

GOVERNMENT OF THE DISTRICT OF COLUMBIA

District Department of the Environment



August 15, 2011

VIA HAND DELIVERY

The Honorable Kwame Brown
Chairman
Council of the District of Columbia
1350 Pennsylvania Avenue NW, Suite 504
Washington, DC 20004

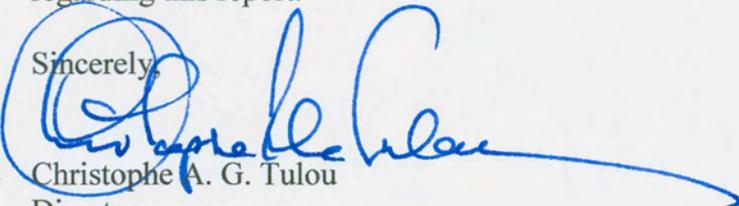
RE: DC Sustainable Energy Utility Quarterly Report

Dear Chairman Brown:

Pursuant to Section 201 of the Clean and Affordable Energy Act of 2008, D.C. Law 17-250, I am pleased to submit the attached quarterly report on behalf of the District of Columbia Sustainable Energy Utility ("DC SEU"). The report details the progress made by DC SEU towards implementing energy efficiency and renewable energy programs in this first quarter of the DC SEU's existence. The contract between the District Department of the Environment ("DDOE") and DC SEU was awarded on March 24, 2011; therefore this is the first quarterly report prepared by or received from DC SEU. As designated contract administrator, DDOE has fully reviewed and approved the attached report.

Please feel free to contact me or Dr. Taresa Lawrence at 202-671-3313 if you have any questions regarding this report.

Sincerely,


Christophe A. G. Tulou
Director

Attachments

cc: DC Councilmembers
Nyasha Smith, Secretary to the Council



District of Columbia Sustainable Energy Utility

Quarterly Report

FY 2011 Third Quarter

March 24, 2011- June 30, 2011

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1 Introduction

The Vermont Energy Investment Corporation's (VEIC) Quarterly Report to the District Department of the Environment (DDOE) covers the period from March 24, 2011, the Contract execution date, to June 30, 2011. This report: (1) describes significant program status; (2) provides timelines and milestones to track the progress and success of each program; (3) offers highlights of Ward-specific data; and (4) presents the status of administrative and programmatic expenditures.

2 Background

The District Department of the Environment (DDOE) has contracted with the Vermont Energy Investment Corporation, which is the lead of a collaboration of local partners known as the Sustainable Energy Partnership to provide programs and initiatives as the 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 including both at-risk and non-at-risk compensation. A performance contract means that VEIC and its partners assume 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 base year (Contract Year 1) amount to \$7,500,000, minus up to \$100,000 for auditing and up to 8% of contract total for evaluation, monitoring, and verification. Actual costs and a non-at-risk operations fee are reimbursed; however, \$300,000 of the compensation total is at risk and will be paid only if performance milestones and benchmarks are attained.

This is the Quarterly Report for the third quarter of FY 2011. The report contains: (1) actual expenditures for administrative, information technology, natural-gas- and electricity-related programs, and service delivery costs compared to the annual component of the approved budget; (2) a DC SEU balance sheet; (3) a report of progress made toward achieving energy savings and customer-sited renewables targets, and other agreed-upon indicators of performance; (4) a summary of activity highlights for the quarter; (5) a summary of significant implementation issues and changes or anticipated changes in implementation strategies and services; (6) a quarterly total of hires (retained and created) who are District residents, in terms of FTEs, by VEIC, its partners and collaborators, and Implementation Contractors (ICs) for DC SEU programs; and (7) the number of referrals from the Department of Employment Services (DOES), hired as reported on the Contractor's and the ICs' First Source Employment Agreement Forms for the quarter.

DDOE Contract Number DDOE-2010-SEU-001 contains the following contractual minimum performance requirements for Contract Year 2 and beyond, related to each of the following goals:

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

In Contract Year 1, the following activity milestones and performance benchmark are defined:

1. B.10.3.1 Deployment of all components of management information systems and information technology systems;
2. B.10.3.2 Completion of a 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 Direct Installation
 - b. Small Commercial Direct Installation
 - c. Existing Single-Family Homes Retrofit
7. B.10.3.7 Ensure at least 33 green jobs are created:
 - a. FTE green jobs
 - b. Contracting
 - c. Training
 - d. Other

3 DC SEU Budget and Actual Expenditures

Design and implementation of financial systems and processes to support the DC SEU have been a high priority throughout the first quarter. VEIC has submitted, on schedule, invoices for project expenses for March, April, and May; actual payment to the Contractor has not yet been made, pending further review of invoice formats. Once an invoice submission format is finalized, project revenue is expected to be on pace with incurred expenses.

Project spending for a steep ramp-up in program implementation has been fundamental to successful project operations, and reflects the speed and depth of this implementation. Invoicing of expenses through March was \$14,309; in April, \$157,777; and in May, \$176,202.

This report's attachments contain administrative, information technology, natural-gas- and electricity-related program expenditures, and service delivery costs compared to the annual components of the approved budget. This information is equivalent to that contained in a balance sheet. A separate balance sheet is not indicated, since the DC SEU is not a traditional, stand-alone corporate entity, but rather an activity of VEIC. This departure from DDOE protocol has been discussed.

Attachment 1: Administrative Budget and Expenditures

Attachment 2: Sample Marketing Materials

Attachment 3: Schedule of Deliverables, by Performance Benchmark and Other Indicators

Attachment 4: Workforce Development Strategy

4 DC SEU Report of Progress

4.1 Performance Milestone B.10.3.1: Deployment of all components of management information systems and information technology systems

4.1.1 Description of Milestone

The DC SEU is responsible for electronically compiling data needed to monitor, assess, and evaluate its performance; to report on its activities; and to improve the design and delivery of DC SEU programs and services. The information necessary to complete these tasks is principally collected through a custom Management Information System (MIS) developed by VEIC. Additional tools and systems are developed, purchased, and / or maintained by DC SEU staff.

With these systems in place, the DC SEU is able to meet its obligations to maintain data and provide reporting related to tracking data on customers, program services, and general program operation; and financial and management data.

The DC SEU is also responsible for establishing, maintaining, and securing an Information Technology (IT) system, which will be used to support DC SEU program activities.

4.1.2 Status

Completed



In progress



4.1.3 Accomplishments

During this reporting period, DC SEU Management Information System staff have developed a new version of the Contractor's central tracking system, KITT +, for use with DC SEU programs.

Additionally, the staff continue to work with stakeholders to support tracking of Quick-Start programming efforts and in establishing data entry standards for basic DC SEU activities.

As of the end of this reporting period, the MIS system is fully operational and is being used in day-to-day activities of the DC SEU. The full range of MIS (KITT+) and IT functionality was demonstrated to DDOE, demonstrating readiness of the systems described in this Performance Benchmark.

During this reporting period, DC SEU Information Technology staff have worked with stakeholders to establish a temporary DC SEU office, to establish the www.dcseu.com website, and to put in place the DC SEU toll-free and local telephone service. Basic IT systems are in place, and programs are using them in roll-out and delivery of services.

4.1.4 Next Quarter's Projected Goals

The IT staff will ensure that the full range of electronic infrastructure will be appropriately designed and installed during the fit-up of the DC SEU's permanent office space, expected to occur in July. This activity will occur while the IT staff continue to support the day-to-day activities of DC SEU staff and subcontractors.

DC SEU management information system staff will continue to enhance KITT + for use with DC SEU programs. General enhancements are expected to include a deeper integration with the DC SEU's accounting system, to enable more efficient processing of incentives. The MIS Team also expects to continue altering basic KITT functions to support the development of Quick-Start program delivery rules.

4.1.5 Issues and Remedial Plan

Access to data. The MIS effectiveness in supporting the DC SEU's critically important data collection effort is constrained by the lack of access to utility data from Pepco and Washington Gas. This issue is discussed further in **Section 4.3, Completion of strategic market analysis and program design.**

4.2 Performance Milestone B.10.3.2: Completion of consumer education and marketing plan

4.2.1 Description of Milestone

The DC SEU's consumer education and marketing effort has focused primarily on the development of content and materials in support of the three Quick-Start programs—the Low-Income Multifamily Direct Installation Program, the Small Commercial Direct Installation Program, and the Single-Family Residential Retrofit Program. Working closely with the DC SEU Public Affairs and Community Outreach teams, DC SEU marketing efforts also supported the introduction of the DC SEU to key influentials, stakeholders, and advocates throughout the District. The content of this introduction included the history of the creation of the utility and its goals; a description of the Quick-Start programs; the DC SEU's commitment to community engagement, economic development, environmental preservation, and job creation; and its vision for the future.

4.2.2 Status

Completed

In progress

#

4.2.3 Accomplishments

The DC SEU was officially introduced to the District during Mayor Vincent Gray's Earth Day event on April 20, 2011, in Freedom Plaza. In preparation for the launch, the Marketing Team developed the following:

- The official DC SEU website (www.dcseu.com), toll-free number, and informational e-mail address (info@dcseu.com)
- An introductory DC SEU brochure
- A fact sheet on the DC SEU
- Business cards for key DC SEU staff
- A custom banner and blow-up featuring the DC SEU logo, mission, and a brief description of the Quick-Start programs

In the next several weeks after that event, the DC SEU website expanded to include a comprehensive list of employment opportunities for individuals and for ICs; detailed descriptions of the Quick-Start programs; and energy saving resources, including important information on the use and recommended disposal of energy-efficient lighting technologies.

The DC SEU website has seen traffic more than double each month since its launch, with 309 visits and 1,690 page views in April; 779 visits and 3,393 page views in May; and 2,580 visits and 9,654 page views in June. Approximately 50% of all visits to the website each month were from new or first time visitors.

