and Accomplishments

This Quick-Start direct installation program (LIMF DI) serves qualified low-income multifamily projects with simple and proven cost-effective energy measures, including installation of compact fluorescent lamps (CFLs), CFL torchieres, low-flow aerators and showerheads, hot water tank and pipe wraps, and efficient refrigerators, as well as provision of energy education

The LIMF DI program plan was filed with DDOE on April 22, 2011. Program launch began early in May with protocol development, pipeline development, and outreach for implementation contractors (ICs). By June, the program began its first installations in the first qualified LIMF project. Four ICs were initially selected and trained in LIMF protocols in June; training of 4 more ICs was completed in August; 2 additional ICs were selected in August and trained in early September. By the close of the program, the LIMF DI work had been distributed among 10 ICs (many of which additionally used subcontracting firms), 1 materials supplier, and 1 appliance installer.

Early LIMF DI project enrollment was slow due primarily to an initial lack of knowledge among affordable housing providers of the DC SEU concept and its offerings. Subsequent targeted marketing and outreach improved program reach. Several successful outreach strategies were used, including working through key influential leaders in each Ward, and contracting with ICs for outreach services.

In addition, the Contract’s definition of *low-income* contained restrictions that prevented the DC SEU from being able to serve efficiently a wide swath of customers. A modified definition of *low-income* was proposed and tested to assess whether the definition common in the affordable housing world would allow the program to reach more low-income projects and households. Of a total of 51 projects served in FY 2011, 4 projects were brought in using the modified definition. The modified definition allowed the program to reach 413 low-income units that would not otherwise have been eligible for service, using the original definition of *low-income*, which requires that 66% of units in a building be eligible (at or below 60% of state median income) to qualify for services.

The DC SEU also developed quality control and quality assurance protocols as ICs began their work. In addition to the classroom training for ICs, DC SEU staff accompanied ICs on their first site visits, during which additional training was provided and specific feedback given to crew leaders and project managers. In most cases, a follow-up visit was scheduled for each IC for an additional half-day during their first week of installations. Once the QC / QA protocols were established, onsite inspections were conducted for each project, with feedback provided to the relevant IC within 24 hours of

the site visit. In addition to validating the quantity of installations and accuracy of reporting, DC SEU project management staff assessed the quality of the ICs' installations and reported those assessments back to the Implementation Contractors.

Highlights. The LIMF program worked with 51 different projects, and installed the following measures in more than 4,700 residential units:

- More than 43,000 CFL bulbs
- 10,000 low-flow water devices
- 240 ENERGY STAR refrigerators
- Hundreds of hot water tanks and pipes were insulated

Next steps. The LIMF program expects to ramp down its Quick-Start activity in October, and transfer basic programming to a more sustainable approach in FY 2012.

3.6.1.2 Program Status

Program for FY 2011 is concluded, with targets met

The LIMF DI Quick-Start Program exceeded its targets in terms of numbers of units reached and other key metrics.

3.6.1.3 Program Participation Data

Table 3. LIMF Quick-Start Program performance in FY 2011, by Ward

Ward	Projects in Pipeline*	Projects Enrolled		Residential Units Served	
	Number	Number	Year to Date	Number	Year to Date
1	12	2	4	97	293
2	16	3	5	625	625
3	2	1	1	96	96
4	14	1	1	45	45
5	27	3	9	618	1,052
6	20	4	6	368	404
7	22	4	6	219	219
8	60	9	19	1,925	1,976
TOTAL	173	27	51	3,993	4,710

**Pipeline* is defined as a specific lead about a particular building or project to which an initial outreach call has been made. The numbers presented in the *Pipeline* column are cumulative for the Contract Base Year.

3.6.2 Small Commercial Direct Installation

3.6.2.1 Program Description and Accomplishments

Following several months of obtaining and following up leads for small commercial direct installation work, and beginning implementation in the late summer, the Small Commercial Direct Installation Quick-Start Program was significantly active in the final six weeks of Contract Period 1. In September, the SCDI staff spent a substantial amount of time vetting already existing lists of applicable businesses and connecting those businesses to ICs. A majority of the activity was in overseeing the intensive effort applied to the installation phase described in this Quick-Start's Program Plan. The month also marked a concentrated process of selecting and inspecting installations, as part of the quality control and quality assurance processes. In total, 25% of all businesses served were inspected for compliance with program protocols. In all, hundreds of eligible businesses were served in September.

With regard to implementation, the program's 4 ICs were fully engaged in assessing and installing program measures in all Wards. Earlier issues with product supply were addressed and have all been resolved. In fact, the last energy efficiency measures to arrive—air conditioners—have now all been installed.

Staff continued their conversations with the Small Business Program at DDOE, Business Improvement Districts, Ward-level government officials, religious associations, and homeless shelters in an effort to find as many potential applicable businesses as possible. Many of the businesses found through these channels were served.

Highlights. The SCDI program deployed canvassers who visited more than 1,000 small businesses throughout every Ward in the District. An estimated 100 small businesses in each Ward received, at a minimum, a walk-through energy assessment from an Implementation Contractor. Altogether, 750 business customers received services, installing:

- More than 16,000 CFLs
- 1,300 LEDs
- 300 electric hot water tanks and piping
- 42 pre-rinse spray valves in food preparation kitchens
- 157 new ENERGY STAR air conditioning units, following the assessments of more than 300 air conditioning units

Next steps. In October, the program will continue with “cleaning up” many of the projects that were assessed and enrolled, but which were not completed—chiefly because of conflicts with the owners' schedules and the proposed installation schedules. With this ramping down of the implementation effort, the DC SEU quality assurance

process will be active in the field, reviewing installations and providing feedback to contractors.

3.6.2.2 Program Status

Program is concluded for FY 2011, with targets met

The SCDI program will ramp down, and transition to a set of more advanced services for new initiatives as they are developed and implemented.

3.6.2.3 Program Participation Data

Table 4. SCDI Quick-Start Program performance for FY 2011, by Ward

Ward	Projects Enrolled	Businesses Served (Completed Projects)	
	Number	Number (September)	Year to Date
1	130	75	130
2	94	64	64
3	79	36	36
4	126	21	126
5	100	16	76
6	136	11	86
7	142	86	111
8	159	6	106
Shelters	19	19	19
TOTAL	985	334	754

3.6.3 Existing Single Family Homes

3.6.3.1 Program Description and Accomplishments

As described in previous reporting, the Single-Family Quick-Start program offered half-day visits to single-family existing homes for small-scale retrofit activity in targeted neighborhoods. The work was carried out by qualified ICs. Participants were recruited through door-to-door canvassing (see **Section 3.2.3, Consumer Education and Marketing, Program Accomplishments**) and through neighborhood meetings. The goal was to complete approximately 200 projects by the conclusion of Contract Period 1.

Highlights. With a census of 169 single-family homes receiving services, DC SEU field staff installed the following measures:

- 157 low-flow faucet aerators
- 27 electric insulated hot water heaters

- 612 linear feet of hot water pipe insulation
- 77 low-flow showerheads
- 432 CFLs
- 249 air sealing/insulation measures

Next steps. The DC SEU will continue operating the SFQS in a limited form through October, as it transitions to its FY 2012 initiatives. The primary focus of the remaining SFQS work will be on providing services to customers who were enrolled through the Grassroots Campaign efforts, but for whom work could not be scheduled until after September 30. During this brief period in FY 2012, the DC SEU will also work with ICs and customers to ensure that any lingering quality assurance issues are resolved satisfactorily.

3.6.3.2 Program Status

Program is concluded for FY 2011, with targets met

3.6.3.3 Program Participation Data

Table 5. Single-Family Existing Homes Quick-Start Program performance for FY 2011, by Ward

Ward	Projects Enrolled, Year to Date	Residential Units Served	
	Number	Number (September)	Year to Date
1	36	31	31
2	11	7	7
3	20	3	3
4	27	17	18
5	35	26	28
6	35	23	28
7	36	23	23
8	48	27	31
TOTAL	248	159	169

3.6.4 Renewable Energy—Commercial Solar Hot Water and Rooftop PV

3.6.4.1 Program Description and Accomplishments

Upon approval of the Renewable Energy Quick-Start Program Plan in mid-August 2011, the DC SEU procured the requisite equipment for the Commercial Solar Water effort at four sites (six systems). The first two installations were completed in mid-September; the remaining two in late September.

The DC SEU used the existing waiting list from the District Department of the Environment’s Renewable Energy Incentive program to reinvigorate DC’s solar market, which has been lagging because of uncertainty around the Renewable Portfolio Standards, incentives, and funding. In mid-August, applicants at the top of the list were notified of an opportunity to obtain the older, higher level of funding if they acted very quickly. Fifteen successful applications were returned, representing 74 kW of capacity and 89 MWh of expected annual generation, and accounting for \$192,298 paid out in incentives.

Next steps. Quality assurance inspections will occur in the coming months to assure completion and operation of PV systems consistent with REIP rules. Renewable energy programs will be designed in FY 2012 for implementation in subsequent periods.

3.6.4.2 Program Status

Program is concluded, with targets met

3.6.4.3 Program Participation Data

Table 6. Renewable Energy Quick-Start Program performance for FY 2011, by Ward

Ward	Projects Enrolled for Commercial Hot Water Program			Residential Units with Rooftop PV Projects Completed (Incentive Checks Sent)		
	Number of Collectors	Number of Units Served (September)	Year to Date	Capacity of Program Installations (kW)	Number of Residential Units Served (September)	Year to Date
1	0	0	0	12.790	3	3
2	44	387	387	0	0	0
3	0	0	0	18.970	3	3
4	0	0	0	14.420	2	2
5	0	0	0	7.055	2	2
6	128	1,150	1,150	20.859	5	5
7	0	0	0	0	0	0
8	46	300	300	0	0	0
TOTAL	218	1,837	1,837	74.094	15	15

3.6.5 Lost Opportunities Initiative—a Quick-Start Program

3.6.5.1 Program Description

The C&I Lost Opportunities Initiative targets “market events”—the moments in which a business owner makes a decision to make significant changes to the business, whether it is replacing old equipment, renovating a building, or beginning new construction. With

information and assistance from energy efficiency experts, those decisions can be influenced to result in the purchase and installation of efficient equipment and measures. This initiative offers comprehensive efficiency services, including financial incentives (covering measure, design, and analysis costs); technical and design assistance; and coordination services to assist consumers, design professionals, vendors, and contractors in overcoming the barriers to installing efficient equipment. From a customer perspective, the Lost Opportunities Initiative provides sufficient analytical information to customers to demonstrate economic benefits from electricity and natural gas savings.

The initiative was very effective in FY 2011 in finding and catalyzing three projects with an incentive value of over \$262,475. The program design called for direct outreach with Department of General Services (DGS) through the Office of Public Education Facilities Modernization, the University of the District of Columbia, the Willard Hotel Project, and the DC Central Kitchen. Three of the four received incentive and design assistance in 2011 and the Willard Hotel project is ongoing.

These projects leveraged over \$2 million in project costs. As the name of the initiative implies, had it not been for the DC SEU incentives, these energy projects would not have happened. The program began in July 2011 and will evolve into a more robust offering in FY 2012. In Contract Period 1, the initiative budget of \$350,000 was entirely expended.

Next steps. This initiative was intended only for Contract Period 1; lost opportunity programming for future years will be undertaken as market opportunities present themselves appropriately, and they are considered within the goals of the DC SEU.

3.6.5.2 Program Status

Program is successful

The initiative produced noteworthy results, and successfully accomplished its objectives in an especially short amount of time.

3.6.5.3 Program Participation Data

Table 7. Lost Opportunities Quick-Start Program performance in FY 2011, by Ward

Ward	Projects Enrolled	Businesses Served	
	Number	Number (September)	Year to Date
1	0	0	0
2	2	1	1
3	1	1	1
4	0	0	0
5	0	0	0
6	0	0	0
7	0	0	0
8	1	1	1
TOTAL	4	3	3

3.6.6 Grassroots Campaign Quick-Start Program

3.6.6.1 Program Description and Accomplishments

With several months of DC SEU activity under way in the early Summer, August and September provided a particularly appropriate time for a wider launch of the DC SEU brand. The DC SEU developed an initiative to drive broader participation in Contract Year 2—combining grassroots action with consumer education for residents.

The Grassroots Consumer Education Quick-Start Program coincided with Mayor Gray’s Sustainability Challenge for the District. The initiative provided an opportunity to deliver valuable consumer education and to broaden District-wide awareness of the DC SEU. It also helped build a database of early adopters interested in participating in future DC SEU programming, to audiences beyond those reached by the other targeted Quick-Start programs of Contract Period 1.

To accomplish the dual goal of mobilizing a grassroots effort and driving a consumer education agenda—and as a complement to the DC SEU’s mass media advertising campaign and press events—the DC SEU used door-to-door canvassing in all Wards to implement the objective.

The Grassroots Campaign engaged approximately 200 canvassers for this effort, and helped the three primary Quick-Start programs (LIMF, SCDI, and SFQS) meet and exceed their goals.

3.6.6.2 Program Status

Program is successful

The Grassroots campaign met all expectations and produced valuable results.

3.7 Ensure green job creation

3.7.1 Performance Benchmark Description

Contract Section B.10.3.7, Full-time Equivalent (FTE) Green Jobs. The Performance Benchmark requires the tracking of:(1) total FTE green jobs resulting from DC SEU expenditures (for every \$200,000 of DC SEU investment 2,080 person-hours of work, or 1 FTE must result), whether District residents are placed into those FTE green jobs or not; (2) the number of FTEs of green jobs occupied by District residents not earning a Living Wage; and (3) the total number of FTE green jobs occupied by District residents earning a Living Wage. The Contract defines a “green job” as any job “created from SEU expenditures...whether the job is on the payroll of the SEU or contracted out,” and is “further defined as being held by a District resident who is paid a living wage.”The Contractor qualifies for a portion of at-risk compensation if it achieves 80% (26.4 FTE) of the target for this Performance Benchmark.

3.7.2 Performance Benchmark Status

The minimum threshold (26.4 FTE green jobs) for this Performance Benchmark was exceeded, with 27.84 FTE green jobs, or 84.4% of the target 33 FTE green jobs.

The total number of FTEs created as a result of DC SEU expenditures was 40.2, of which 27.84 FTE positions were held by District residents (thus qualifying as “green jobs” under the Contract’s definition), with the remaining FTE positions being held by non-District residents.

Table 8 presents the distribution of 357 total hires for DC SEU work through the end of Contract Period 1. See **Table 11** for total hours of work performed by District and Non-District residents.

Table 8. Job titles, by Ward

Job Title	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Total
Accounting Manager	1					1			2
Administrative Assistant			1	2	1		2	1	7
Canvasser	37	15	4	11	40	12	30	65	214
Communications Liaison	1								1
Compliance Assistant					1		1		2
Compliance Executive					1				1
Compliance Executive									0
Data Entry					1		1	1	3
Field Support	1	1	1		1				4
HR Representative		1							1
Installer(s)	2	3	2	8	7	9	22	22	75
Market Analysis Researcher				2					2
Market Transformation Advisor	1		1						2
Market Transformations Associate	3			1					4
Marketing Assistant					1				1
Marketing Manager	1					1			2
Operations	4								4
Program Manager	1	1				2	1		5
Project Assistant	1				1				2
Project Specialist	1								1
Public Affairs Manager						1			1
Support Staff	3	2		1	6	4	5	1	22
Workforce Development Manager	1								1
Cumulative total hires (headcount)	58	23	9	25	60	30	62	90	357

3.7.2.1 Contracting

Contracting work for the DC SEU covered two primary efforts in Contract Period 1: (1) implementation contracting for the Quick-Start programs; and (2) advisory services for implementation, research, administration (IT, human resources, etc.), logistics, and community outreach. Both implementation and advisory efforts relate to the fulfillment of contract obligations and benchmarks. Of particular note is the Contract requirement (Contract Section C.2.3.2) that a minimum of 35% of the Implementation Contracts must be attributable to contracts with CBEs. Of a total of 36 subcontractors, 21 were CBEs.

Nearly 75% of the total amount paid to contractors went to CBE contractors—more than double the contract requirement.

3.7.2.2 Total number of DOES referrals hired

Table 9 provides basic information about the total number of referrals from the Department of Employment Services (DOES). The DC SEU did not receive Ward information from DOES referrals. Therefore, only the Total column for the DOES referral line is completed.

Table 9. Number of DOES referrals hired

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Total	%
Total referrals									50	100%
Hires of DOES referrals	0	0	0	1	0	0	0	0	1	2.0%

4 Summary of Progress and Highlights for the Fiscal Period (March 24, 2011 – September 30, 2011)

This District initiative presents an interesting mix of policy goals not found elsewhere in the United States. The DC SEU uniquely combines an energy goal as a core, foundational expectation with a deep commitment to low-income programming, to generating local economic activity, and to creating real and meaningful jobs for District residents. This effort is logistically and programmatically challenging, but its success means that it has set a new standard for effectiveness in delivering energy efficiency services. These objectives are not always in alignment with one another, which should not be cause to abandon any component part. Rather, it should be cause to acknowledge then that the extra effort is worth making. The DC SEU is pleased to have successfully merged these goals through the first period of its operation.

The challenging work of the DC SEU has resulted in outcomes exceeding the expectations in the Contract and initial program design. The budget has been expended on delivering energy efficiency services to residents and businesses throughout the District; the three planned Quick-Start Programs were all launched on time or ahead of schedule, and have delivered results that meet or exceed expectations; three more Quick-Start initiatives, not initially anticipated at the proposal and contracting stage, were designed, launched, and implemented.

With the close of Contract Period 1, the DC SEU has met both the CBE and green jobs requirements expected of it, with 74% of total subcontracted expenditures carried out by CBE contractors (requirement was 51%), and with more than the minimum threshold of 80% met for the goal for creating green jobs. This Contract Period 1 effort demonstrates that the core businesses and workforce

exist in the District to perform the energy efficiency and renewable energy service delivery to create the sustainable energy future the City desires. As a result of DC SEU initiatives, the workforce now includes 70 well-trained and experienced installers and administrative support employees who were trained via special DC SEU programs, working for 16 Implementation Contractors (15 of which are CBE firms). Without the DC SEU, these businesses and employees would likely not have received the mutual benefit of DC resident employment, nor would they have acquired the lasting expertise and capacity they now have. The benefits to DC from this effort alone constitute a success story unto itself.

The DC SEU is pleased to have delivered 48% of its programming to low-income residents in this first cycle of operation, easily beating the expectation on this front. Additionally, the DC SEU met the requirements to map its spending appropriately to the source of funds, having spent 75% of funds on electricity-related initiatives and 25% on thermal initiatives.

One additional goal of the DC SEU, though not a contractual one, was to create “buzz” or momentum in the District among residents and the business community, alike. As a complement to the successful Quick-Start programming, the DC SEU engaged in a wide array of events and marketing initiatives to assure that residents learned of the opportunity to gain some measure of control over their energy bills. This also lays a wonderful platform for programming in the years ahead.

Of equal importance to the success of Contract Period 1 is the strength of planning and programming for FY 2012. The *Strategic Planning Analysis and Annual Plan*, completed on time in early September, provides a well-defined roadmap for future work for the DC SEU, informed by the extensive market research. Workforce development will again be key to moving the work of the DC SEU forward, and to fulfilling the city’s vision to be not just a greener capital, but to be the nation’s Green Capital.

Even though the project suffered a significant setback with the death of its intended Managing Director, Blair Hamilton, operations and project management proceeded sufficiently to deliver the results reflected in this *Annual Report*. In addition, the original plan to phase out the Vermont-based staff, who came to the District to assist in starting up the DC SEU, is on track and will continue to proceed in the first quarter of FY 2012. That is, well-qualified and well-trained replacements have been and continue to be recruited, hired, trained, and mentored.

Contract Period 1 was also one in which the physical location of the DC SEU offices shifted from temporary quarters to permanent quarters on M Street SE. Therefore, in nearly all critical measures, in the span of just over six months, the DC SEU has essentially met its performance goals for the year, established well-informed programming approaches for FY 2012 and beyond, and secured both permanent employees and permanent office space, so that stabilized operations will be in place in the years ahead.

5 Summary of Progress in Achieving Milestones and the FY 2011 Performance Benchmarks

Table 10. Status of completion of DC SEU Activity Milestones, Performance Benchmarks, and Contract Deliverables

Contract Reference	Description	Indicator of Achievement	Evidence of Achievement
B.10.3.1	MILESTONE: Deployment of IT / MIS	Satisfactory demonstration that KITT data system is ready for initial functional use	Demonstration conducted August 11, 2011
B.10.3.2	MILESTONE: Completion of Consumer Education and Marketing Plan	Submission of the plan, and approved by DDOE	Plan submitted August 25, 2011
B.10.3.3	MILESTONE: Completion of strategic market analysis and program design	Submission of the plan for FY 2012 and approved by DDOE (see also contract DELIVERABLE Item 0008 and DELIVERABLE item 0010). By mutual agreement, this MILESTONE (strategic market analysis) and the related DELIVERABLE (annual plan) were combined into a single document, due September 1.	Documents submitted September 1, 2011; presentation on September 7, 2011
B.10.3.4	MILESTONE: Development of IC qualification and certification criteria	Submission of the criteria and approved by DDOE	Document submitted September 26, 2011
B.10.3.5	MILESTONE: Delivery of training sessions for ICs and trade allies	Submission of a report on the completion of the first round of training sessions	Submitted as part of <i>DC SEU Quarterly Report</i> on July 10, 2011

Contract Reference	Description	Indicator of Achievement	Evidence of Achievement
B.10.3.6	MILESTONE: Implementation of the three designated Quick-Start programs proposed by the Contractor	Submission of evidence that each of the programs has been made available to District consumers: <ul style="list-style-type: none"> • Low-income Multifamily • Commercial Direct Installation • Existing Single Homes 	<p>Low-income: May 22, 2011 (Contract Deliverable Item 0002 required date: May 23)</p> <p>Commercial Direct Installation: June 22, 2011 (Deliverable Item 0003 required date: June 22)</p> <p>Existing Single Homes: June 27, 2011 (Deliverable Item 0004 required date: July 21)</p>
B.10.3.7	BENCHMARK: Green job creation	<ul style="list-style-type: none"> • At least 80% of 33 FTE green jobs (District residents) • 100% paid Living Wage or above 	<ul style="list-style-type: none"> • 27.84 green job FTE District hires • 100% paid the Living Wage or above
Item 0001	DELIVERABLE: Monthly, Quarterly, and Annual Reports	Due 30 days from the closing date of each period	All reports have been completed on time
Item 0005	DELIVERABLE: Protocols to track and resolve complaints about the Contractor, subcontractors, trade allies, and Implementation Contractors (C.1.4)	Due 90 days from date of award (June 22)	August 4
Item 0006	DELIVERABLE: Resource Guide for potential ICs and DC SEU employees – workforce training requirements, educational opportunities, and related information	Due 90 days from date of award (June 22)	First draft submitted July 15, 2011; final draft September 19, 2011

Contract Reference	Description	Indicator of Achievement	Evidence of Achievement
Item 0007	DELIVERABLE: Analysis and proposed benchmark and performance incentive for the requirement to reduce the growth of energy demand of the District of Columbia's largest energy users (Section I.3.5 of Attachment J.2)	Due 9 months from date of award.	N / A for Contract Period 1; due date is in FY 2012.
Item 0008	DELIVERABLE: Comprehensive strategic planning analysis to support program planning for the SEU contract	Due 9 months from date of award. See comment in MILESTONE for B.10.3.3, for mutually agreed-upon deliverable.	Submitted September 1, 2011, and presented September 7.
Item 0009	DELIVERABLE: Data collection protocols that facilitate the EM&V of the energy saved by the SEU's programs (Section C.6)	Due 90 days from date of award	To be submitted in FY 2012, per mutual agreement, pending the acquisition of utility data relating to avoided electricity costs.
Item 0010	DELIVERABLE: Annual Plan that analyzes data and information from the annual report, EM&V reports, and strategic planning.	Due 60 days prior to the end of September 30	By mutual agreement, the Annual Plan was submitted with the Strategic Plan on September 1, and presented on September 7
Item 0011	DELIVERABLE: Technical Reference Manual	By end of contract period	By mutual agreement, this deliverable has been tabled, pending completion of EM&V protocols (see DELIVERABLE Item 0009).