In support of the Quick-Start program implementation, the Marketing Team developed the following materials:

- General program brochures and flyers
- Press releases
- Consumer education fact sheets, including low-cost and no-cost energy-saving tips for District residents and businesses
- Compact fluorescent lighting (CFL) information
- Project intake and reporting forms
- Customer satisfaction surveys

In an effort to leverage Implementation Contractors and Field Staff as ambassadors of the DC SEU brand, the Marketing Team created custom collateral materials for use in community outreach and on project sites. The materials include DC SEU-branded:

- Clipboards
- Lanyards
- Identification cards

- Generic business cards featuring the DC SEU local phone number (202-479-2222) and the toll-free line (855-MY-DCSEU), and the DC SEU URL (www.dcseu.com).

In preparation for the advertising and public relations efforts planned for the next quarter, the Marketing Team developed an extensive database of contacts in the local, regional, and national media, as well as contact lists of business, trade, and community organizations.

4.2.4 Next Quarter's Projected Goals

Consumer education goals for the next quarter are: (1) the development of a broader suite of educational materials for both business and residential customers; (2) further enhancements to the DC SEU website to include more detailed energy savings tools and information that encourage customers to participate in the DC SEU's services; and (3) the possible introduction of a "virtual town hall" to engage communities and provide customers with an opportunity to learn more and participate in energy efficiency action in a new and dynamic way.

There are two marketing goals for the next quarter. The first is to secure a minimum of two media hits per week via press releases, paid advertising, earned media placements, social media campaigns on both Facebook and Twitter, and community events featuring interactive energy efficiency displays; and via any other appropriate methods. The second is to develop the next tier of DC SEU-branded promotional items including T-shirts, notebooks, pens, and magnets.

4.2.5 Issues and Remedial Plan

In Contract Year 1, the DC SEU must balance the thoughtful and deliberate strategic development of a brand identity with the immediate need to market the DC SEU and its Quick-Start programs to constituents and customers throughout the District. To date, marketing efforts have been sharply focused on the support of Quick-Start programs. Future efforts will push the DC SEU more boldly and broadly throughout the District.

Remedial plan. The following possible strategies are under consideration for the next quarter:

- Issue a Request for Proposals (RFP) to identify and secure a District-based public relations partner to manage DC SEU media relations
- Leverage media dollars available through the DDOE to launch a "teaser" advertising campaign in Metro stations and bus stops, as well as inside Metrobuses and trains (depending on the extent of the initial media buy, radio sponsorships will also be considered)
- Expand the use of Public Affairs, Community Outreach, and Field Staff teams to deliver the DC SEU message.

4.3 Performance Milestone B.10.3.3: Completion of strategic market analysis and program design

4.3.1 Description of Milestone

The long-term success of the DC SEU will depend on how well its initiatives will be used and accepted by residents and businesses in the District. Designing initiatives that both capture short-term savings and move markets to greater sustained efficiency and cost-effectiveness is a key component of advancing the DC SEU from Quick-Start operations to offering a suite of

services that bring long-term value to the District community. Ultimately, these services need to be seen as providing real and meaningful solutions to the energy challenges that residents and businesses face.

Program designs that are informed by an intelligent analysis of market conditions are critical in setting the appropriate foundation for accomplishing the DC SEU goals. Analyzing data helps both in understanding existing barriers, market by market, and in seeing which market segments have the greatest potential for delivering cost-effective savings. For this analysis to be a valid and reliable basis on which to build programs that truly benefit District residents and businesses, there is a critical need for access to utility data on energy use in the District.

With a full set of market data, appropriate initiatives can be designed to break down the classic market barriers, including access to capital, lack of information, fear of government programs, lack of delivery infrastructure, and any others that might arise. The data also allow determination, in the planning phase, of the cost-effectiveness of each initiative in terms of the societal test described in the Contract.

The product of this analytical work will be the plan for Contract Year 2, prescribed for this Performance Benchmark and subject to approval by the DDOE. The plan for Fiscal Year 2012 will guide the operations of the DC SEU, as well as the analytics behind the plan and our characterization of the opportunities in each market.

4.3.2 Status

Completed

In progress

4.3.3 Accomplishments

Market analysis. During the quarter, a DC SEU Teaming Partner, PES Group, began analyzing market data for the commercial and residential sectors, researched allocations for Qualified Energy Conservation Bonds (QECBs) in the District of Columbia, and began evaluating the leveraging potential of other funders and lenders that could potentially support the work of the DC SEU.

Market data have been obtained for both the commercial and residential sectors. Analysis has focused on the commercial side and a picture of commercial property ownership patterns in the District is emerging.

Exploring additional funding mechanisms – QECBs. The DC SEU is actively searching for additional sources to leverage existing funds and to meet project goals. The District’s QECB allocation is largely unobligated so far, and the possibility of leveraging these funds within the DC SEU as a source of low-cost capital is being explored.

DC Public Schools (DCPS) has approached the DC SEU about the possibility of using QECB funds to finance energy efficiency renovations of public school buildings. The DC SEU and DCPS are in

the process of developing a proposal for DDOE, highlighting the strengths of the school plan, and including leveraging other funds that might be available.

Exploring additional funding mechanisms – financing options. The DC SEU began researching potential lending partners for programs under development. One significant area of interest is whether any of the financial institutions active in Wards 7 and 8 are falling short of their Community Reinvestment Act (CRA) requirements. These requirements 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.” Thus, the strategy is to identify which institutions might be most open to offering a below-market loan program in certain wards to satisfy the CRA requirements.

In May 2011, the Bank of America announced a \$50 million Energy Efficiency Program for Community Development Financial Institutions (CDFIs) in 16 target cities in 12 states, including the District of Columbia. The program is a potentially good source of low-cost financing, and also includes an additional \$5 million for technical assistance.

Market transformation. The DC SEU has developed a strategic market analysis and program design approach to the market transformation goals in the Contract. One of the DC SEU Teaming Partners, the Institute for Market Transformation (IMT), proposed a market transformation strategy for the District, identifying long-term projects that will have a transformative impact on energy use and efficiency value. IMT has drafted a suite of potential market transformation activities that are under consideration. Promoting efficient and reduced energy use in the built environment through these activities is expected to catalyze sustainable, long-term market transformation in the District.

The DC SEU has reached out to the Metropolitan Washington Council of Governments (MWCOG), the Downtown Business Improvement District, and other local stakeholders active in influencing DC business markets, to advance community involvement efforts. The DC SEU is engaging with the commercial building community through the local Building Operators and Managers Association chapter, AOBA, and the District’s Building Industry Association.

The DC SEU has also engaged with local stakeholders to facilitate program planning. These stakeholders include the DDOE’s benchmarking policy team, members of the commercial building appraisal community, and property developers. The DC SEU has attended meetings with the DC PACE financing contract winner, as well. These relationships are critical for assessing demand, feasibility, and potential partnerships for planned market transformation programs. Such programs are not short-term projects; groundwork has been laid for initial implementation in the next quarter.

The following steps have been accomplished in establishing the infrastructure necessary for a successful effort in defining and promoting market transformation:

- A schedule for work is in place and agreed to
- Requests for access to data have been made to the DDOE, Pepco, and Washington Gas
- The team conducting the work has been identified and is in place
- Outline for the work has been drafted
- A kick-off meeting has been scheduled

4.3.4 Next Quarter's Projected Goals

Market analysis:

- Begin planning financing strategies and develop marketing strategies, as well as to select commercial sites, for Contract Year 2
- Develop the framework for residential data analysis in support of the Contract Year 2 activity for the Single-Family Retrofit Program

Additional financing options:

- Complete the DCPS – DC SEU proposal for DDOE, highlighting the strengths of the school plan, and including leveraging other funds (e.g., joint issuance of QECSBs and QZABS)
- Coordinate and lead discussion of the feasibility of applying, with the National Housing Trust and Enterprise Community Partners, for Bank of America funds for leveraging low-income multifamily retrofits in Contract Year 2—and proceed with application in a timely manner, if indicated

Market transformation:

- Begin initial implementation of market transformation initiatives

Analysis and program planning for Contract Year 2:

- Complete the strategic market analysis and program design plan by September 1, 2011

4.3.5 Issues and Remedial Plan

1. **Access to necessary data to inform the market analysis and the strategic plan. The DC SEU has formally requested data from Pepco, Washington Gas, and DDOE.** It is anticipated that the DC SEU cannot gain access to the level and types of data known to be necessary to develop an accurate analysis of the markets. This lack of access, and thus the inability to develop an accurate analysis of the markets, will prevent the DC SEU from knowing the scope of the opportunity present in the District. If the DC SEU is not allowed access to data that have been requested, surrogate data will be used, as necessary, to perform analysis for FY 2012. The use of surrogate data, however, is expected to diminish the reliability and validity of the analysis. The relevance and robustness of the resulting plans will be likewise reduced. In the event that we will be able to acquire additional District-based utility data in the coming years, we will further refine our knowledge and analysis of the opportunity.
2. **Consequences from the delay in the execution of the Contract.** Time is short. With the loss of nearly 5 months in what had been the initial expected budget period of 10 months (the first expected contract signing date was in November 2010; the actual date was March 24, 2011), the DC SEU has only five months to complete the market analysis and strategic planning effort. #

Remedial plan. This issue requires that the staffing plan be modified for the analytical and planning effort, so that resources can be made available to perform the work of the DC SEU, and to streamline the analysis process to focus only on the most critically important data. This remediation will be ongoing through the next several months. #

4.4 Performance Milestone B.10.3.4: Development of IC qualification and certification criteria

4.4.1 Description of Milestone

The first round of IC qualification and certification was developed and implemented successfully, resulting in the selection of initial ICs for the first two of the three Quick-Start programs, and the scheduling of an IC selection process for the remaining one program. The focus of this effort was tied specifically to the needs of those three Quick-Start programs.