6 Total FTE Hires of District Residents

Throughout FY 2011, the DC SEU created 27.84 FTE green jobs filled by District residents. Job types ranged across the full spectrum of employment appropriate for the successful delivery of energy efficiency services. **Table 11** presents a comprehensive list of job types, job titles, Ward information for each position, and hours spent for each position. The categories presented in **Table 11** map to the DC SEU's organization chart.

Table 11. Total hours of work performed by District and Non-District residents

Job Title	Ward (if District Resident)	District Resident FTE Green Jobs, in Hours	Non-District Resident FTEs, in Hours	Total FTEs, in Hours
EXECUTIVE				
Managing Director	N/A		863	863
OPERATIONS				
Director of Operations	N/A		1,228.5	1,228.50
<i>Quick-Start Programs (Management, support, field work)</i>				
Development Manager	N/A		547.00	547.00
Installer(s)	1	85.00		85.00
Installer(s)	2	357.95		357.95
Installer(s)	3	114.50		114.50
Installer(s)	4	892.00		892.00
Installer(s)	5	2,034.00		2,034.00
Installer(s)	6	784.75		784.75
Installer(s)	7	1,249.00		1,249.00
Installer(s)	8	2,634.82		2,634.82
Installer(s)	N/A		2,943.05	2,943.05
Program Manager	1	885.25		885.25
Program Manager	5	2,780.55		2,780.55
Program Manager	7	57.00		57.00
Program Manager	N/A		2,156.25	2,156.25
Project Assistant	1	447.00		447.00
Project Assistant	5	536.75		536.75
Project Manager	5	1,100.50		1,100.50
Project Manager	N/A		2,160.21	2,160.21
Project Specialist	2	257.75		257.75
Project Specialist	N/A		80.50	80.50
Support Staff	1	111.00		111.00
Support Staff	2	523.50		523.50
Support Staff	4	170.50		170.50
Support Staff	5	156.50		156.50
Support Staff	6	499.00		499.00
Support Staff	7	549.00		549.00
Support Staff	8	476.50		476.50
Support Staff	N/A		7,851.35	7,851.35
Subtotal Quick-Start		16,702.82	15,738.36	32,441.18
<i>Workforce Development</i>				

Job Title	Ward (if District Resident)	District Resident FTE Green Jobs, in Hours	Non-District Resident FTEs, in Hours	Total FTEs, in Hours
Workforce Development Manager	1	834.65		834.65
Operations	1	181.50		181.5
Operations	N/A		4.50	4.5
Subtotal Workforce Development		1,016.15	4.50	1,020.65
SUPPORT SERVICES				
<i>Administration (including HR, Accounting, IT)</i>				
Accounting Manager	1	30.00		30.00
Accounting Manager	6	2.00		2.00
Accounting Manager	N/A		178.37	178.37
Administration Manager	N/A		642.50	642.50
Administrative Assistant	7	1,224.50		1,224.50
Administrative Assistant	8	417.25		417.25
Administrative Assistant	N/A		261.01	261.01
Data Entry	5	80.00		80.00
Data Entry	7	258.00		258.00
Data Entry	8	64.00		64.00
HR Representative	2	236.00		236.00
HR Representative	N/A		744.00	744.00
IT Manager	N/A		264.00	264.00
Receptionist	N/A		2.00	2.00
Subtotal Administration		2,311.75	2,091.88	4,403.63
<i>Consumer Education and Marketing</i>				
Marketing Assistant	5	144		144.00
Marketing Assistant	5	144.00		144.00
Marketing Manager	1	1,015.00		1,015.00
Marketing Manager	6	357.50		357.50
Marketing Manager	N/A		823.00	823.00
Subtotal Consumer Education		1,516.50	823.00	2,339.50
<i>Compliance</i>				
Compliance Assistant	5	289.00		289.00
Compliance Assistant	5	1,180.00		1,180.00
Compliance Assistant	7	1,015.00		1,015.00
Compliance Executive	5	1,633.00		1,633.00
Compliance Executive	N/A		222.00	222.00
Compliance Manager	N/A		769.75	769.75
Legal	N/A		1.00	1.00
Subtotal Compliance		3,828.00	992.75	4,820.75

Job Title	Ward (if District Resident)	District Resident FTE Green Jobs, in Hours	Non- District Resident FTEs, in Hours	Total FTEs, in Hours
PLANNING, POLICY, & PUBLIC AFFAIRS				
<i>Public Affairs</i>				
Public Affairs Manager	6	643.50		643.50
Subtotal Public Affairs		643.50		643.50
<i>Community Outreach</i>				
Canvasser	1	3,344.70		3,344.70
Canvasser	2	2,995.13		2,995.13
Canvasser	3	1,447.36		1,447.36
Canvasser	4	2,548.82		2,548.82
Canvasser	5	3,083.50		3,083.50
Canvasser	6	2,236.00		2,236.00
Canvasser	7	1,973.50		1,973.50
Canvasser	8	3,174.98		3,174.98
Canvasser	N/A		162.04	162.04
Communications Liaison	1	13.50		13.50
Program Manager	6	958.73		958.73
Field Support	1	630.00		630.00
Field Support	2	382.55		382.55
Field Support	3	653.00		653.00
Field Support	4	325.00		325.00
Field Support	5	539.25		539.25
Field Support	7	964.00		964.00
Field Support	N/A		1,069.51	1,069.51
Support Staff	5	1,230.00		1,230.00
Support Staff	N/A		157.15	157.15
Operations	1	635.50		635.50
Operations	5	480.00		480.00
Operations	N/A		702.55	702.55
Leader	5	801.50		801.50
Leader	8	323.00		323.00
Subtotal Community Outreach		28,740.02	2,091.25	30,831.27
<i>Market Transformation</i>				
Market Transformation Advisor	1	30.00		30.00
Market Transformation Advisor	3	71.7		71.7
Market Transformation Advisor	N/A		813.00	813.00
Market Transformation Associate	1	300.00		300.00
Market Transformation Associate	4	92.50		92.50

Job Title	Ward (if District Resident)	District Resident FTE Green Jobs, in Hours	Non- District Resident FTEs, in Hours	Total FTEs, in Hours
Market Transformation Associate	N/A		488.75	488.75
Analyst	N/A		97.00	97.00
Support Staff	1	97.50		97.50
Subtotal Market Transformation		591.70	1,398.75	1,990.45
<i>Market Analysis and Finance</i>				
Analyst	N/A		131.00	131.00
Market Analysis Researcher	4	78.00		78.00
Market Analysis Researcher	N/A		223.62	223.62
Project Manager	N/A		122.46	122.46
Subtotal Market Analysis / Finance		78.00	477.08	555.08
TOTALS				
Total FTE Job Hours		57,913.19	25,709.07	83,622.26
Total FTE Jobs (Hours / 2,080)		27.84	12.36	40.20

* All DC SEU jobs are paid at or above the Living Wage of \$12.50 per hour

7 Attachments

[Attachment 1 - All Financial Activity](#)

[Attachment 2 – Annual Budget for FY 2012](#)

[Attachment 3 – Marketing Materials and Branding Activity](#)

[Attachment 4 –DC SEU Outreach Activity](#)

[Attachment 5 – Building the DC SEU’s Future Work](#)

[Attachment 6 – Workforce Development Strategy](#)

[Attachment 7 – Statement of Compliance](#)

DDOE
2011 DC SEU Program Budget
TOTAL ACTUAL SPENDING SUMMARY

ATTACHMENT 1

	March Invoice	April Invoice	May Invoice	June Invoice	July Invoice	August Invoice	Sept Invoice	Incentive Invoice #1	Incentive Invoice #2	Incentive Invoice #3	2011 Final Spending	2011 Contract Budget	Variance
Labor Spending													
Internal Labor	\$7,383	\$35,421	\$69,258	\$92,819	\$99,519	\$114,082	\$120,583				\$539,065	\$944,690	\$405,625
Fringes	\$2,997	\$14,381	\$28,119	\$37,685	\$40,405	\$46,317	\$48,957				\$218,861	\$375,042	\$156,181
Total Labor	\$10,380	\$49,802	\$97,377	\$130,504	\$139,924	\$160,399	\$169,540	\$0	\$0	\$0	\$757,926	\$1,319,732	\$561,806
Non - Labor Spending													
Subcontractor				\$255,699	\$420,301	\$401,339	\$1,992,474				\$3,069,813	\$2,172,538	(\$897,275)
Teaming Partners											\$0	\$639,803	\$639,803
Incentives								\$546,853			\$546,853	\$580,790	\$33,937
Materials			\$11,736	\$24,428	\$21,172	\$33,416	\$629,763				\$720,515	\$499,457	(\$221,058)
Phone / Internet	\$218	\$227	\$2,156	\$1,899	\$2,256	\$3,052	\$1,178				\$10,986	\$24,500	\$13,514
Travel	\$886	\$13,102	\$8,100	\$47,338	\$21,497	\$23,935	\$60,671				\$175,529	\$130,225	(\$45,304)
Copy / Printing			\$1,957	\$2,256	\$5,062	\$13,780	\$20,119				\$43,174	\$19,200	(\$23,974)
Postage / Shipping		\$230	\$235	\$392	\$4,636	\$1,586	\$3,759				\$10,838	\$20,300	\$9,462
Conf/ Mem/ Training		\$24,300	\$510	\$55	\$80,947	\$30,564	\$68				\$136,444	\$3,400	(\$133,044)
Office Expense											\$0	\$550	\$550
Equipment											\$0	\$5,000	\$5,000
Software Expense											\$0	\$9,100	\$9,100
Occupancy											\$0	\$100,807	\$100,807
Depreciation											\$0	\$35,638	\$35,638
Other Expenses		\$38,974	\$19,352	\$12,868	\$92,447	\$106,474	\$104,823				\$374,938	\$326,319	(\$48,619)
Total Non - Labor Spending	\$1,104	\$76,833	\$44,046	\$344,935	\$648,318	\$614,146	\$3,359,709	\$0	\$0	\$0	\$5,089,090	\$4,567,627	(\$521,463)
Total Direct Spending	\$11,484	\$126,635	\$141,423	\$475,439	\$788,242	\$774,545	\$3,529,249	\$0	\$0	\$0	\$5,847,016	\$5,887,359	\$40,343
Alloction Basis	\$11,484	\$126,635	\$141,423	\$475,439	\$788,242	\$774,545	\$2,982,396	\$0	\$0	\$0	\$5,300,163	\$5,306,569	\$6,406
VEIC Allocations													
Indirect Allocations	\$2,274	\$25,074	\$28,002	\$94,137	\$156,072	\$149,736	\$551,743				\$1,007,038	\$939,263	(\$67,775)
Total Spending	\$13,759	\$151,709	\$169,425	\$569,576	\$944,314	\$924,281	\$4,080,992	\$0	\$0	\$0	\$6,854,054	\$6,826,622	(\$27,432)
Operations Fee 4%	\$550	\$6,068	\$6,777	\$22,783	\$37,773	\$36,971	\$163,240				\$274,162	\$273,065	(\$1,097)
Performance Fee								\$200,000	\$40,000	\$60,000	\$300,000	\$300,000	\$0
Mar - Aug Indirect Rate Adj							(\$27,568)				(\$27,568)		\$27,568
Total Spending Including Fee	\$14,309	\$157,777	\$176,202	\$592,359	\$982,086	\$961,252	\$4,216,663	\$200,000	\$40,000	\$60,000	\$7,400,648	\$7,399,687	(\$961)