Each Quick-Start Program manager provided information on the needed qualifications and certifications for each level of personnel participating (e.g., project supervisors, crew leads, crew members, etc.). Specified technical qualifications and certifications were then combined with specifications for relevant business-level criteria (e.g., required business licenses and clean business records). A list of potential ICs was requested of the Department of Small and Local Business Development (DSLBD), using a wide—but well-defined—range of industry classifications.

4.4.2 Status

Completed	<input checked="" type="checkbox"/>
In progress	<input type="checkbox"/>

4.4.3 Accomplishments

The DC SEU developed Contractor qualification and certifications, and solicited participation by advertising in multiple media outlets, in English and in Spanish. Two information sessions about DC SEU Quick-Start programs and qualification and certification requirements were held, one in Ward 8 and one in Ward 1. During those sessions, contractors received information about how they could obtain necessary certifications. Responses from Request for Qualifications (RFQ) solicitations for LIMF and SCDI programs indicated that information was clear and well understood, and that there are DC-based firms that either hold the necessary qualifications and certifications—or by partnering with other organizations, can qualify.

See **Section 4.8 – Ensure Green Job Creation**, for a summary table of the IC RFQ process and related activity.

4.4.4 Next Quarter's Projected Goals

In the next quarter, work will continue toward providing more ICs for the three Quick-Start programs. In addition, the DC SEU will develop additional qualification and certification criteria for Contract Year 2 programming. These steps will assure that qualified ICs are selected in a timely fashion and will be ready to implement the additional programming planned for Contract Year 2.

4.4.5 Issues and Remedial Plan

Approximately two-thirds of the contractors responding to the RFQ failed to meet a minimum threshold of qualifications for DC SEU work. Deficiencies included not meeting clearly stated

submission deadlines, not submitting required documents, and submitting conspicuously incomplete qualifications packages.

Remedial plan. To address these issues, the DC SEU is exploring the possibility of providing contractors with training in responding to competitive solicitations (RFQs, requests for proposals, and invitations to bid), to be conducted either through DSLBD or possibly through the DC SEU.

4.5 Performance Milestone B.10.3.5: Delivery of training sessions for ICs and trade allies

4.5.1 Description of Milestone

Development of a trained green collar workforce had already begun in the District through programs funded with local and federal resources. In particular, funding from the American Recovery and Reinvestment Act (ARRA) to develop training programs and training centers has come through both the U. S. Department of Labor and the low-income Weatherization Assistance Program. Despite the effectiveness of many of these programs and centers that must deliver services with constrained resources, a need exists for closer coordination and collaboration with general needs of the industry, and the particular needs of the DC SEU. One of the first tasks was to reach out to current training programs to determine what relevant areas were already covered (to avoid duplication of effort) and to determine how many recent trainees were available from these programs. Another need existed for mechanisms that could link the graduates of these programs with the ICs who need trained staff for the DC SEU work.

Additionally, the DC SEU needed to reach out to ICs and other trade allies to begin to educate them about the potential opportunities the DC SEU was creating for green jobs, and about the qualifications and certifications required. Finally, the DC SEU trains ICs and trade allies in program protocols, material specifications, installation procedures, and reporting requirements.

4.5.2 Status

Completed

In progress

4.5.3 Accomplishments

Five events have been held to address the needs identified in this section's Program Description. The first two were information sessions about contracting opportunities available through the Quick-Start programs. These sessions were held after the Request for Qualifications for ICs had been released, but prior to the due date for qualification submission. One was held in Ward 8 and one was held in Ward 1. Outreach for the second session was closely coordinated with the DSLBD to advance the DC SEU's goals of maximizing opportunities for District Certified Business Enterprises. More than 100 people attended these two sessions.

The third event was a "speed interview" session to help to match potential workers, who had participated in training programs, to the first ICs who had been selected for the Low-Income

Multifamily and the Small Commercial Direct Installation programs. Approximately 50 trainees had 5 to 10 minutes each with up to 6 selected ICs. This facilitated session resulted in the hiring of new workers from established training programs—which in turn has aided the training programs, the ICs, and the DC SEU.

Two orientation events, each one specific to the first two Quick-Start programs, have also been conducted, with a total of 6 ICs participating. The LIMF program staff held an orientation session for the first 4 ICs who started work in that program. The orientation included complete coverage of technical and reporting requirements of LIMF installations and services. The first 3 hours of the 6-hour orientation was for all staff who will be involved in projects (crew, crew supervisors, project supervisors, and management staff); the second 3-hour session was for senior-level technical and management staff. A similar event to orient ICs to the Small Commercial Direct Installation (SCDI) program followed shortly thereafter. That event also had 4 contractors participating, 2 of whom participated in the LIMF orientation session as well. The structure of the day was similar, with all crew oriented to technical installation protocols, and the management staff then being trained on reporting and compliance requirements.

See **Section 4.8 – Ensure Green Job Creation**, for summary tables of the outcome of the “speed interview” session and IC orientation events, and related activity.

4.5.4 Next Quarter’s Projected Goals

Additional orientation sessions will be conducted for new ICs as they are selected to provide services through each of the Quick-Start programs. This effort will include training sessions for contractors who provide services through the Single-Family Quick Start Program.

Additionally, as program plans for FY 2012 are developed, new training activities will be initiated to ensure that the workforce to implement those program plans are ready to be deployed in Contract Year 2.

4.5.5 Issues and Remedial Plan

As noted in **4.4, Development of IC qualification and certification**, many contractors failed to meet the minimum threshold of qualifications required in the RFQ.

Remedial plan. The DC SEU will develop training programs over the next quarter to: (1) help potential ICs better understand what is needed for a successful response to an RFQ or RFP issued by the DC SEU; (2) help ICs to link in with training programs that will provide qualified and experienced personnel for DC SEU programs; and (3) ensure that ICs are linking with established training providers to develop the credentials and qualifications of their existing workforces.

4.6 Performance Milestone B.10.3.6: Implementation of three designated Quick-Start programs

4.6.1 Low-Income Multifamily Direct Installation Program

4.6.1.1 Program Description

The Low-Income Multifamily Direct Installation Program (LIMF DI) provides simple and cost-effective energy-saving measures to qualified multifamily buildings, at no cost to residents or building owners. Qualification is by income level of residents,

with a requirement that at least 66% of residents have income at or below 60% of District median income, or 200% of federal poverty, whichever is higher. The program's energy-saving measures and approaches are primarily the installation of compact fluorescent lamps, low-flow showerheads, and faucet aerators; insulation of domestic hot water tanks and pipes; replacement of halogen torchiere fixtures with compact fluorescent fixtures; replacement of inefficient refrigerators and room air conditioners; resident energy education; and inventory of energy-related building systems for potential future DC SEU low-income programming.

4.6.1.2 *Program Status*

- Program is on target
- Program is exceeding expectations
- Program is falling short of expectations

4.6.1.3 *Program Accomplishments*

LIMF DI completed its Program Plan on time, and has developed and designed materials to support implementation of the program. The first light bulb was installed on June 30.

An RFQ for ICs yielded 28 responses; qualification packages that met basic criteria of completion were forwarded to a technical review committee. That committee selected the first 4 ICs and asked them to provide information on pricing. Their responses were among many inputs into a service pricing schedule for the program. Contract terms and conditions were developed, and contracts sent to selected ICs.

A 6-hour orientation session on program protocols was held for the 4 initial contractors. It is expected that additional ICs will be brought on as the program expands its reach. Two additional ICs have already been selected, and an orientation program for those contractors is scheduled.

Six suppliers were sent a Request for Information (RFI) to solicit pricing and cut sheets on the full array of materials to be installed in the LIMF DI Program. The RFI contained detailed specifications, terms, and conditions. Five suppliers responded, and those responses were reviewed by a technical committee. One materials supplier has been selected for initial implementation efforts, with an expectation that one or more additional suppliers will also be added to the roster of approved materials suppliers.

Intake procedures were developed and project leads were established from a wide array of community leaders. Building owners and / or managers for 15 projects were contacted and received information about the LIMF DI program offering. Three projects totaling 375 units have been qualified for service and are ready to participate in the program; another 4 projects totaling 1,267 units are interested and are now preparing their resident income data.

Installation work has begun on the first project using the first IC. The program is bringing contractors into LIMF implementation at the rate of 1 to 2 per week; this pace assures high-quality installations and effective interaction with customers.

4.6.1.4 Next Quarter's Projected Goals

The focus of the next quarter is on full-scale implementation of the program. It is estimated that the program will serve approximately 4,000 homes, but that number will depend on installation rates of the various measures.

4.6.1.5 Issues and Remedial Plan

The primary market barrier the program faces is the reluctance of property owners to be engaged in discussions that could result in services to residents. There are low-income housing projects with significant numbers of eligible households, but short of the requirement for 66% of the building's census of qualified units. Many property owners and managers, including the largest providers of affordable housing in the District, do not engage with the DC SEU once they hear of the level of qualification needed, both in terms of income level and percent of units.

Remedial plan. To address this pattern of behavior, the remedial plan calls for continuing to engage the DDOE in discussions about modifying the LIMF program and alternative definitions of *low-income*, such that the DC SEU could reach more low-income households.

4.6.2 Small Commercial Direct Installation Program

4.6.2.1 Program Description

The Small Commercial Direct Installation Program (SCDI) will target discretionary retrofit opportunities among small commercial customers of the electricity and gas utilities in the District. The program will target existing small commercial facilities with electricity consumption of between 10,000 and 100,000 kWh per year. It will identify and record cost-effective retrofit efficiency opportunities and provide free direct installation of simple measures, including screw-in CFLs and LEDs, window air conditioners, pre-rinse spray valves, and water heater tank wraps. Program outreach will include Business Improvement Districts, local Ward government, and associations. Where possible, the program will coordinate with DDOE's Small Business Energy Efficiency Program to provide measures appropriate to the purpose of the SCDI. End uses identified for future program outreach are expected to be primarily lighting, refrigeration, and heating, ventilation, and air conditioning (HVAC). All properties will be evaluated for potential installation of renewable energy technologies.

4.6.2.2 Program Status

- Program is on target
- Program is exceeding expectations

Program is falling short of expectations

4.6.2.3 Program Accomplishments

To date, the DC SEU has achieved more than a dozen metrics and milestones related to the SCDI Quick-Start Program, covering: (1) documentation, (2) outreach, (3) recruitment and training of ICs, and (4) the supply chain.

With regard to documentation, it submitted its Program Plan ahead of schedule; finalized qualifying product lists, installation protocols, outreach strategies, marketing materials, application forms, and contractor scopes of work; and submitted its program launch documents, fulfilling documentation requirements for readiness to implement, before the Contract milestone date.

In terms of outreach, the Quick-Start program developed effective contacts, in 5 of the 8 Wards, knowledgeable about small commercial entities; received lists of applicable businesses for program outreach from the Ward contacts. The SCDI Team also met with market actors and participants from utilities, Ward-level government offices, business groups, the DC school system, the University of the District of Columbia, and business associations.

Recruitment and training of ICs involved evaluating more than 20 contractor responses to the SCDI's RFQ; selecting 5 contractors as qualified to deliver program services to the District; selecting 4 of the 5 qualifying contractors for program training and contract award; training 4 selected contractors in program protocols and compliance requirements; and assessing 2 potential participants' places of business for program applicability and to field-test protocols and forms.

The supply chain has been secured through the solicitation and selection of two program suppliers for SCDI-qualifying equipment and appliances; signing a contract with one of the equipment and appliance suppliers;

4.6.2.4 Next Quarter's Projected Goals

In July, the SCDI's goals are to execute contracts with 4 program ICs, and to execute a contract with a second equipment supplier. It also intends to finalize Ward-level contacts in the remaining 3 Wards. Assuming it will finalize its outreach lists in the remaining Wards, it will proceed with program implementation in Wards 3, 4, 5, 7, and 8.

The goal for August is to begin program implementation in the remaining Wards.

There are two goals for September: (1) to complete 750 installations, encompassing all eight Wards; and (2) to achieve the program's Contract goals for green job creation, MWh saved, and therms reduced.

4.6.2.5 *Issues and Remedial Plan*

The SCDI has experienced no issues to date, and thus requires no remedial plan.

4.6.3 Existing Single Family Homes Program

4.6.3.1 *Program Description*

The DC SEU Single-Family Quick-Start (SFQS) Program will provide affordable energy efficiency retrofit services that are highly visible within selected neighborhoods. The SFQS program is designed to achieve immediate energy savings and to raise the visibility of the DC SEU and the value provided by energy efficiency retrofits. The program will also add to the development of the “green” District workforce while installing, where safe and appropriate, high-value airsealing, duct sealing, and electric and water conservation measures in District single-family residences. During a half-day visit to a home, a two-person crew will deliver installed measures valued at approximately \$500 - \$700 (including onsite labor). In return, the DC SEU will receive a \$100 co-payment from the customer. The DC SEU will also identify potential health and safety issues relating to indoor air quality. These half-day limited retrofit projects will help District residents begin saving energy and money as soon as the measures are installed. A team of local ICs, DC SEU team members, community groups, and local volunteers will, in consultation with local officials, perform outreach in pre-identified neighborhoods across the District. In this way, they will build interest in the SFQS program while preparing the broader market for the future introduction of a comprehensive home energy retrofit program. District-wide, the SFQS program will conduct approximately 200 retrofit projects before September 30, 2011.

SFQS outreach will be conducted in all 8 Wards in the District. The targeted-neighborhood approach of the SFQS provides significant initial opportunities for motivated homeowners to begin making their homes more efficient. That is, the approach eliminates the most notable barriers that keep homeowners from installing energy efficiency retrofit measures when there is no support from an efficiency program. The cost to the homeowner for participating in this program will be very low, relative to the value. A significant amount of information and transaction support will be provided to the homeowner. And ICs will contract directly with the DC SEU, making participation for homeowners straightforward and easy. The relationships that are built through the participation process among homeowners, communities, ICs, and the DC SEU will pave the way for deeper energy savings through future comprehensive efficiency and renewable energy projects.

4.6.3.2 *Program Status*

Program is on target



Program is exceeding expectations



NB: Program plans were required by June 22; they were delivered on **May 31**; launch plans were required in the next quarter, by July 22; they were delivered in this quarter, on **June 20**. This Quick-Start program was launched more than a month ahead of time.

Program is falling short of expectations

4.6.3.3 Program Accomplishments

The Single-Family Quick-Start retrofit program filed its Program Plan nearly a month ahead of its contractual requirement, and it has already submitted documentation of program readiness.

Partnerships have been forged with two well-established community organizations, the DC Project / Weatherize DC and the Greater Washington Urban League. This partnership is in the process of conducting grassroots, community-based outreach into all eight Wards, to generate interest and excitement about the DC SEU and to recruit and enroll participants in this program.

Significant preliminary outreach work has engaged ANCs and Council Members in identifying neighborhoods in each Ward with potentially strong grassroots networks, especially where there is a strong concentration of single-family, owner-occupied housing.

A detailed project flow and process has been developed for guiding the enrollment, scheduling, and completion of the targeted 200 half-day retrofit projects, with a goal of retrofit activity in each Ward. A Request for Qualifications for Implementation Contractors was issued and contractor recruitment is on track.

4.6.3.4 Next Quarter's Projected Goals

The specific neighborhoods that will be targeted for this program will be identified early in July, when outreach and participant recruitment will begin. On a parallel path, the IC responses to the RFQ will be received; ICs will be selected and put under contract; and IC program orientation and training will occur. The goal of this sequence of activity is the readiness of ICs to begin working in houses by the end of July. Participant recruiting and half-day retrofits will continue through August and September, with a target of completing 200 half-day retrofit projects by September 30.

4.6.3.5 Issues and Remedial Plan

This program is on target and has experienced no issues. No remedial plan is required.

4.7 Other activity

4.7.1 Community Outreach

4.7.1.1 Description

Community Outreach supports the implementation work of the DC SEU, and focuses primarily on education about the social and environmental benefits of the DC SEU, and the importance of involvement and participation at the community level. Community Outreach also helps overcome barriers to participation.

One of the valuable benefits of community outreach is that this effort provides a forum for community stakeholders to inform the DC SEU about their concerns, interests, and expectations for the DC SEU work.

Community Outreach is managed by one of the DC SEU Teaming Partners, PEER Consultants, and frequently involves other Teaming Partners. Marketing materials developed by DC SEU staff are distributed at each community outreach event and meeting.

4.7.1.2 Accomplishments

The activities for the quarter focused on introducing the SEU to a wide, but targeted, audience of key community leaders who are in a position to support the efforts of the Quick-Start programs and subsequent DC SEU work. These meetings were framed as introductions to the DC SEU and its planned programs and operations. The targeted audiences were also asked to help support the work of the DC SEU in their respective communities, and to provide information that would help focus the DC SEU work in those communities. **Table 1** reflects the range of the meetings.

The Community Outreach Team also provided support in the planning and implementation of two information meetings for businesses interested in submitting their qualifications as Implementation Contractors for DC SEU work—beginning with the 3 Quick-Start programs.

With Teaming Partners and DC SEU staff, the community outreach effort has reached elected officials, local government departments and agencies (and key Wards for initial LIMF and SCDI activity), local business communities, the public school system, faith communities, and planning organizations and agencies.

Table 1. Community engagement and public affairs meeting dates and outcomes

Date and Meeting	Key Officials	Outcome
May 4 – Pepco DC SEU representatives: George Nichols, Scott Johnstone, David Barash	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	Pepco provided information on previously operated Pepco programs supported by the DDOE; Pepco agreed to share aggregate level data; leveraged opportunities for information dissemination.
May 5 – DC Environmental Network DC SEU representative: George Nichols	Chris Weiss , Executive Director Commissioner Rick Morgan	Appears to be broad support for DC Distributed Energy Generation policy

Date and Meeting	Key Officials	Outcome
May 7 – Office of Peoples Counsel Distributed Energy Generation Workshop DC SEU representative: George Nichols	Commissioner Rick Morgan	Both Commissioner Morgan and George Nichols participated in panel discussion representing DC SEU
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 9 – MWCOG DC SEU representatives: George Nichols Lilia Abron	Joan Rolfs , Environmental Resources Director	Commitment to further explore COG facility for possible retrofit project
May 10 - NCPC DC SEU representative: Lilia Abron	Dr. Abron met with senior staff	Identification of information resources for collaboration
May 10, 2011 - DC Office of Planning DC SEU representatives: George Nichols Lilia Abron	Malakia Abernathy	Identification of business and other resource contacts; maps of City
May 12 – Public Service Commission, AMI Consumer Education Task Force DC SEU representative: George Nichols	Linda Jordan , Director, Office of Consumer Services Sandra Mattavous-Fyre , Acting People’s Counsel	Smart Grid Issues; outreach opportunities; policy development 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 16 – Introduce DC Water to DC SEU and discussions DC SEU representatives: Scott Johnstone George Nichols Lilia Abron	Ernest Jolly , Senior Energy Manager	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.
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 18 – DCPS, Mel Butler DC SEU representatives: Lilia Abron George Nichols Eric Belliveau	Mel Butler, Jr. PM, Program Management Team Sean Touhy Stephen Kitterman	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.