DDOE
DC SEU Program Budget - 2012
TOTAL PROGRAM SPENDING BY DELIVERABLE

ATTACHMENT 2

	Program Delivery					SUPPORTING SERVICES									Total DC SEU	
	Low Income	Market Rate Residential	C & I	Renewables	Sub Total	Mgmt./ Administration (includes office, accounting, HR, IT, legal)	Marketing (includes non-program specific community engagement)	Call Center/ Customer Service	Public Affairs	Program Planning	Workforce Development	Compliance	Development of 3rd Party Financing	Sub Total		
Labor Spending																
Internal Labor	\$540,282	\$321,727	\$776,683	\$46,629	\$1,685,321	\$499,929	\$182,816	\$87,133	\$0	\$132,228	\$0	\$0	\$0	\$0	\$902,106	\$2,587,427
Fringes	\$214,492	\$127,726	\$308,343	\$18,512	\$669,073	\$198,472	\$72,578	\$34,592	\$0	\$52,495	\$0	\$0	\$0	\$0	\$358,136	\$1,027,209
Total Labor	\$754,774	\$449,453	\$1,085,026	\$65,141	\$2,354,394	\$698,401	\$255,394	\$121,724	\$0	\$184,723	\$0	\$0	\$0	\$1,260,242	\$3,614,636	
Non - Labor Spending																
Subcontractor	\$342,500	\$169,275	\$122,120	\$190,000	\$823,895	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$823,895
Teaming Partners	\$55,000	\$110,000	\$623,535	\$0	\$788,535	\$54,000	\$75,000	\$0	\$105,000	\$70,000	\$125,000	\$165,000	\$85,000	\$679,000	\$1,467,535	
Incentives	\$775,000	\$497,000	\$2,075,000	\$0	\$3,347,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,347,000	
Materials	\$716,563	\$38,050	\$94,839	\$0	\$849,451	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$849,451	
Phone / Internet	\$6,000	\$3,000	\$841	\$0	\$9,841	\$50,385	\$4,600	\$0	\$0	\$0	\$0	\$0	\$0	\$54,985	\$64,825	
Travel	\$27,000	\$35,000	\$5,680	\$0	\$67,680	\$25,000	\$0	\$0	\$0	\$0	\$2,000	\$2,000	\$2,000	\$31,000	\$98,680	
Copy / Printing	\$6,000	\$3,000	\$841	\$0	\$9,841	\$50,385	\$4,600	\$0	\$0	\$0	\$0	\$0	\$0	\$54,985	\$64,825	
Postage / Shipping	\$6,000	\$3,000	\$841	\$0	\$9,841	\$50,385	\$4,600	\$0	\$0	\$0	\$0	\$0	\$0	\$54,985	\$64,825	
Conferences/Memberships/Staff Training	\$6,000	\$3,000	\$841	\$0	\$9,841	\$50,385	\$4,600	\$0	\$0	\$0	\$0	\$0	\$0	\$54,985	\$64,825	
Office Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Equipment	\$6,000	\$3,000	\$841	\$0	\$9,841	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,841	
Equipment Rentals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Maint. & Repairs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
IT Maint. Repairs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Software Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Occupancy	\$0	\$0	\$0	\$0	\$0	\$375,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$375,000	\$375,000	
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$441,600	\$0	\$0	\$0	\$0	\$0	\$0	\$441,600	\$441,600	
Total Non - Labor Spending	\$1,946,063	\$864,325	\$2,925,378	\$190,000	\$5,925,765	\$655,538	\$535,000	\$0	\$105,000	\$70,000	\$127,000	\$167,000	\$87,000	\$1,746,538	\$7,672,303	
Total Direct Spending	\$2,700,836	\$1,313,778	\$4,010,404	\$255,141	\$8,280,159	\$1,353,939	\$790,394	\$121,724	\$105,000	\$254,723	\$127,000	\$167,000	\$87,000	\$3,006,780	\$11,286,939	
VEIC Allocations																
Indirect Allocations	\$340,873	\$144,570	\$342,566	\$45,160	\$873,169	\$239,647	\$139,900	\$21,545	\$18,585	\$45,086	\$22,479	\$29,559	\$15,399	\$532,200	\$1,405,369	
Subtotal/Allocation Basis	\$3,041,709	\$1,458,347	\$4,352,970	\$300,301	\$9,153,328	\$1,593,586	\$930,294	\$143,269	\$123,585	\$299,809	\$149,479	\$196,559	\$102,399	\$3,538,980	\$12,692,308	
DC Supporting Services Allocations																
Mgmt./Administration	\$529,559	\$253,897	\$757,848	\$52,282	\$1,593,586	(\$1,593,586)								(\$1,593,586)	\$0	
Marketing	\$309,143	\$148,218	\$442,412	\$30,521	\$930,294		(\$930,294)							(\$930,294)	\$0	
Call Center/ Customer Support	\$47,609	\$22,826	\$68,133	\$4,700	\$143,269			(\$143,269)						(\$143,269)	\$0	
Public Affairs	\$41,068	\$19,690	\$58,772	\$4,055	\$123,585				(\$123,585)					(\$123,585)	\$0	
Program Planning	\$99,628	\$47,767	\$142,578	\$9,836	\$299,809					(\$299,809)				(\$299,809)	\$0	
Workforce Development	\$49,673	\$23,816	\$71,086	\$4,904	\$149,479						(\$149,479)			(\$149,479)	\$0	
Compliance	\$65,318	\$31,317	\$93,476	\$6,449	\$196,559							(\$196,559)		(\$196,559)	\$0	
Development of 3rd Party Financing	\$34,028	\$16,315	\$48,697	\$3,359	\$102,399								(\$102,399)	(\$102,399)	\$0	
Total DC Support	\$1,176,026	\$563,845	\$1,683,003	\$116,106	\$3,538,980	(\$1,593,586)	(\$930,294)	(\$143,269)	(\$123,585)	(\$299,809)	(\$149,479)	(\$196,559)	(\$102,399)	(\$3,538,980)	\$0	
Total Spending	\$4,217,735	\$2,022,193	\$6,035,973	\$416,408	\$12,692,308	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,692,308	
Operations Fee at 4% Performance Fee EM&V Set Aside																
Operations Fee at 4%	\$168,709	\$80,888	\$241,439	\$16,656	\$507,692	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$507,692
Performance Fee																\$600,000
EM&V Set Aside																\$1,200,000
Total Spending Including Fee	\$4,386,444	\$2,103,080	\$6,277,412	\$433,064	\$13,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000,000

DC SEU Marketing Materials and Branding Activity Contract Period 1



DC SEU website

DCSEU
DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

COMMUNITY ENGAGEMENT • ECONOMIC DEVELOPMENT • JOB CREATION • PRESERVATION • GOVERNMENT ENGAGEMENT • ECONOMIC DEVELOPMENT • ENVIRONMENTAL PRESERVATION • COMMUNITY ENGAGEMENT • GOVERNMENT ENGAGEMENT • JOB CREATION • ENVIRONMENTAL PRESERVATION • ECONOMIC DEVELOPMENT • JOB CREATION • ENVIRONMENTAL PRESERVATION

855-MY-DCSEU • WWW.DCSEU.COM

The District of Columbia Sustainable Energy Utility (DCSEU) is designed to help District households, businesses, and institutions **save energy and money through energy efficiency and renewable energy programs.**

Led by the Sustainable Energy Partnership, the DCSEU is committed to community engagement, economic development, job creation, and environmental preservation.

PROGRAMS COMING SOON:

Low-income Multifamily Program
launching in late May

- Free direct installation of energy-efficient lighting, water conservation, and other products in qualified buildings.
- General assessment of other energy-saving opportunities

Direct Installation Program for Commercial Buildings
launching this summer

- Focus on smaller businesses
- Free or low-cost direct measure installation and opportunity assessment
- Follow-up on building envelope and equipment measures, including renewable technologies

Home Retrofit Program
launching this summer

- Targeted consumer education, technical assistance, and financial incentives with a focus on direct installation services in existing homes

For more information, visit our website at WWW.DCSEU.COM.

DC Sustainable Energy Utility is a project of the Sustainable Energy Partnership under contract to the District Department of the Environment.

DC SEU general brochure

DCSEU
DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

The District of Columbia Sustainable Energy Utility and the Sustainable Energy Partnership

OVERVIEW

- The Council of the District of Columbia enacted the Clean and Affordable Energy Act of 2008 (CAEA), which called for the creation of the District of Columbia Sustainable Energy Utility (DC SEU).
- With goals provided by CAEA, the District Department of the Environment designed a performance-based contract for a DCSEU responsible for:
 - Creating at least 33 green jobs for District residents in the first year. As each subsequent year is funded, the jobs census increases to 66 in the second year, 77 in the third year, and 88 in the fourth year and thereafter.
 - Dedicating at least 30% of contract spending to improving energy efficiency in low-income housing.
 - Reducing energy use (both electricity and natural gas) in District of Columbia homes and businesses by 1% annually.
 - Achieving First Source Employment goals of 51% local hires and Certified Business Enterprise (CBE) contracting goals of 35% in the first year and 50% in future years.
- The Sustainable Energy Partnership has been selected through competitive bid to design, develop and deliver DC SEU services.

WHO

- The Sustainable Energy Partnership:
 - Is led by the Vermont Energy Investment Corporation (VEIC), a mission-driven nonprofit organization founded in 1986 to reduce the economic and environmental costs of energy use. VEIC has a strong record of designing and implementing effective and efficient energy programs for states, municipalities, and utilities. VEIC is best known for developing and delivering the nation's first energy efficiency utility.
 - Includes local teaming partners: George L. Nichols & Associates; PEER Consultants, P.C.; Taurus Development Group; Loretta Caldwell & Associates; Institute for Market Transformation; DC Project / Weatherize DC; Skyline Innovations; PES Group.

80 M Street SE, Suite 310, Washington, DC 20003 • www.dcseu.com
Phone: 202-479-2222 • Toll-free: 855-MY-DCSEU/855-693-2738 • Fax: 202-693-6748

WHAT

- The Partnership operates under a performance-based contract to provide energy efficiency and renewable energy services to homes and businesses.
- Its work is being designed to meet the performance benchmarks included in the DC SEU contract:
 - improve the energy efficiency of housing for low-income residents
 - reduce per-capita energy consumption
 - reduce the growth rate of peak electricity demand
 - increase renewable energy generating capacity
 - reduce the growth rate of demand by the District's largest energy users
 - increase the number of green collar jobs
- The DC SEU is funded by the Sustainable Energy Trust Fund, established by the CAEA, with a fiscal year (FY) 2011 budget to the DC SEU of approximately \$7 million.

WHERE

- The Partnership is a local initiative, with offices in the District.
- The Partnership places a premium on local staffing and contracting, with a central focus on job creation for District residents.
- Contracting opportunities are designed to maximize District-based businesses employing District residents.

WHEN

- Within 60 days of contract execution, the DC SEU launched a program to reduce energy use in low-income multifamily buildings.
- This initial ramp-up is being followed by further quick-start initiatives to address commercial and institutional buildings and single-family homes.
- The initial contract term for the Partnership is through September 30, 2011.

WHY

- The District of Columbia estimates that it currently spends approximately \$79 million each year on energy use in public buildings alone.
- Residential and commercial energy consumption are the largest drivers of greenhouse gas emissions in the District of Columbia, with 15% of emissions coming from residences and 52% from commercial and institutional sectors.

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DCSEU

DC SEU fact sheet

DCSEU
DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

LOW-INCOME MULTIFAMILY PROGRAM

The District of Columbia Sustainable Energy Utility (DC SEU) Low-Income Multifamily (LI-MF) program provides low-cost energy audits to income-qualified multifamily rental properties throughout the District. The program is available to a limited number of properties until the end of September 30, 2011.

How Does the Program Work?

Trained construction workers on behalf of the DC SEU will visit income-qualified multifamily buildings and install energy-efficient equipment such as compact fluorescent light bulbs, water-saving toilets, and low-flow showerheads and faucet aerators, in each unit at no cost to the building owner or residents. The program may also include the replacement of digital window air conditioning and window air conditioning units that meet or exceed ENERGY STAR® standards.

Who in the building, contractors will also:

- provide each resident with information on simple steps they can take to reduce energy use;
- work with building maintenance staff to identify energy-saving opportunities for future programs and
- conduct preliminary assessments for future renewable energy installations, specifically solar domestic hot water.

Program Benefits:

The Low-Income Multifamily (LI-MF) program will benefit residents, building owners and operating staff, and the community as a whole, by:

- reducing living expenses for low-income residents;
- maintaining or improving the condition of rental properties;
- reducing operating costs for building owners, keeping operating costs down and reducing overall pressure on rates;
- reducing emissions about their energy use, so they can take a greater degree of control over their energy costs; increasing building for larger-scale energy retrofits in the future, including potential improvements to HVAC, elevators, hot water, building shell, and lighting systems; and
- ensuring greater job for residents, owners, and operating contractors, whose communications can lead to more work in the construction and associated trades.

On average, the District installation services will reduce combined electric and natural gas utility costs by approximately **\$60 per year**, per apartment unit.

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DCSEU
DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

DON'T MISS THIS OPPORTUNITY TO SAVE YOUR BUSINESS MONEY!