Date and Meeting	Key Officials	Outcome
May 18 - Downtown DC Business Improvement District DC SEU representative: George Nichols	Scott Pomeroy , Sustainability Manager	Possible policy collaboration on distributed energy generation opportunities.
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
May 26 – ANC 8C DC SEU representatives: George Nichols Lilia Abron	Rev. Anthony Motley Jackie Ward , Councilmember Barry’s Office Commissioner Lee , Ward 8C Chairman	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.
June 1 – Implementation Contractor information meeting Matthews Memorial Baptist Church DC SEU representatives: Lilia Abron Others from the DC SEU	N / A	Of the potential ICs who attended this meeting, 30 responded to the RFQ.
June 1 – DC Office of Planning DC SEU representatives: George Nichols Logan Brown	All 8 principal planners	DC SEU obtained key information about neighborhoods, business districts; also received Ward-specific information.
June 3 – CBE IC Information from DOES	DOES made a presentation to attendees	Raised awareness among CBEs of the RFQ for Quick-Start programs; significantly increased support for DC SEU activity
June 6 – SEU Advisory Board Meeting DC SEU representatives: Scott Johnstone David Barash Other DC SEU staff	SEU Advisory Board members	Progress, planning were reported and discussed. Relationships strengthened through open process.

Date and Meeting	Key Officials	Outcome
June 6 – Meeting with Councilmember Mary Cheh’s Legislative Assistant for Environmental Affairs, Matt Orlins DC SEU representatives: <i>Scott Johnstone</i> <i>George Nichols</i> <i>Lilia Abron</i>	<i>Matt Orlins</i>	Relationship building. DC SEU received a briefing and discussed process for addressing issues of interest
June 7 – Greater Washington Urban League DC SEU representatives: <i>Lilia Abron</i> <i>George Nichols</i> <i>Jim Grevatt</i>	<i>Maudine Cooper</i> (ED), and staff members <i>Janice Smith</i> , <i>Audrey Epperson</i> (Director of Education)	Discussion of respective strengths for program collaboration and aligning implementation efforts.
June 7- ANC 8A DC SEU representatives <i>Lilia Abron</i> <i>George Nichols</i>	ANC 8A leadership	Introduction to DC SEU completed, and discussion about interests; solicitation of potential projects
June 7 - Single Member District ANC 8C07 PTA DC SEU representatives: <i>Lilia Abron</i> <i>George Nichols</i>	Commissioner Brenda Shields	Introduction of DC SEU to parents and teachers; solicitation of potential projects
June 8 –Wards 4 and 1 business districts walk-through DC SEU representative: <i>Lilia Abron</i>	<i>Marsha Brown</i> , business development specialist for Upper Georgia Avenue businesses	Field assessment of potential business corridors for SCDI Implementation
June 12 – AMI Advisory Task Force DC SEU representative: <i>George Nichols</i>	AMI Advisory Task Force members	DC SEU built relationships and provided input into AMI and Smart Meter Outreach Program
June 13 – H.R. Crawford DC SEU representatives: <i>George Nichols</i> <i>Elizabeth Chant</i>	<i>H, R. Crawford</i>	Identification of potential resources and projects for LIMF Quick-Start Program
June 13 – Greater Washington Board of Trade DC SEU representative: <i>George Nichols</i>	<i>Daniel Flores</i> , VP, Regional Government Relations; <i>Bob Grow</i> , Senior Director, Government Relations	Identified opportunities for collaborative public affairs for outreach to business community
June 20 – ANC 6A Environmental Committee DC SEU representatives: <i>Lilia Abron</i> <i>George Nichols</i>	<i>Elizabeth Nelson</i>	Solicited potential projects, interest in DC SEU
June 23 –University of the District of Columbia, Office of the Provost DC SEU representatives: <i>Scott Johnstone</i> <i>David Barash</i> <i>Gail Montplaisir</i> <i>George Nichols</i>	<i>Graeme Baxter</i> , Provost and VP for Academic Affairs	Relationship building, solicitation of potential projects, and discussion of teaming potential
June 29 – Office of Councilmember Yvette Alexander (Ward 7) DC SEU representatives: <i>George Nichols</i> <i>Elizabeth Lindsey</i>	<i>Rayna Smith</i> , staff member	Relationship building, solicitation of potential projects, and discussion of Ward 7 interests

Date and Meeting	Key Officials	Outcome
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	Sam Malone , First Baptist Church	Team will return to install light bulbs, and deliver the assessment results. Buildings were assessed and results planned.
June 30 – ANC 5A10 – Commissioner Corey Griffin DC SEU representative: George Nichols	ANC 5A10 Commissioners	DC SEU relationship-building, solicitation of potential projects, and information about interests of Ward 5

4.7.1.3 Next Quarter's Projected Goals

- The primary overarching goal of community outreach is to continue to build awareness and support, at the community level, of the DC SEU work. In the coming quarter, much of this effort will be simultaneously in support of the Quick-Start programs and to position the DC SEU for rapid implementation of Contract Year 2 efforts. In support of this goal, community outreach will continue to follow its tiered approach to reaching community leadership groups. Follow-up meetings with community influentials will attempt to reduce barriers to participation in the DC SEU.
- As Quick-Start program implementation gets under way in the next quarter, the Community Outreach Team will also be responsive to every creditable outreach opportunity identified by Quick-Start field and office staff.

4.7.1.4 Issues and Remedial Plan

This program is on target and has experienced no issues requiring a remedial plan.

4.7.2 Public Affairs

4.7.2.1 Description

The Public Affairs Team focuses primarily on building relationships with the political leaders and their staffs, regulators and other interested parties, regulated utilities, media, and professional associations throughout the District.

In addition to introducing the DC SEU concept and fielding questions about how the DC SEU will affect the local activity of such organizations, the Public Affairs Team attended workshops on Smart Grid matters and other efficiency-related topics in service to all of the communities of the District.

Much of the activity of Public Affairs relates to building relationships with a goal of having the DC SEU seen as a resource of reliable information on energy efficiency and related topics. Strong governmental, business, media, and other such professional contacts throughout the District are seen as an essential element to building longevity into the DC SEU's activity and presence.

Public Affairs is led by one of the DC SEU Teaming Partners, George L. Nichols; the Public Affairs Team includes, as needed, DC SEU executive leadership and DC SEU Community Outreach Team members.

4.7.2.2 *Accomplishments*

Public Affairs has met at least once with more than 15 organizations and offices, providing information and follow-up on a wide variety of energy and community issues related to DC SEU work. For example, the Public Affairs Team has sat on a panel, representing the DC SEU at a workshop sponsored by the Office of People's Counsel (on distributed generation); has addressed the Public Service Commission at a workshop of the Advanced Metering Infrastructure Consumer Education Task Force (in-home smart meters); and discussed Ward 6 priorities with Councilmember Tommy Wells, Councilmember Harry Thomas, Councilmember Mary Cheh, and Councilmember Marion Barry, staffs of Councilmembers Muriel Bowser and Councilmember Yvette Alexander; and attended a DC SEU-specific social hour with Ward 8 Councilmember Marion Barry.

In addition, during the current reporting period, the Public Affairs Team met with the District of Columbia Public Service Commission, the Office of the People's Counsel, Greater Washington Board of Trade, and individually with several of the DC SEU Advisory Board members.

Throughout the current reporting period, the Public Affairs Team also met with representatives from Pepco; the DC Environmental Network, a consortium of approximately 150 local and national environmental organizations; business Improvement Districts; and numerous political groups and offices, particularly those considering the feasibility of distributed generation in the District. Public Affairs also was instrumental in the successful launch event of the DC SEU at Freedom Plaza.

In response to these education and outreach efforts, the DC SEU has learned of District interest in solar cooperatives, senior housing projects, and other opportunities for the Quick-Start programs and expanded retrofit and renewables work in Contract Year 2. All of this information is logged for future programming consideration and possible follow-up.

4.7.2.3 *Next Quarter's Projected Goals*

Public Affairs will reach out to other groups in the next quarter, specifically to support the work of the Quick-Start programs. This effort will include possible follow-up visits to the DC Board of Trade on media outreach opportunities to local businesses, for example, and to as many ANC meetings as can be scheduled. Additional effort will be devoted to reaching out to elected officials and Advisory Board members for whom visits could not be scheduled during this reporting period. The overarching goal is to have the DC SEU be a familiar and positive concept to the targeted leadership identified in the Program Description. These efforts will be fully integrated into ongoing marketing and community engagement strategies.

4.7.2.4 *Issues and Remedial Plan*

There have been no significant long-term issues requiring a remedial plan.

4.7.3 Renewable Energy

4.7.3.1 *Description*

An assessment of the solar market is helping to inform the development of programs that the DC SEU anticipates launching in either the next quarter or Contract Year 2. Program design is expected to be informed by experience and knowledge of the Teaming Partner leading the solar effort, Mike Healy of Skyline Innovations, as well as by meetings in the next reporting period with DC solar community stakeholders. See *Next Quarter's Projected Goals*.

4.7.3.2 *Accomplishments*

Program design for short-term options is essentially complete. As opportunities continue to be identified, site selection and site construction are expected to begin in July. Discussion is under way about a Renewables (Solar Water) Quick-Start Program, one possible approach.

4.7.3.3 *Next Quarter's Projected Goals*

The next quarter will include the identification of opportunities targeted at specific constituencies that have had a more difficult time adopting solar energy installations. The DC SEU will undertake efforts to break down those barriers and create a more welcoming environment for adoption of solar market opportunities.

Should the DC SEU decide to introduce a Solar Water Quick-Start Program, the goal will be to construct solar water heating systems on multifamily facilities.

4.8 Performance Benchmark B.10.3.7: Create at least 33 green jobs

4.8.1 Description

Since the inception of the DC SEU, it has been the objective of the Contractor not only to meet, but to exceed, the anticipated employment goals of the project. To achieve these “green job” creation goals, as outlined in the Contract, the DC SEU has established the Workforce Development Team. This group works with local District agencies and organizations representing the District workforce to recruit direct hires and employees offered through local nonprofit organizations for on-the-job training.

The DC SEU Workforce Development Team is charged with ensuring the job creation goals are met by covering all 8 Wards within the District and focusing extra attention on Wards with the highest unemployment rates—i.e., Wards 7 and 8. The Workforce Development Team has developed a plan to bring recruitment efforts to all Wards via job fairs, speed interview sessions, job postings, calling on local workforce task organizations, etc. The particular focus of this team is to create jobs for DC residents.

Another aspect of green job creation is the DC SEU’s relationship with the District of Columbia Department of Employment Services. The DC SEU has held several meetings with DOES leadership to articulate the mission of the DC SEU and to discuss approaches for ensuring maximum use of available DOES capability and resources. The DC SEU and all contractors with contracts that equal or exceed one hundred thousand dollars (\$100,000) in one or multiple contracts within a twelve- (12-) month period must sign a First Source Employment Agreement. Our relationship with DOES extends to using their One Stop Services to identify potential labor and professional “green job” employees. The DC SEU has hired 1 of the 31 employees whose job qualifications were placed with DOES for assistance.

4.8.2 Status

- On target
- Completed
- Falling short of expectations

4.8.3 Accomplishments

During the start-up period, the DC SEU has been successful in creating 14 new jobs within the District and in hiring 12 DC residents. To date, these targets have been met by the following:

- Placing advertisements with local media publications
- Working extensively with the DOES to ensure requirements of the First Source Employment Agreement were met and that local DC residents were made aware of all DC SEU employment opportunities. For this reporting period, we have received 31 referrals from DOES, and hired 1 person from that pool of applicants.
- Working with DOES on securing 16 mid- to high-level professional positions within DC SEU.
- Recruitment through local area non-profit training organizations.
- Community events - the DC SEU hosted a Speed Interview Session in Ward 2 on June 21, attracting nearly 50 qualified applicants for those interviews. Each applicant was given the opportunity to interview with 6 companies that had been selected as ICs, with each company producing staffing plans for at least 2 new hires to their teams. As a result of this effort, 1 participant was hired, of which 1 was DC residents.
- Developing monitoring and processing forms to track project employment activity.
- Tracking forms: Certified Payroll and Green Job forms are attached.

Tables 2, 3 and 4 present data on the outcome of the first round of selection of Implementation Contractors, the linking of these employers to possible employees, and the completion of the first round of IC training.

DC SEU Workforce and Contractor Development
 Quarterly Report: FY 2011 Third Quarter
 Implementation Contractor Selection, Employees Hired, and IC Training Completed

Table 2. Outcome of RFQ process for selecting Implementation Contractors for LIMF and SCDI Quick-Start programs

Competitive Bid Activity	Number of Respondents	Number Considered Responsive	Ward	Distribution of Responsive Entities	Number Qualified in First Round	Number Requiring Additional Review
Responses to RFQ	30	9		9	8	1
			1	2	1	1
			2	2	2	
			3	0	0	
			4	0	0	
			5	1	1	
			6	1	1	
			7	1	1	
8	2	2				

Table 3. Outcome of interview session between qualifying ICs and employee candidates for LIMF and SCDI Quick-Start programs, by Ward.

Employer / Employee Hire Opportunity	Number of Job Candidates	Number of Employers	Number of Candidates Hired*	Training Programs Represented	Number Hired, by Training Program	Ward	Number Hired, by Ward**
Interview "Job Fair" Session June 21	39	6	16	DOES	1	1	0
				UPO	3	2	0
				WIN	5	3	0
				Job Corp	2	4	3
				WOW	1	5	1
				Strive	3	6	1
				OIC	1	7	5
					16	8	3
							13

* pending verification by employers

** Wards 1, 2, and 3 not represented; confirmation of data is pending

Table 4. Training sessions for IC work

Contractor Training Sessions	Number of Contractors Attending	DC SEU Quick-Start Program
June 24	4	LIMF
June 29	4	SCDI

4.8.4 FTE Green Jobs

Tables 5 through 9 present information about FTE green jobs created either directly or indirectly by the DC SEU thus far.

Table 5. Total new or retained FTE green jobs created by DC SEU

Job Title	Ward (if District Resident)	District Resident FTE with Living Wage	District Resident FTE under Living Wage	Other FTE Green Jobs	Total FTE Green Jobs
Project Executive Compliance	4	1	0	0	1
Project Administrator Compliance	N/A	N/A	N/A	0	1
Project Manager Compliance	N/A	N/A	N/A	0	1
Project Coordinator Compliance	8	1	0	0	1
Public Affairs Manager	6	1	0	0	1
Manager Workforce Development	1	1	0	0	1
Technical Manager Workforce Development	1	1	0	0	1
Associate Workforce Development	6	1	0	0	1
Administrative Support Workforce Development	7	1	0	0	1
Consultant Community Outreach	8	1	0	0	1
Principal Community Outreach	6	1	0	0	1
Administrative Assistant DC SEU Staff	4	1	0	0	1
Customer Support Specialist DC SEU Staff	3	1	0	0	1
Project Assistant DC SEU Staff	6	1	0	0	1
Totals:		12	0	0	14

Table 6. DC-resident FTE green jobs created by DC SEU, by Ward

FY 2011	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Total
1 st Quarter									
2 nd Quarter	0	0	0	0	0	0	0	0	0
3 rd Quarter	2	0	1	2	0	4	1	2	12
4 th Quarter									
Current Quarter Total FTEs	2	0	1	2	0	4	1	2	12
Cumulative Total FTEs	2	0	1	2	0	4	1	2	12

4.8.5 Contracting

Table 7. Total dollar amount of DC SEU contracts and proportion of CBEs

Contractor Type	Number	\$ Paid to CBE Contractors	\$ Paid to Non- CBE Contractors	Total \$ Paid
CBE	2			
Non-CBE	3			
	Total \$ Paid	\$17,500.00	\$6,492.47	\$23,992.47
	% of Total	72%	27%	100%

** Contractor employee data not available*

Table 8. Types of green jobs created by DC SEU training

Job Title / Description	Number of Jobs	FTEs
Installer for LIMF Quick-Start Direct Installation program	1	Unknown, pending reporting

4.8.6 Other

Table 9. Types of jobs District residents occupy

Job Type	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Total
Executive Management				1				1	2
Management	2					3			5
Technical						1			1
Administrative			1	1			1	1	4
Totals	2		1	2		4	1	2	12

4.8.7 Next Quarter's Projected Goals

It is the goal of the DC SEU to surpass the level of success achieved during this first “start-up” quarter.

The DC SEU plans to do so by moving forward with the Workforce Development Team performing the following activities:

- Meeting with local-area community organizations and focusing more directly on individuals who could be made job-ready through the appropriate training
- Implementing an apprenticeship program
- Organizing community job fairs
- Continue working with local District Agencies to obtain support and create interest in this work.

4.8.8 Issues and Remedial Plan

No significant or unexpected issues have arisen, and no remedial plan is necessary.

5 Summary of Activity Highlights for the Quarter

In fewer than 100 days, the DC SEU has gone from signatures on a contract to an entity that is delivering energy efficiency services in the District. The first light bulbs were installed before the end of the first quarter of activity—in a low-income building by a District resident who has been trained in energy efficiency delivery protocols and who now has a green job. This achievement is only the beginning.

During this period, the DC SEU has developed a full and functioning infrastructure for management of information systems, for accounting, for reporting, for ongoing workforce development, and for compliance with the District's requirements. It has also established three Quick-Start Programs, either on time or ahead of schedule.

Specific highlights for this quarter are:

- Completion of Program Plans and launch documents for all three Quick-Start Programs;
- Hiring of three FTEs, all District residents, and one of whom was referred to the DC SEU via the DOES;
- Installation of the first energy efficiency measure under the DC SEU—benefiting a low-income customer;
- Successful customization and operational capability of data collection and MIS systems;
- Attainment of substantial amounts of individual Performance Benchmark activity; and

- Completion of two monthly progress reports; two First Source Employment compliance reports; and training protocol development and presentation to selected ICs for the Low-Income Multifamily and the Small Commercial Direct Installation programs.

These achievements have occurred despite several setbacks, including the untimely death in April of Blair Hamilton, who held the title of Managing Director.

6 Summary of Significant Implementation Issues

1. **Consumer education and marketing.** A need exists to advance the DC SEU brand more boldly and broadly throughout the District. Because the concept of an SEU is new to most residents and businesses, the barriers to participation—and ultimately to market transformation—are significant. The DC SEU proposes a three-point remedial plan to address this (see **Section 4.2.5, Issues and Remedial Plan**).
2. **Market analysis and strategic planning**
 - a. **Access to the necessary utility data** to inform the analysis and the strategic plan is a significant implementation issue. The lack of access will compromise the ability to develop an accurate analysis of the markets, and will prevent the DC SEU from knowing the scope of the opportunity present in the District. The primary alternative is the use of surrogate data, which is likely to under-inform the DC SEU about the opportunity present in the District, and thus to distort the analysis and subsequent planning. The SEU will continue to work with relevant District entities to obtain needed data.
3. **Consequence of the delay in the signing of the Contract.** Because of the amount of time it took to execute the Contract, the DC SEU has 6.25 months rather than 10.75 months to complete all Contract Year 1 efforts, including the analysis and strategic planning effort. The loss of many months in the final execution of the Contract has created significant challenges:
 - a. **Early staffing has been more skewed to VEIC staff and the local Teaming Partners.** Hiring of local staff is under way, with 3 new hires as of the end of this reporting period.
 - b. **The model for signing on contractors and supplies** as direct contractors to the DC SEU would likely not have been the model chosen.
 - c. **The Quick Start program design had to be reduced to a direct installation approach,** with only simple measures that do not require permitting; this approach had to be taken so that the constrained timeline for program implementation could be met.
 - d. **Our design of Quick-Start initiatives centered on low- to no-cost approaches for participants,** since introducing this variable would constrain our ability to meet the new timelines. Still, by selecting time-tested and proven simple measures, the DC SEU is confident that even in this fiscal model, the initiatives are cost-effective.
 - e. **Not enough time has been available to get into the neighborhoods** and build strong constituent relationships, and then engage them about implementation. Rather, the DC SEU has needed to do both at the same time. This approach has occasionally yielded uncertainty by the populations the DC SEU intends to serve, and challenges from different sectors. Overall, the DC SEU has navigated this constraint well. The organization has gained a positive response and significant assistance in finding viable projects.
4. **Identifying the appropriate role for the DC SEU to play in workforce development** constrained the DC SEU's ability to begin implementing the Quick-Start programs. Valuable time was taken

to resolve this item before the RFQs and subsequent RFPs could be issued. The passion in the District for training, workforce development, and placement of workers is noteworthy—both from the standpoint of the pride of those involved in the sphere of work, and from the real need to put District residents in jobs. It took time to understand the landscape and how the DC SEU must inject itself into this space. This item is no longer a current implementation issue.