The District of Columbia Sustainable Energy Utility (DC SEU) Small Business (SB) program provides low-cost energy audits for small businesses throughout the District - at no cost to the business! The program is available for a limited time with an anticipated end date of September 30, 2011.

How does the program work?

Throughout August and September, DC SEU program representatives will visit small businesses to assess their energy needs and identify energy-saving opportunities including **efficient lighting upgrades, energy audits, and other energy-efficient equipment recommendations** to help reduce your electricity usage and save your business money.

After the initial assessment, trained contractors working on behalf of the DC SEU will return to install energy-efficient equipment such as new or compact fluorescent light bulbs (CFLs), programmable thermostats, water faucet aerators, and low-flow faucet aerators at no cost to the business. The program also includes the replacement of digital thermostat and window air conditioning units that meet or exceed ENERGY STAR® standards.

Who in the building, contractors will also:

- provide your business with information on simple steps you can take to reduce energy use; and
- identify energy-saving opportunities for future DC SEU programs.

Are you in luck and for the DC SEU representatives coming your way to take advantage of the limited time offer and start saving on your energy bill?

Questions?

For more information about this and other DC SEU programs, visit our website at www.dcs.eu.com, e-mail us at info@dcs.eu.com or call toll-free **855-MY-DCSEU** (303-493-2736).

The DC Sustainable Energy Utility is a part of the Sustainable Energy Partnership with contract to the District Department of the Environment (DDOE).

301 M STREET, NE, SUITE 200, WASHINGTON, DC 20002 • WWW.DCSEU.COM
PHONE: 202-479-2222 • TOLL-FREE: 855-MY-DCSEU (855-608-4738) • FAX: 202-463-6749

DCSEU
DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

SINGLE-FAMILY RESIDENTIAL PROGRAM

The District of Columbia Sustainable Energy Utility (DC SEU) Single Family Residential (SFR) program provides home energy audits to single-family homes in targeted neighborhoods throughout the District. Your home is located within one of the target areas and, for a limited time, you can take advantage of the high-value, low-cost introductory residential program and begin saving on your energy bills immediately!

How Does the Program Work?

The DC SEU will contact you directly to notify if the Single Family Residential program. Upon enrollment, a two-person residential crew will be assigned to your area, in return for a \$100 co-payment, will perform 45-60 minutes of residential work to help you feel more comfortable inside your home year-round.

In addition to the measures installed by the contractors, homeowners will receive a thorough overview of specific energy efficiency practices for future implementation.

Single Family Residential Quick Start program contractors have the ability to install:

- Compact fluorescent light bulbs (CFLs)
- Water conserving shower heads and faucet aerators
- Hot water tank and pipe insulation
- A/Cs and furnace servicing
- Duct sealing

Be sure to look out for the DC SEU representatives coming your way to take advantage of the limited time offer and start saving on your energy bill!

Questions?

For more information about this and other DC SEU programs, visit www.dcs.eu.com, email us at info@dcs.eu.com or call toll-free **855-MY-DCSEU** (303-493-2736).

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DC SEU Quick-Start Program fact sheets (English)

DCSEU
DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

NO SE PIERDA ESTA OPORTUNIDAD DE AHORRAR DINERO A SU NEGOCIO!

El Distrito de Columbia Sustainable Energy Utility (DC SEU) presenta un programa de instalación directa para las pequeñas empresas. Disponible por tiempo limitado, este programa proporciona instalaciones de ahorro de energía y de mantenimiento eficiente de los equipos empresariales.

¿Cómo funciona el programa?

Este programa representa el DC SEU visitará las pequeñas empresas en el Distrito para promover al DC SEU y generar interés en nuestro programa de instalación directa para las pequeñas empresas.

En las sesiones rápidas, contratistas entrenados trabajarán por el DC SEU reducir su consumo de energía para hacer a cada una un profesional del uso de energía y reducir sus costos para identificar oportunidades de ahorro de energía fáciles para usted. Los contratistas identificarán a través de una evaluación rápida los problemas de iluminación, aislamiento y otros problemas de eficiencia energética y productos distribuidos para cambiar a reducir su consumo de energía y reducir costos.

Después de la evaluación inicial, los contratistas entrenados volverán a su negocio para instalar productos eficientes, tales como bombillas fluorescentes compactas (CFLs) y lavaplatos LED, calentadores de agua y de tubería de agua caliente y válvulas de ahorro de agua, así como algunos otros proyectos. El programa también puede incluir el reemplazo de sensores de ruidos que son acústicamente de ruidos con sus acumulaciones que cumplen o exceden los niveles de ENERGY STAR®.

Los contratistas de instalación directa informarán sobre los pasos simples que puede tomar para reducir su consumo de energía anual en su negocio y trabajar con usted para identificar oportunidades de ahorro de energía para futuros programas del DC SEU.

¿Ya le han venido por favor a representantes y contratistas entrenados del DC SEU "ahorro" energía y mantenimiento eficiente de los equipos empresariales por tiempo limitado, distribuido para ahorrarle dinero a su negocio?

¿Preguntas?

Para más información sobre este y otros programas del DC SEU, visite por internet a www.dcs.eu.com o envíe un correo electrónico a info@dcs.eu.com o llámanos al número gratuito **855-MY-DCSEU** (303-493-2736).

The DC Sustainable Energy Utility is a part of the Sustainable Energy Partnership with contract to the District Department of the Environment (DDOE).

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DCSEU
DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

哥伦比亚特区可持续性能源效用

不要错过这个帮您节省商业资金的机会!

哥伦比亚特区可持续性能源效用 (DC SEU) 正在以限时特惠推出节能设备安装项目。在有限的时间里，这个项目为整个地区的中小型商业提供能源审计和能源改造服务。

项目内容包括：

这个夏天，DC SEU 的代表将访问整个地区的小型商业，向其介绍 DC SEU 以及小型商业能源改造项目的优势和特点。

在几周的时间内，训练有素的承包商代表 DC SEU 将到您的商业，以完成能源审计并为您安装符合节能标准的设备。他们将安装一些，例如紧凑型荧光灯泡 (CFLs)、可编程恒温器、节水淋浴喷头和水龙头起泡器、热水管道和管道保温、空调和暖气维护以及密封空调系统。

此外，他们还将为您提供有关如何节省能源的简单步骤，包括节能灯泡 (CFLs)、节水淋浴喷头和水龙头起泡器 (AER) 等。他们还将帮助您识别噪声传感器的声学累积，以符合 ENERGY STAR® 标准的要求。

今天来办公室接受免费的能源审计和节能设备安装项目，在您的 DC SEU 项目中为商业节省更多的资金。

请速向 DC SEU 代表咨询您在有限时间内充分利用这个机会，帮您节省商业资金!

问题：

想了解更多 DC SEU 的项目信息，请访问我们的网站 www.dcs.eu.com，电子邮箱 info@dcs.eu.com，或拨打免费电话 **855-MY-DCSEU** (303-493-2736)。

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DC SEU Quick-Start Program fact sheets (Spanish & Chinese)

DCSEU
DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

10 STEPS TO SAVE ENERGY (AND MONEY) AT HOME!

- Lighting (save 9% of your energy bill):** Always use natural light when possible. If you have not replaced all your standard incandescent light bulbs with compact fluorescent light bulbs (CFLs) or LED (light emitting diode) you are using old technology that produces mostly heat, not light.
 - CFLs are four times more efficient, saving about 75% energy compared to incandescent bulbs, and about \$30 in electricity costs over each bulb's lifetime (DOE).
 - Each bulb offsets about 500 pounds per year of carbon emissions (DOE).
- Phantom or Vampire Loads:** (Using electronics, such as PCs, TVs, DVD's, stereos, microwave, anything that has a clock built in, etc.
 - These phantom electronics are responsible for up to 15% of household electricity use, even when on "off" or "standby" mode.
 - If you unplug such devices, you may save up to \$10 a month on your utility bill (DOE).
 - This may also offset your carbon by about 1000 lbs. per year (DOE).
- Weatherize:** Tighten weatherstripping saves money and makes your home more comfortable.
 - Seal and insulate the "envelope" or "shell" of your home, which may include its outer walls, ceiling, windows, doors, and floors.
 - These techniques can save up to 20% on heating and cooling costs or 10% of total energy costs annually (DOE).
 - This can offset your carbon by about 1000 lbs. per year (DOE).
- Maintenance:** Fan your heating, ventilating, and air conditioning (HVAC) system.
 - If your HVAC system is not performing efficiently, consider replacing it with a unit that has earned the ENERGY STAR rating. Depending on when you're replacing your old heating and cooling equipment with ENERGY STAR qualified equipment can cut your annual energy bill by nearly \$100 (ENERGY STAR).
 - Practice temperature control with your HVAC, especially for periods away from home.
 - Programming your thermostat to lower temperatures during the seasons can save you about \$100 in energy costs every year (ENERGY STAR).
 - These optimal effects can reduce carbon emissions by 20% to 30% (DOE).
- Refrigerators:** Consider replacing your refrigerator if it is 10 years old or does not have an ENERGY STAR label, since your refrigerator is the home appliance that uses the largest amount of energy.
 - New refrigerator models consume 50% less energy than those produced in the early 1990s (ENERGY STAR).
 - Regardless of the model of your refrigerator, you may also reduce the amount of energy your refrigerator or freezer uses. Keep your refrigerator between 38 and 40 degrees Fahrenheit, while positioning it away from a heat source such as an oven, a dishwasher, or direct sunlight from a window.
 - Make sure the door seals are airtight and minimize the amount of time the refrigerator door is open (ENERGY STAR).
- Water Heater:** One of the most significant expenditures of energy that affects other appliances is water heating. From warm showers to hot water for cleaning dishes.

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DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

WAYS TO SAVE ENERGY (AND MONEY) IN YOUR BUSINESS

- Lighting:**
 - Consider using daylight and task lighting when possible.
 - Replace standard incandescent light bulbs with compact fluorescent light bulbs (CFLs). CFLs are 4 times more efficient, saving about 75% energy compared to incandescent bulbs and about \$30 per bulb in electricity.
 - Consider changing to light-emitting diode lamps (LED), especially in hard-to-reach places because they last 25,000 hours, create less heat and are difficult to break.
 - Install light-emitting diode (LED) and night lights. The screen in LED read about \$15 to \$20, will last decades, and give brighter light. If the current old sign will not accept the screen in lighting system, a new LED exit sign that costs about \$75, and will save about 80% over incandescent bulb, providing both you save the maintenance costs of changing bulbs. Some DOE listed save the low advantage of natural light and motion sensors (that note who people are using a room); those will automatically turn off lights and save considerable money.
- Programmable Thermostat:**
 - Consider using programmable thermostats to automate your heating, ventilating, and air conditioning (HVAC) system. CFLs can reduce temperature control costs for air conditioning.
 - Instead of heating or cooling at night, the device can turn the HVAC on one hour before your business opens, so employees and customers enter a comfortable building at the morning.
 - The cost of a unit can range from \$25 to \$100, yet it could cut your HVAC costs about 30% (DOE).
- Kitchen Equipment:**
 - Some energy savings will require longer term investments, such as purchasing ENERGY STAR qualified kitchen appliances.
 - Replacing an ENERGY STAR qualified refrigerator can save over 40% of the energy used by conventional models, which amounts to much as \$140 in savings annually for refrigerators and \$100 for freezers. Home investments reduce energy (DOE).
- Unplugging appliances and electronics or using a smart plug:**
 - Appliances and electronics continue to draw power, even when they are switched off.
 - Unplugging appliances not regularly used or when leaving the building, can reduce your energy bill by up to 7%.
- Maintenance:**
 - Regularly maintain your heating, ventilating, and air conditioning (HVAC) equipment. If your HVAC system is not performing efficiently, much of your energy is wasted.
 - Consider replacing an inefficient system with a unit that has earned the ENERGY STAR rating. Replacing your old heating and cooling equipment with Energy Star qualified equipment will cut your annual energy bill.

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DC SEU energy efficiency tip sheets (Residential & Commercial)

CFLs COME IN A VARIETY OF SHAPES & SIZES



Spiral:
Many people recognize CFLs by their signature twist shape. Spiral CFLs are very versatile and can fit a wide range of fixtures. You can start with the largest size to your bed or in your living room or study. Spiral CFLs are great for the lights you use a lot, like well-lit rooms and entry fens.