5. **Implementation Contractor selection and training.** Because the work of the DC SEU requires a combination of technical and customer service skills, and an attention to detail, the majority of IC candidates responding to the RFQ failed to meet a minimum threshold of qualifications for DC SEU work. Deficiencies included not meeting clearly stated submission deadlines, not submitting required documents, and submitting conspicuously incomplete qualifications packages. These deficiencies can be overcome through good training in responding to competitive solicitations. Such training could be an added value of the DC SEU’s potential influence in the District.
6. **Definition of low income.** The current District definition of *low income* constrains the DC SEU’s ability to reach an optimal number of multifamily residents in low-income neighborhoods. The economic and social costs of determining who qualifies as an eligible LIMF participant (and who does not) help defeat the purpose of the Quick-Start LIMF Program and will continue to hamper any subsequent LIMF programs in Contract Year 2 and beyond. The DC SEU has proposed an approach whereby Census tracts containing a majority of low-income residents qualify as a unit for delivering LIMF Quick-Start services. This proposed plan to re-define *low-income* for purposes of implementing the LIMF Quick-Start Program with a high degree of effectiveness has been forwarded to the DDOE for review and discussion.

7 Quarterly Total of Hires in FTEs of District Residents

Three people have been hired as full-time equivalents in the DC SEU office. Job descriptions for 12 other positions have been posted, and hiring processes are under way to fill those jobs in the next quarter.

8 Number of DOES Referrals Hired

The DC SEU does not have the Ward information for the referrals, since the referrals are via forwarded resumes from the DOES. The resumes typically do not contain Ward information.

Table 10. Number of DOES referrals hired

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Total	%
Referrals									31	100%
Hires of Referrals				1					1	3.2%

9 Attachments

Attachment 1 – Administrative Budget and Expenditures

Attachment 2 – Sample Marketing Materials

Attachment 3 – Schedule of Deliverables, by Performance Benchmark and Other Indicators

Attachment 4 – Workforce Development Strategy

DDOE
 DC SEU Program Budget - 2011
 TOTAL PROGRAM SPENDING BY DELIVERABLE

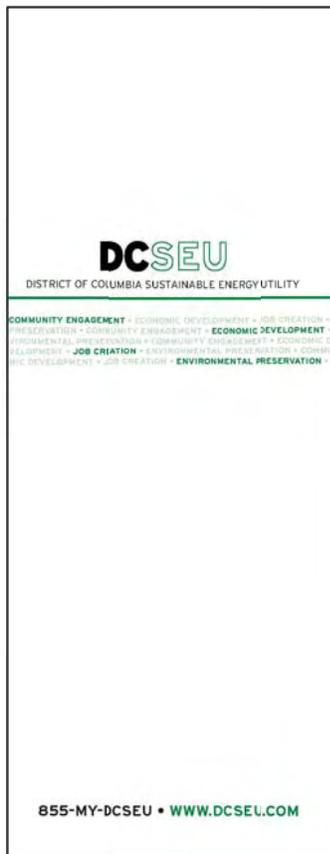
ATTACHMENT 1
 Administrative Budget and Expenditures

	Program Delivery				Management				Work Force Green Jobs	Marketing Training / Education	PP&C					Total DC SEU
	Multi	Single	C & I	Sub Total	G & A	Exec. Admin.	IT/MIS	Sub Total			PP&C Analysis and Planning	Technical	PP&C	Compliance	Sub Total	
Labor Spending																
Internal Labor	\$149,962	\$118,801	\$93,542	\$362,305	\$33,498	\$120,116	\$80,367	\$233,981	\$0	\$68,720	\$65,216	\$26,664	\$130,372	\$5,502	\$227,754	\$892,759
Fringes	\$59,535	\$47,164	\$37,136	\$143,835	\$13,299	\$47,686	\$31,906	\$92,890	\$0	\$27,282	\$25,891	\$10,586	\$51,758	\$2,184	\$90,418	\$354,425
Total Labor	\$209,497	\$165,965	\$130,678	\$506,140	\$46,797	\$167,802	\$112,272	\$326,871	\$0	\$96,002	\$91,106	\$37,250	\$182,130	\$7,686	\$318,172	\$1,247,185
Non - Labor Spending																
Subcontractor	\$965,000	\$284,437	\$439,588	\$1,689,025	\$0	\$0	\$46,500	\$46,500	\$69,380	\$40,000	\$116,149	\$0	\$275,000	\$0	\$391,149	\$2,236,054
Teaming Partners	\$0	\$0	\$139,700	\$139,700	\$54,200	\$0	\$0	\$54,200	\$130,620	\$0	\$64,551	\$0	\$0	\$145,000	\$209,551	\$534,071
Incentives	\$0	\$107,600	\$0	\$107,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$107,600
Materials	\$220,340	\$20,000	\$352,800	\$593,140	\$0	\$0	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$633,140
Phone / Internet	\$0	\$0	\$0	\$0	\$0	\$0	\$23,500	\$23,500	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$24,500
Travel	\$0	\$28,000	\$15,000	\$43,000	\$23,000	\$15,416	\$5,000	\$43,416	\$0	\$8,200	\$14,809	\$0	\$0	\$0	\$14,809	\$109,425
Copy / Printing	\$0	\$0	\$0	\$0	\$1,200	\$0	\$0	\$1,200	\$0	\$18,000	\$0	\$0	\$0	\$0	\$0	\$19,200
Postage / Shipping	\$0	\$0	\$0	\$0	\$300	\$0	\$0	\$300	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,300
Conferences / Memberships / Staff																
Training	\$0	\$0	\$0	\$0	\$2,000	\$0	\$0	\$2,000	\$0	\$1,400	\$0	\$0	\$0	\$0	\$0	\$3,400
Office Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$550	\$0	\$0	\$0	\$0	\$0	\$550
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
Equipment Rentals	\$0	\$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	\$0
IT Maint. Repairs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Software Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$9,100	\$9,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,100
Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Occupancy	\$0	\$0	\$0	\$0	\$100,807	\$0	\$0	\$100,807	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,807
Depreciation	\$0	\$0	\$0	\$0	\$12,500	\$0	\$23,138	\$35,638	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,638
Other Expenses	\$56,546	\$19,107	\$0	\$75,653	\$100,078	\$31,990	\$434	\$132,502	\$0	\$65,936	\$26,728	\$0	\$0	\$25,000	\$51,728	\$325,819
Total Non - Labor Spending	\$1,241,886	\$459,144	\$947,088	\$2,648,118	\$294,085	\$47,406	\$112,672	\$454,163	\$200,000	\$195,086	\$222,237	\$0	\$275,000	\$170,000	\$667,237	\$4,164,604
Total Direct Spending	\$1,451,383	\$625,109	\$1,077,766	\$3,154,258	\$340,882	\$215,208	\$224,944	\$781,034	\$200,000	\$291,088	\$313,343	\$37,250	\$457,130	\$177,686	\$985,409	\$5,411,789
Allocation Basis	\$1,451,383	\$517,509	\$1,077,766	\$3,046,658	\$340,882	\$215,208	\$224,944	\$781,034	\$200,000	\$291,088	\$313,343	\$37,250	\$457,130	\$177,686	\$985,409	\$5,304,189
VEIC Allocations																
Indirect Allocations	\$256,895	\$91,599	\$190,765	\$539,258	\$60,336	\$38,092	\$39,815	\$138,243	\$35,400	\$51,523	\$55,462	\$6,593	\$80,912	\$31,450	\$174,417	\$938,841
Total Spending	\$1,708,278	\$716,708	\$1,268,531	\$3,693,517	\$401,218	\$253,300	\$264,760	\$919,277	\$235,400	\$342,610	\$368,805	\$43,843	\$538,042	\$209,137	\$1,159,826	\$6,350,630
Operations Fee 4% Performance Fee	\$68,331	\$28,668	\$50,741	\$147,741	\$16,049	\$10,132	\$10,590	\$36,771	\$9,416	\$13,704	\$14,752	\$1,754	\$21,522	\$8,365	\$46,393	\$254,025
Total Spending Including Fee	\$1,776,609	\$745,376	\$1,319,272	\$3,841,257	\$417,266	\$263,432	\$275,350	\$956,048	\$244,816	\$356,315	\$383,557	\$45,597	\$559,563	\$217,502	\$1,206,219	\$6,904,655

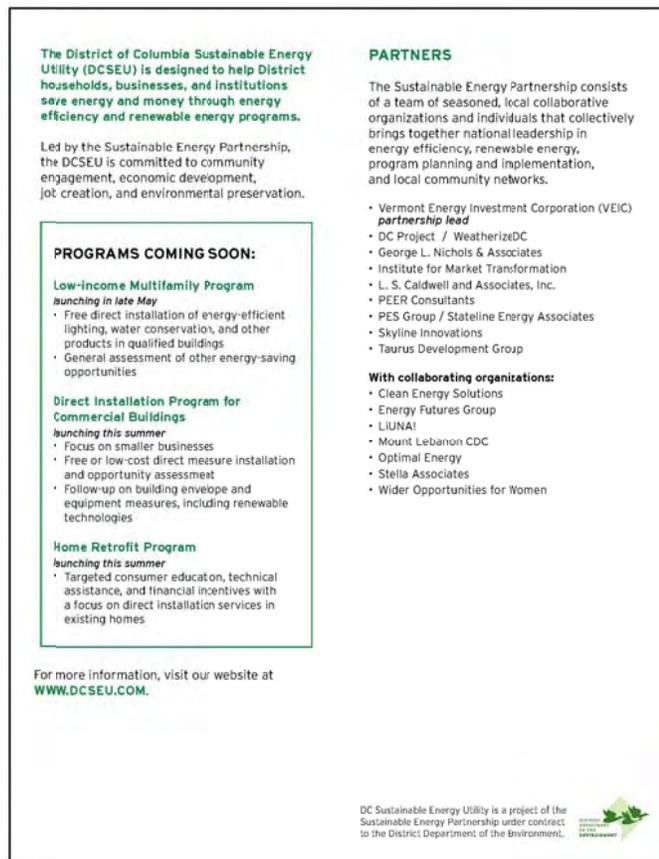
Marketing Materials



DC SEU website



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 DC SEU 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; Loetta Caldwell & Associates; Institute for Market Transformation; DC Project / Weatherize DC; Skyline Innovations; PES Group.