Reflector:
Incandescent fixtures are among today's most popular lighting fixtures, and the vast majority of them are fitted with incandescent reflector lamps that can draw 60 to 100 watts of power per lamp. Energy-efficient reflector CFLs are perfect for recessed ceiling fixtures because they spread light out wider and more evenly while using just one-third the energy. Reflector CFLs work well indoors in which fixtures like recessed, candlebra or track lighting, or even in some outdoor fixtures, as long as the CFL is used for outdoor use.

Dimmable:
Dimmable CFLs are available in either spiral or reflector styles. Check the package to make sure your new CFL is designed to be used with a dimmer switch. Dimmable CFLs need to be used with mechanical dials and rotary controls, but also with electronic dimming controls, programmable controls, and remote controls.

Globe:
Globe-shaped CFLs can replace incandescent bulbs in bathroom vanities and ceiling fixtures. Like other compact fluorescent lamps, globe CFLs take time to warm up to reach full brightness. Once they're warmed up, they provide the same amount of light as an incandescent light bulb and they use much less energy.

A-Style:
Also referred to as "incandescent," A-style CFLs have the same look and feel of traditional incandescent bulbs, but they use much more energy efficient. They can be used anywhere you could use a regular incandescent, even with dimmers, as long as the dimmer works with your CFL.

Candleabra:
CFLs can be the right choice for a decorative light fixture. Attractive candleabra CFLs are perfect for chandeliers, ceiling fans, wall scones, recessed outdoor lights, and other fixtures where you can see the light bulb. These also happen also make them just right for some fixtures where a bigger light bulb would fit.

3-Way:
CFLs can also work in 3-way lamps. Check the package when you go to the store to make sure your new CFL will work in a 3-way lamp. A regular CFL can be used in a 3-way lamp, but you will only get light in the middle of the three on positions.

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CFLs: FREQUENTLY ASKED QUESTIONS

Why should I use CFLs?
The real cost of a light bulb is not what it costs to purchase, but what it costs to use. CFLs use less energy than traditional incandescent bulbs. Even though a single CFL costs more than a single incandescent bulb, you'll actually save more money in the long run.

- A CFL uses approximately 75% less energy than a standard incandescent light bulb
- A CFL last up to 10 times longer than a standard incandescent light bulb
- If you switch out the six most used incandescent light bulbs in your home for CFLs, you could save up to \$200 over the lifetime of the bulbs. So for extra money you spend at the store it could pay for itself on your energy bill.

Where should I use CFLs?
Consider switching all your light bulbs to CFLs. Good locations to switch from incandescent light bulbs to CFLs include bedrooms in your living room, family room, kitchen, bathroom and den. Outdoor light fixtures are also great places to use CFLs, but make sure you look for a CFL that says it's outdoor rated on the package if it's going to be directly exposed to the elements.

Will CFLs fit in my existing light fixtures?
CFLs can replace regular incandescent bulbs in almost any fixture. They come in a wide variety of sizes and shapes, including globe CFLs for your bathroom vanity, chandelier bulbs, CFLs for recessed fixtures, and even CFLs shaped like traditional light bulbs.

If you want to use a CFL in an entirely enclosed fixture, check the CFL packaging to ensure it may be used in this type of fixture. Additionally, some ENERGY STAR qualified CFLs are specifically designed to provide dimming and those may functionally—those options will be identified on the product packaging.

Do CFLs work outside?
CFLs are great outdoors, especially on the fixtures you have on all night in your porch or lamp post. They are often the first choice people try there out. Many CFLs can be used in covered or open fixtures outside, as well as in recessed cans and track lighting. In extreme cold, CFLs can take longer to reach their full brightness. CFLs are still a great way to light outdoors throughout the year. Check the packaging to confirm that a CFL is rated for cold or outdoor use.

Can I use CFLs in places where I turn the lights on/off a lot?
CFLs work best when they are on for over 15 minutes at a time. To take full advantage of its energy savings and long life of ENERGY STAR qualified CFLs, it is best to use them in light fixtures you use more often.

Do CFLs contain mercury? If so, how much?
CFLs have a very small amount of mercury inside them—less than 5 milligrams. The amount of mercury in a CFL is 1/3 the amount in a watch battery. Older household thermometers contain about 500 mg of mercury. It would take over 100 CFLs to equal that amount. No mercury is released when a CFL is used normally and isn't broken.

What special precautions should I take with CFLs?
Like anything made of glass, CFLs can break if you drop them, so be careful when you're handling them. Always screw and unscrew the bulb at its base and never force a CFL into a light socket. For information on what to do if your CFL breaks, visit www.deseu.com.

How do I dispose of CFLs?
CFLs do not need to be disposed of properly. District residents can take CFLs and Household Hazardous Waste (HHW) to the 75 Union Transfer Station (1000 John McCormack Road NE) on the first Saturday of the month who disposed of safely and properly. Residents can also bring their CFLs to Home Depot, Home Value Hardware, Best, and Lowes. For more information on other locations that may accept CFLs and other HHW, visit www.eart101.org.

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DC SEU CFL fact sheet



DC SEU ID cards



DC SEU clipboards



DC SEU lanyards

BUILDING A GREENER ENERGY FUTURE FOR THE DISTRICT

saving money and energy where you live and work • growing the local economy • creating green jobs for District residents



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DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

a new kind of utility WWW.DCSEU.COM/MYDCSEU



Government of the District of Columbia
Vincent C. Gray, Mayor



The DC Sustainable Energy Utility is a part of the Sustainable Energy Partnership under contract to the District Department of the Environment.



DC SEU mass media advertising campaign



DC SEU-branded compact fluorescent light bulb (CFL)



DC SEU tote bag



DC SEU T-shirt



DC SEU consumer events (H Street Festival)

DC SEU Outreach Activity in Contract Period 1

Public Affairs, Governmental Affairs, Community Engagement

Public Affairs / Governmental Affairs activity throughout Contract Period 1

Date and Meeting	Key Officials	Outcome
<p>May 4 – Pepco DC SEU representatives: George Nichols, Scott Johnstone, David Barash</p>	<p>Dr. Donna Cooper, Vice President for Government Affairs, SEU Advisory Board Stephen L. Sunderhauf, Manager of Program Design and Evaluation Manuel Vera, Demand Side Management Commercial Program Manager Charles Driggs, Manager Demand Side Management</p>	<p>Pepco provided information on previously operated Pepco programs supported by the DDOE; Pepco agreed to share aggregate level data; leveraged opportunities for information dissemination.</p>
<p>May 5 – DC Environmental Network DC SEU representative: George Nichols</p>	<p>Chris Weiss, Executive Director Commissioner Rick Morgan</p>	<p>Appears to be broad support for DC Distributed Energy Generation policy</p>
<p>May 7 – Office of Peoples Counsel Distributed Energy Generation Workshop DC SEU representative: George Nichols</p>	<p>Commissioner Rick Morgan</p>	<p>Both Commissioner Morgan and George Nichols participated in panel discussion representing DC SEU</p>
<p>May 9 – MWCOG DC SEU representatives: George Nichols Lilia Abron</p>	<p>Joan Rolfs, Environmental Resources Director</p>	<p>Commitment to further explore COG facility for possible retrofit project</p>
<p>May 10, 2011 - DC Office of Planning DC SEU representatives: George Nichols Lilia Abron</p>	<p>Malakia Abernathy</p>	<p>Identification of business and other resource contacts; maps of City</p>
<p>May 12 – Public Service Commission, AMI Consumer Education Task Force DC SEU representative: George Nichols</p>	<p>Linda Jordan, Director, Office of Consumer Services Sandra Mattavous-Fyre, Acting People’s Counsel</p>	<p>Smart Grid Issues; outreach opportunities; policy development collaboration</p>

ATTACHMENT 4

Date and Meeting	Key Officials	Outcome
<p>May 16 – Introduce DC Water to DC SEU and discussions DC SEU representatives: Scott Johnstone George Nichols Lilia Abron</p>	<p>Ernest Jolly, Senior Energy Manager</p>	<p>DCWater is the largest energy user in the District. They have a peaking load of 23 MW. We Identified possible facility improvements where the SEU could take maximum advantage of the state-of-the-art energy generation facilities being installed, and other energy upgrades for leveraging opportunities; data sharing; educational collaboration.</p>
<p>May 18 – DCPS, Mel Butler DC SEU representatives: Lilia Abron George Nichols Eric Belliveau</p>	<p>Mel Butler, Jr. PM, Program Management Team Sean Touhy Stephen Kitterman</p>	<p>Second meeting with DC Public Schools. Future engagement will require new approaches for how the DC SEU can assist. Eric requested a set of drawings for one of their planned projects, and agreed to examine it for energy efficiency recommendations that perhaps DC SEU could support in the future.</p>
<p>May 18 - Downtown DC Business Improvement District DC SEU representative: George Nichols</p>	<p>Scott Pomeroy, Sustainability Manager</p>	<p>Possible policy collaboration on distributed energy generation opportunities.</p>
<p>June 3 – CBE IC Information from DOES</p>	<p>DOES made a presentation to attendees</p>	<p>Raised awareness among CBEs of the RFQ for Quick-Start programs; significantly increased support for DC SEU activity</p>
<p>June 6 – SEU Advisory Board Meeting DC SEU representatives: Scott Johnstone David Barash Other DC SEU staff</p>	<p>SEU Advisory Board members</p>	<p>Progress, planning were reported and discussed. Relationships strengthened through open process.</p>
<p>June 6 – Meeting with Councilmember Mary Cheh’s Legislative Assistant for Environmental Affairs, Matt Orlins DC SEU representatives: Scott Johnstone George Nichols Lilia Abron</p>	<p>Matt Orlins</p>	<p>Relationship building. DC SEU received a briefing and discussed process for addressing issues of interest</p>
<p>July 9 – Ward 8 Economic Development Summit DC SEU representative: George Nichols</p>	<p>Mayor Vincent Gray, Chairman Kwame Brown, Councilmember Marion Barry</p>	<p>Participated in summit discussions on efforts to integrate coordinated strategies for job creation, economic development, sustainability efforts. Possible resource-leveraging opportunities.</p>
<p>July 14 – Advanced Metering Infrastructure (AMI) Advisory Task Force DC SEU representative: George Nichols</p>	<p>Linda Jordan, Chair, Advisory Task Force; Director, Office of Consumer Affairs, Public Service Commission</p>	<p>Relationship building and provided input into AMI and Smart Meter Outreach Program; received public affairs contacts and introductions</p>

ATTACHMENT 4

Date and Meeting	Key Officials	Outcome
July 20 – Greater Washington Board of Trade DC SEU representatives: Scott Johnstone George Nichols	Jim Dinegar , President & CEO Daniel Flores , VP, Regional Government Relations Bob Grow , Senior Director, Government Relations	DC SEU obtained contact-leveraging information for promoting programs to largest energy users in the District, and project support from business sector
July 26– Washington Gas DC SEU representatives: Scott Johnstone George Nichols	Bernice K. McIntyre, Esq. Director, Regulatory Matters (Office of the General Counsel), Washington Gas Light Company; Member, SEU Advisory Board	Data assess and project leveraging opportunities
August 11 - Advanced Metering Infrastructure (AMI) Advisory Task Force DC SEU representative: George Nichols	Linda Jordan , Chair, Advisory Task Force; Director, Office of Consumer Affairs, Public Service Commission	Relationship building and providing input into task force’s AMI and Smart Meter Outreach Program; received public affairs contacts and introductions
August 15 - NeighborWorks America DC SEU representatives: Lilia Abron George Nichols	Leila Finucane Edmonds , Director of National Initiatives	Relationship building and assistance in obtaining contact information on project leads at the DC Dept. of Housing and Community Development
August 30 – DC Office of Aging DC SEU representatives: Lilia Abron George Nichols	Dr. John Thompson , Executive Director	Relationship building and introduction of DC SEU programming and purposes
September 6 - ANC 8A DC SEU representatives: Lilia Abron George Nichols	ANC 8A Commissioners	Relationship building and solicitation of potential projects. Received commitments from Commissioners to promote DC SEU SFQS program
September 7- ANC 1C DC SEU representatives: Lilia Abron George Nichols	ANC 1C Commissioners	Relationship building and solicitation of potential projects
September 7—Office of Councilmember Mary Cheh DC SEU representatives: Scott Johnstone George Nichols	Matt Orlins , Legislative Assistant for Environmental Affairs	Relationship building. DC SEU received a briefing and discussed process for addressing issues of interest
September 8 – Wingate Tenants Association Management Meeting DC SEU representative: George Nichols	Jackie Ward , Councilmember Marion Barry’s Office	Relationship building and introduction to DC SEU programs and outreach efforts
September 12 - East Central Civil Association DC SEU representatives: Lilia Abron Martha Franklin	ECCA Leadership	Relationship-building and solicitation of potential projects.

ATTACHMENT 4

Date and Meeting	Key Officials	Outcome
September 14 – Logan Circle Community Meeting DC SEU representatives: Lilia Abron Martha Franklin	LCC Leadership	Relationship-building and solicitation of potential projects.
September 14 – Meeting with WMATA DC SEU representatives: Scott Johnstone George Nichols	Rachael Healey , Sustainability Project Manager Joan LeLacheur , Deputy Chief	Relationship building and leveraging opportunities explored
September 15 – ANC 7B DC SEU representatives: Lilia Abron George Nichols	ANC 7B Commissioners	Relationship building and solicitation of potential projects.
September 15 – Wingate Tenants Association Management Meeting DC SEU representative: George Nichols	Councilmember Marion Barry Commissioner Lee , Chairman of ANC 8D	Exploration of DC SEU outreach and public affairs opportunities
September 16 – Office of Councilmember Vincent Orange' DC SEU representative: Scott Johnstone George Nichols	Gene Fisher , Committee Director, Committee on Small and Local Business Development	Relationship building and introductions
September 26 - DC Economic Partnership Lab DC SEU representative: George Nichols	Mayor Vincent Gray	Relationship building with GWU and business community as linkage with city sustainability initiative
September 27 – JUDD DC SEU representatives: George Nichols Lilia Abron Maria Brown	Various Officials Representing Pepco, Washington Gas, DC Water, DDOE, OPC and PSC	Relationship building and DC SEU introductions to low-income audience

Community Outreach activity throughout Contract Period 1

Date and Meeting	Key Officials	Outcome
May 9 - DC Public Schools DC SEU representatives: George Nichols Lilia Abron	Mel Butler , Program Director Program Management Team	Identified possible school facilities for leveraging opportunities. Will follow-up with meeting with DC SEU C&I Manager Eric Belliveau.
May 10 - NCPC DC SEU representative: Lilia Abron	Dr. Abron met with senior staff	Identification of information resources for collaboration
May 16 - Community Outreach Support Staff for Wards 7 & 8 DC SEU representatives: Scott Johnstone Lilia Abron	Rev. Anthony J. Motley	Agreed to come on board as outreach resource for Wards 7 and 8
May 17 - Conversation with Councilmember Marion Barry, Social hour in the community DC SEU representatives: Lilia Abron George Nichols Elizabeth Chant	Local Advisory Council NFBPA Jackie Ward ANC Commissioner	Networking and community resource identification
May 23 - Councilmember Tommy Wells DC SEU representatives: George Nichols Lilia Abron	Councilmember Tommy Wells	Identification of key Ward 6 community resources and possible Quick-Start projects; identification of Ward 6 priorities.
May 24 – Washington Gas DC SEU representatives: Scott Johnstone George Nichols Lilia Abron	Bernice K. McIntyre, Esq. , SEU Advisory Board Colin Shay , Director of Business Development Melissa E. Adams , Division Head, Sustainability and Business Dev. Samiah Bahhur , Regulatory Affairs	WG promised commitment for data sharing; and general support. Discussed opportunities for outreach, and we set up a monthly schedule to meet for next several months.
May 25 - Wednesday Clergy Fellowship – Rev. Motley “Examining The Efficiency and Profitability of Faith Based Solar Energy” DC SEU representatives: George Nichols Lilia Abron	Dr. Earl Trent , Florida Avenue Baptist Church Rev. Anthony Motley Volt Energy Company 30 other ministers	Tour of 10 KW roof-top solar array system that feeds power to grid. Opportunities for DC SEU projects and outreach to clergy / minister communities

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Date and Meeting	Key Officials	Outcome
<p>May 26 – ANC 8C DC SEU representatives: George Nichols Lilia Abron</p>	<p>Rev. Anthony Motley Jackie Ward, Councilmember Barry’s Office Commissioner Lee, Ward 8C Chairman</p>	<p>Presentation to ANC 8C Commissioners re: DC SEU and discussed need for Community resources and projects; outreach opportunities / introductions. Another meeting with this ANC is advisable because of the newness of the DC SEU’s services, as a concept, and the DC SEU’s role in the community.</p>
<p>June 1 – Implementation Contractor information meeting Matthews Memorial Baptist Church DC SEU representatives: Lilia Abron Others from the DC SEU</p>	<p>N / A</p>	<p>Of the potential ICs who attended this meeting, 30 responded to the RFQ.</p>
<p>June 1 – DC Office of Planning DC SEU representatives: George Nichols Logan Brown</p>	<p>All 8 principal planners</p>	<p>DC SEU obtained key information about neighborhoods, business districts; also received Ward-specific information.</p>
<p>June 7 – Greater Washington Urban League DC SEU representatives: Lilia Abron George Nichols Jim Grevatt</p>	<p>Maudine Cooper (ED), and staff members Janice Smith, Audrey Epperson (Director of Education)</p>	<p>Discussion of respective strengths for program collaboration and aligning implementation efforts.</p>
<p>June 7- ANC 8A DC SEU representatives Lilia Abron George Nichols</p>	<p>ANC 8A leadership</p>	<p>Introduction to DC SEU completed, and discussion about interests; solicitation of potential projects</p>
<p>June 7 - Single Member District ANC 8C07 PTA DC SEU representatives: Lilia Abron George Nichols</p>	<p>Commissioner Brenda Shields</p>	<p>Introduction of DC SEU to parents and teachers; solicitation of potential projects</p>
<p>June 8 –Wards 4 and 1 business districts walk-through DC SEU representative: Lilia Abron</p>	<p>Marsha Brown, business development specialist for Upper Georgia Avenue businesses</p>	<p>Field assessment of potential business corridors for SCDI Implementation</p>
<p>June 12 – AMI Advisory Task Force DC SEU representative: George Nichols</p>	<p>AMI Advisory Task Force members</p>	<p>DC SEU built relationships and provided input into AMI and Smart Meter Outreach Program</p>
<p>June 13 – H.R. Crawford DC SEU representatives: George Nichols Elizabeth Chant</p>	<p>H, R. Crawford</p>	<p>Identification of potential resources and projects for LIMF Quick-Start Program</p>
<p>June 13 – Greater Washington Board of Trade DC SEU representative: George Nichols</p>	<p>Daniel Flores, VP, Regional Government Relations; Bob Grow, Senior Director, Government Relations</p>	<p>Identified opportunities for collaborative public affairs for outreach to business community</p>
<p>June 20 – ANC 6A Environmental Committee DC SEU representatives: Lilia Abron George Nichols</p>	<p>Elizabeth Nelson</p>	<p>Solicited potential projects, interest in DC SEU</p>

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Date and Meeting	Key Officials	Outcome
<p>June 23 –University of the District of Columbia, Office of the Provost DC SEU representatives: Scott Johnstone David Barash Gail Montplaisir George Nichols</p>	<p>Graeme Baxter, Provost and VP for Academic Affairs</p>	<p>Relationship building, solicitation of potential projects, and discussion of teaming potential</p>
<p>June 29 – Office of Councilmember Yvette Alexander (Ward 7) DC SEU representatives: George Nichols Elizabeth Lindsey</p>	<p>Rayna Smith, staff member</p>	<p>Relationship building, solicitation of potential projects, and discussion of Ward 7 interests</p>
<p>June 30 – SCDI Quick-Start SCDI assessments in Wards 1 and 4 First Baptist Church,712 Randolph Street, NW Washington Pizza, 1358 Randolph Street DC SEU representatives: Danielle Griffin George Nichols</p>	<p>Sam Malone, First Baptist Church</p>	<p>Team will return to install light bulbs, and deliver the assessment results. Buildings were assessed and results planned.</p>
<p>June 30 – ANC 5A10 – Commissioner Corey Griffin DC SEU representative: George Nichols</p>	<p>ANC 5A10 Commissioners</p>	<p>DC SEU relationship-building, solicitation of potential projects, and information about interests of Ward 5</p>
<p>July 11–University of the District of Columbia, Office of the Provost DC SEU representatives: Scott Johnstone David Barash George Nichols</p>	<p>Howard Ways, AICP Director of Planning and Sustainability Office of the Provost / Vice President for Academic Affairs</p>	<p>Relationship building, and refining the role and project teaming opportunities</p>
<p>July 12 – ANC 6A - Commissioner Adam Healy DC SEU representative: George Nichols</p>	<p>ANC 6A Commissioners</p>	<p>Relationship-building and solicitation of potential projects. Received commitments from Commissioners to specifically identify single-family residents who are motivated to participate in Single-Family QS Program</p>
<p>July 14 – ANC 6B- Commissioner Francis Campbell DC SEU representative: George Nichols</p>	<p>ANC 6B Commissioners</p>	<p>Relationship-building and solicitation of potential projects. Received commitments from Commissioners to promote DC SEU SFQS program</p>

Building the DC SEU's Future Work: Market Research, Leveraging of DC SEU Funds, Financing Mechanism Options, and Market Transformation

Market Research

Commercial properties

During FY 2011, PES Group conducted in-depth analysis of the commercial sectors in the District. They analyzed the location, building size, concentration of ownership, energy source, and other factors to obtain a picture of the distribution of properties across the city. This information is essential to planning a commercial program that achieves energy savings targets and delivering energy efficiency services that appeal to many different types of businesses. Because energy use in the District is so highly concentrated in the commercial sector (approximately 65% of total energy use), it is critical that the commercial properties program effectively reduce energy in this sector. The analysis revealed that the majority of commercial buildings in the District are relatively small (half of the commercial buildings are smaller than 5,000 sq. ft. and 90% of the total number of buildings are smaller than 50,000 sq. ft.). Such analysis indicates that a broad program targeted at this building size would reach a wide spectrum of commercial properties. The District has relatively few buildings larger than 100,000 sq. ft. However, despite the much smaller quantity of large commercial buildings, these buildings account for 62% of the city's commercial gross building area. A program could be designed to target these large buildings, possibly resulting in greater energy savings with fewer transaction costs.

This analysis has allowed the program development team to match up the goals of the program with the energy savings target goals. There are often competing goals and priorities within the same program (for instance, the tension to both meet high energy savings and create programs that are inclusive and span all Wards of the city). Having such analysis is a critical first step to establishing programs that address these needs.

Residential Properties

PES Group collected similar data for the residential sector. They analyzed residential building types by number of units, type of tenure (owned or rented), size of home, energy source, property values, and other data points. The analysis also layered this information with household incomes and District building permit data from 2009 to determine the extent of recent renovations. These data are useful for designing a residential retrofit program that accounts for homeownership trends, income levels, and other critical factors that influence participant decisions. For example, it is important to know if most residents of a neighborhood have lower incomes and are "underwater" on their mortgages. The message to those homeowners about how energy efficiency can benefit them would be very different from that to another neighborhood where property values and income are both high.

Leveraging

PES Group has taken the lead on identifying leveraging and funding opportunities for the DC SEU. They researched and coordinated the submission of two proposals that would include funds for the DC SEU.

The first proposal was submitted in July 2011 to Bank of America’s Energy Efficiency Program for Community Development Financial Institutions (CDFIs). PES Group worked with the National Housing Trust (NHT) and Enterprise Community Partners (ECP) to discuss ways in which they could collaborate with the DC SEU to apply for these funds and complete low-income multifamily retrofits in Washington DC. Awards will be made in November. If awarded, the DC SEU would provide credit enhancement and grant funds to do deeper energy efficiency retrofits on low-income multifamily buildings in conjunction with NHT and ECP. (See **Section 4.6.1, Low-Income Multifamily Quick-Start Program** progress to date.)

The second proposal was submitted on behalf of the DC Energy Office (via the DC SEU and VEIC) to work with the State of Washington on a commercial buildings market transformation project. Another DC SEU Teaming Partner, the Institute for Market Transformation (IMT), provided information and analysis for that proposal. The proposal was part of a larger proposal to the U.S. Department of Energy (DOE) State Energy Program 2011 Competitive Awards. DC SEU proposed to use the grant funds to develop the commercial market transformation work already under way. It was proposed that DC SEU would be allocated \$225,000 (with \$25,000 going to DDOE to manage the grant). The funds would be spent primarily to support the commercial program with green leasing initiatives, develop and produce additional marketing and outreach funds for the commercial sector, and hold several events focused on engaging the commercial buildings community in market transformation initiatives. Although DOE did not choose to fund the proposal, the Strategic Planning and Analysis Team received valuable feedback to be integrated into the next proposal.

In addition to proposal writing, PES Group researched existing District incentive programs to determine which DC SEU programs could benefit from or support these existing initiatives. For example, PES Group reached out to local hardware stores to determine if a CFL program would be well-received among business owners. Initial reactions were mixed, but the discussions highlighted that a similar Pepco program had been run two years ago. This information is helpful in determining which aspects of the program were successful and which could be improved upon, should DC SEU pursue this program path.

Qualified Energy Conservation Bonds (QECBs)

As a part of its leveraging initiatives, PES Group’s tax attorney researched the District’s QECB allocation to determine how much, if any, had been spent. Initially it appeared that very little of the money had been allocated already, and that there was potential to leverage these funds within the DC SEU as a source of low cost capital.

DC Public Schools (DCPS) has approached the DC SEU about the possibility of utilizing QECB funds to finance energy efficiency renovations of public school buildings. PES Group worked with the commercial program lead, Eric Belliveau, and DCPS to develop a proposal for DDOE

highlighting the strengths of the school plan, including other funds that may be available to be leveraged in conjunction with this project. For example, this group explored the possibility of undertaking a joint issuance of QECBs and Qualified Zone Academy Bonds (QZABs), another subsidized bond in which 100% of the interest cost (up to a floating cap) is subsidized with federal tax credits. In either case, DCPS and DC SEU would have to demonstrate to the DC Chief Financial Officer (CFO) that the issuances would not be a net negative, or that they would be within DC's annual debt limitation if the CFO has not already approved that portion of the issuance by DDOE.

Although PES Group became aware that the city was considering the use of the funds to retrofit one building at Judiciary Square, they argued that it would be possible to leverage these funds more aggressively through the DC public school system and achieve a greater level of energy savings. Although the city did decide to go ahead with the renovation at One Judiciary Square, the DC SEU conferred with the Office of the Chief Financial Officer about the Washington, DC, debt cap, and accordingly adjusted the calculation methodology that had been previously used. With the new information, the DC SEU will be well positioned to discuss using this mechanism, should bonds be pursued in the future.

Financing Options

PES Group spent significant time working with the residential retrofit program to research and design options for a homeowner lending program. The DC SEU is aware that lending options, if offered, should meet homeowner needs across the city. For that reason, PES Group researched potential lending partners in Wards 7 and 8 to determine if any were falling short of their Community Reinvestment Act (CRA) requirements, which are “intended to encourage depository institutions to help meet the credit needs of the communities in which they operate, including low- and moderate-income neighborhoods.” PES Group then looked at which banks might be most open to offering a below-market loan program in certain Wards.

PES Group also worked with the Single-Family Residential program, as well as the DC Project and the Lawrence Berkeley National Laboratory, to discuss options for structuring a loan program aimed at the single-family market. PES Group reached out to approximately 45 local credit unions to gauge the interest in the credit union lending community. Seven of the banks contacted were very positive about the possibility of partnering with the DC SEU, and all already have unsecured loan products that could be tweaked or re-branded for the purpose of a DC SEU loan program—without significant expense or additional program design.

PES Group also researched the housing finance community in the District to determine whether existing programs could be looped into the DC SEU to provide subsidies to borrowers who are also interested in energy efficiency retrofits. The strongest link to the DC SEU appears to be in the multifamily sector, where the DC Housing Finance Agency has two programs. The multifamily mortgage revenue bond (MMRB) program is available for both nonprofit and for-profit developers. The bonds can be used for acquisition, construction, and permanent loans to build or rehabilitate rental housing, cooperatives, elderly housing, assisted living, and transitional housing. Developers using MMRBs must reserve at least 20% of their units for

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households earning at or below 50% of area median income (AMI) or set aside 40% of their units for households earning at or below 60% AMI.

Projects receiving MMRBs are also eligible for 4% low-income housing tax credits (LIHTC). In the 4% LIHTC program, developers are required to set aside at least 20% of their units for households earning at or below 50% of the AMI, or at least 40% of their units for households earning at or below 60% of AMI, adjusted for family size. LIHTCs can be syndicated to generate part of the required equity a borrower must contribute to the financing, or can be utilized to offset the borrower's tax payments.

The second initiative is through the Department of Housing and Community Development (DHCD), which has a Site Acquisition Funding Initiative (SAFI) designed to provide quickly accessible, revolving loan funds for acquisition and predevelopment costs to nonprofit developers committed to the production, rehabilitation, and preservation of affordable housing. SAFI leverages DHCD funds with private money for the preservation of affordable housing.

Market Transformation

Market Transformation is the process of creating lasting change in market behavior by removing identified barriers, expanding access to information, or otherwise leveraging existing market opportunities. Pervasive and sustained behavioral change, altering the way energy is used and valued in the marketplace, will help incorporate energy efficiency into standard practice. Over the long term, Market Transformation will help the District sustain a culture of energy conservation and maximize its energy efficiency potential.

In FY 2011, IMT drafted and began to implement the full suite of long-term Market Transformation strategies for FY 2012 and beyond. These include strengthening the District's energy codes and their enforcement, supporting the work of the District Department of the Environment's building energy benchmarking program, facilitating the development of a city-wide Cool Roofs initiative, encouraging the use of green leases (starting with local government leasing policies), developing an energy performance recognition program for green buildings and businesses, and educating local lenders and appraisers on the valuation of energy efficiency in commercial buildings.

These projects are gradual and complex, requiring long timelines and market penetration across diverse industries. Such Market Transformation initiatives are critical to the sustained impact of the DC SEU, and will be pursued throughout FY 2012.

DC SEU Workforce Development Strategy July 2011

Broadly speaking, the two-part objective of the DC SEU is to provide District of Columbia residents with long-term sustainable energy solutions and to create jobs for DC residents in service to that effort. The growth in sustainability and in a well-trained workforce are seen as two model factors in stimulating economic activity in the local economy.

The DC SEU is committed to a workforce development strategy that will help create the conditions and demand for generating and increasing employment in the District of Columbia, now and in the future.

A primary goal of the DC Sustainable Energy Utility approach to workforce development is to stimulate job growth by facilitating placement of District residents in positions that are created by DC SEU economic activity. This takes the form of direct hires by the DC SEU, as well as indirect hires through Contractors working for the DC SEU. The DC SEU works with placement agencies and other entities specializing in unemployed and underemployed residents, cooperates with and supports existing District-based training programs, and uses existing resources to expand the job placement effectiveness of the DC SEU. Although the DC SEU will work with existing training providers and other related entities, it does not primarily focus on directly providing training to the workforce. Instead, it seeks to catalyze the training and job placement market, and to encourage matching of trained DC residents with DC SEU jobs. This effort is accomplished by:

- Facilitating the matching of job seekers with job openings
- Leveraging and coordinating the programs that the DC SEU creates and manages, such that a simple and efficient path is available for interested community entities to become approved DC SEU training providers,
- Leveraging the needs of the DC SEU programs and working with training providers to identify and reinforce training goals necessary for the implementation of current DC SEU programs and goals, and as a result to support development of career paths for District residents
- Working with training providers, DDOE, DOES, and other stakeholders to develop and maintain a supply of trained residents; this collaboration contributes to the creation of a pool of skilled workers who can be efficiently matched to local energy efficiency industry jobs now and in the future
- Creating financial incentives for training providers so that the job skills demanded of DC SEU work are met with job readiness that is verifiable, sustainable, and directly linked to marketplace job needs
- Using systems and processes that drive all Contractors for DC SEU work to maximize the hiring of District residents

Becoming a DC SEU-approved training provider requires several steps, beginning with an application to the DC SEU. The training entity provides information on its existing training programs, including the extent to which it performs intake assessment for trainees. Because they span a wide spectrum of activity, energy efficiency industry jobs typically require, at a minimum, mid-level to an advanced level of reading and math skills.

In addition, the success of the DC SEU in fulfilling its contract goals and performance benchmarks requires that its tasks be supported by a level of professionalism that helps overcome barriers to ratepayer participation. In the context of workforce development, therefore, DC SEU–approved training entities provide information on a candidate’s ability to support the task’s fundamental service needs by conducting drug testing and background checks for felony convictions.

Because of the basic professionalism required in the field for the effective conduct of DC SEU work, the following areas of workforce development have also been specified:

Field work

- Soft skills training
 - work readiness
 - appropriate attire for the workplace
 - timeliness
 - ability to follow directions
 - ability to interact positively with management and co-workers
 - foundational skills necessary to attain sustained employment
- Technical skills training and certifications
 - Weatherization Assistance Program Tactics (WAPTAC);
 - Provide course offerings that result in an industry-recognized degree or certificate that indicates a level of mastery and competence in the energy efficiency field or function
- Job placement history of graduates
 - description of placement metrics
 - integrate training activities with case management and other supportive services to ensure that participants have the necessary support to overcome barriers to employment

The DC SEU will work with training providers to help tailor their training curriculum and materials to the needs of the field work programs, for current and future DC SEU needs. The DC SEU will provide information, guidance, and outreach in fulfillment of its commitment to offer Living Wage jobs. As a complement to that commitment, existing District-based workforce development entities are responsible for the implementation and management of programs that result in creation of DC SEU job-ready applicants.

Currently, and as a part of the competitive RFQ, RFP, and ITB processes, the DC SEU identifies the skill sets that Implementation Contractors need to satisfy to perform the work of ongoing DC SEU programs—and to offer employment opportunities that enable them to fulfill the scopes of work specified in those requests and invitations. Those skill set descriptions are also identified in the DC SEU Employment Readiness Guidelines manual.

The DC SEU, expects to continuously broaden and refine its program and service offerings for District residents, as the project matures. To support these future employment needs, the DC SEU anticipates deepening its relationships with workforce development providers. Identifying and facilitating the creation of the necessary additional skill sets and capabilities will help to assure the ongoing availability of District job applicants who are well suited to future needs.

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The DC SEU has and continues to sign on ICs to perform work in FY 11 in support of the Quick-Start programs in Low-Income Multifamily, Small Commercial Direct Install, and Single Family Residential Retrofit. By stating a selection preference for ICs with the highest percentage of District resident staff, and by requiring clearly defined skill sets for the work, the DC SEU is helping create career development expectations for the District workforce supply for near-term and future employment. Preference points in the submission processes are also awarded to ICs who hire DC residents from existing training programs—specifically work-ready applicants who are already trained in weatherization and energy efficiency field positions.

The goal of these current and future hiring pipelines is to provide a measure of stability for workers' future employment prospects and to create a solid, yet dynamic, workforce base of trained and skilled employees. Through the creation of energy efficiency-related jobs for District residents, the DC SEU is creating a technical base of knowledge that motivated employees can use to build on and advance their employment prospects in the marketplace for years to come. The DC SEU will encourage in future rounds a focus on career paths for workers. Among other things, career paths offer advantages such as access to benefits (health care, for example)—a feature of stable work that can result in reliable, effective, and ready workforce.

Statement of Compliance

L.S. Caldwell and Associates, a DC SEU Teaming Partner, worked with other Teaming Partners and local agencies to develop policies and procedures for background checks and drug testing. The DC SEU Teaming Partners rigorously monitors all District of Columbia compliance reporting requirements, including:

- DC Department of Small and Local Business Development Quarterly reports to the Office of the DC Auditor
- DC Department of Employment Services (DOES) First Source Employment Agreements, Monthly Contract Compliance Reports, and the Apprenticeship Program
- Green Job Tracking and Certified Payroll

As a DC SEU Contract requirement, the fifth monthly workforce compliance report was submitted to DOES for the September 10, 2011 deadline.

On behalf of the DC SEU, LSC continues to work with the DOES to establish a DC SEU On-the-Job Training Program for entry-level DC residents, in the energy conservation field.