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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 \$19 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
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DC SEU business cards

DCSEU
DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

DC SEU banner

DCSEU
DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

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

- Lighting (about 9% of your energy bill):** Always use natural light when possible. If you have not replaced all your standard incandescent light bulbs with a compact fluorescent light bulb (CFL) or LED (light emitting diode) you are using very old technology that produces mostly heat, not light.
 - CFLs are four times more efficient, saving about 75% energy compared to incandescent bulbs, and about \$20 in electricity costs over each bulb's lifetime (DOE).
 - Each bulb offsets about 500 pounds per year of carbon emissions (WRI).
- Phonics or Vampire Loads:** Unplug electronics, such as PCs, TVs, DVDs, stereos, microwave, anything that has a clock built-in, etc.
 - These consumer 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 (WRI).
- Weatherize:** Year-round weatherizing saves money and makes your home more comfortable!
 - Seal and insulate the "envelope" or "shell" of your home, which may include its outer walls, ceilings, 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 (WRI).
- Maintenance:** Maintain your heating, ventilating, and air-conditioning better known as (HVAC) equipment.
 - If your HVAC system is not performing efficiently, consider replacing it with a unit that has earned the ENERGY STAR rating. Depending on where you live, replacing your old heating and cooling equipment with ENERGY STAR qualified equipment can cut your annual energy bill by nearly \$200 (ENERGY STAR).
 - Practice temperature control with your HVAC, especially for periods away from home. Programming your thermostat to lower level/higher levels depending on the season can save you about \$180 in energy costs every year (ENERGY STAR).
 - These combined efforts can reduce carbon emissions by 20% to 50% (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 35 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.

DCSEU
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 about \$30 per bulb in electricity, depending on your local energy costs, over the lifetime of every bulb. Source: US Department of Energy (DOE).
 - Consider changing to light-emitting diode lamps (LEDs), especially in hard-to-reach places because they last 60,000 hours, create dimmed light and are difficult to break.
 - Install light-emitting diode (LED) exit signs. The screw-in LEDs cost about \$15 to \$20, will last decades, and give brighter light. If the current exit sign will not accept the screw-in lighting element, a new LED exit sign fixture costs about \$75, and will save about 80% over incandescent tube operating costs plus you save the maintenance costs of changing bulbs. Source: DOE.
 - Install solar (to take advantage of natural light) and motion sensors (that turn when people are using a room); those will automatically turn off lights and save considerable money.
- Programmable Thermostats:**
 - Install programmable thermostats to automate your heating, ventilation, and air-conditioning (HVAC) system and to optimize temperature operation 24/7 based on your daily needs.
 - 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 in the morning.
 - The cost of a unit can range from \$25 to \$150, yet it could cut your HVAC costs about 30%. Source: EPA.
- Kitchen Equipment:**
 - Some energy savings will require longer term investments, such as purchasing ENERGY STAR qualified kitchen appliances.
 - Purchasing an ENERGY STAR qualified refrigerator can save over 45% of the energy used by conventional models, which amounts to much as \$140 in savings annually for refrigerators and \$100 for freezers. Source: Environmental Protection Agency (EPA).
- Unplugging appliances and electronics or using a smart strip:**
 - Appliances and electronics continue to draw power, even when they are switched off.
 - Unplug appliances not regularly used or when leaving the building; this could decrease 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 twisty shape. Spiral CFLs are very versatile and can fit a wide range of fixtures. You can start with the lamp next to your bed or in your living room or study. Spiral CFLs are great for the lights you use a lot, like wall sconces and ceiling fans.

Reflector:
Recessed fixtures are among today's most popular lighting fixtures, and the vast majority of them are fitted with incandescent/reflector lamps that can draw 65 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 stylish fixtures like recessed can lights or track lighting, or even in some outdoor fixtures, as long as the CFL is rated 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 tend to dim well with mechanical slide and rotary controls, but less well with electronic dimming controls, programmable controls, and remote controls.

Globe:
Globe-shaped CFLs can replace incandescent bulbs in bathroom vanities and ceiling pendants. Like other encapsulated CFL globes take a few seconds 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 "encapsulated," A-style CFLs have the same look and feel of traditional incandescent bulbs, but are much more energy-efficient. They can be used anywhere you would use a regular incandescent, even with clip-on lamp shades that don't work with spiral CFLs.

Candelabra:
CFLs can be the right choice for decorative light fixture. Attractive candelabra CFLs are perfect for chandeliers, ceiling fans, wall sconces, covered outdoor lights, and other fixtures where you can see the light bulb. Their slim shape also makes them just right for narrow fixtures where a bigger light bulb won't 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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DC SEU CFL fact sheet

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 66-76% less energy than a standard incandescent light bulb
- CFLs 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 \$250 over the lifetime of the bulbs. So the extra money you spend at the store is made up in savings 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 fixtures in your living room, family room, kitchen, bedroom and den. Outdoor light fixtures are also great places to use CFLs. Just 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 three-way functionality—these options will be identified on the product's packaging.

Do CFLs work outside?
CFLs are great outdoors, especially on the fixtures you leave on all night in your porch or lamp post. They are often the first place people try them 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.

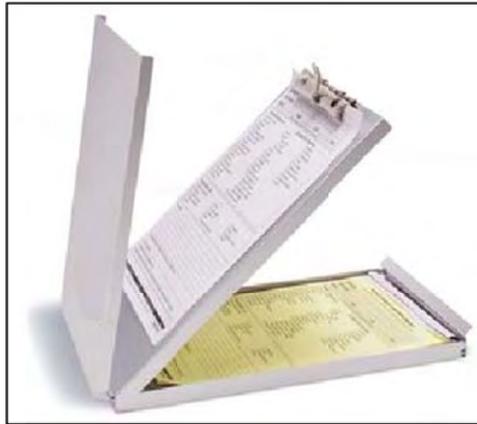
Can I use CFLs in places where I turn the lights on/off a lot?
CFLs work best when they are on for over 15 minutes at a time. To take full advantage of the energy savings and long life of ENERGY STAR qualified CFLs, it is best to use them in light fixtures you use more often.

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. Other 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?
If 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.dcseu.com.

How do I dispose of CFLs?
CFLs do need to be disposed of properly. Resident residents can take CFLs and Household Hazardous Waste (HHW) to the H. Esten Transfer Station (4900 John McCormack Road NE) on the first Saturday of the month to be disposed of safely and properly. Residents can also bring their CFLs to Home Depot, True Value Hardware, Best, and Lowes. For more information on other locations that may accept CFLs and other HHW, visit www.earth911.org.

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DC SEU clipboards



DC SEU ID cards



DC SEU generic business cards

DC SEU Timeline for Deliverables		
Document Name	Due Date	Date Sent
ADMINISTRATION		
Draft formats for periodic reports		
Monthly	22-May	3-Jun
Quarterly	3-Jun	3-Jun
Annual	3-Jun	3-Jun
Accounting		
Financial Systems Development	No date	
Submit invoice for April	15-May	15-May
Submit invoice for May	15-Jun	15-Jun
Submit invoice for June	15-Jul	
Submit invoice for July	15-Aug	
Submit invoice for August	15-Sep	
Submit invoice for September	15-Oct	
Legal		
Dispute Resolution Protocols	22-Jun	27-Jun
IT		
Demonstrate KITT+ readiness	8-Jun	15-Jun
Data Collection Protocols - EM&V	22-Jun	
Launch detailed data collection & analysis system	1-Sep	
DC SEU Budgets		
Year 1 (Fiscal Year 2011)	9-May	7-May
Year 1 - Revised		
Year 2 (Fiscal Year 2012)	9/1/2011 ?	
Other		
List of Key Contractor Personnel	25-Apr	22-Apr
Leveraging DC SEU Budget		13-Jun
PERIODIC REPORTING ON ACTIVITY		
Monthly Activity Reports		
April 2011	10-May	10-May
May 2011	10-Jun	3-Jun
July 2011	10-Aug	
August 2011	10-Sep	
Quarterly Activity Reports		
Quarterly Report - March through June 2011	10-Jul 7/5/2011 (draft)	
Quarterly Report - July through September 2011	10-Oct	
Annual Reports		
Annual Report - March through September 2011	October	

Document Name	Due Date	Date Sent
PROGRAM IMPLEMENTATION		
Invitation to Bid (materials procurement in support of ICs and Quick-Start programs)		24-May
Quick-Start Program Plans		
Low-income Multifamily	25-Apr	21-Apr
Commercial Direct Install	23-May	23-May
Single-Family	22-Jun	31-May
Quick-Start Launch Plans		
Low-income Multifamily	23-May	23-May
Commercial Direct Install	22-Jun	9-Jun
Single-Family	22-Jul	20-Jun
Consumer Education and Marketing Plan for Quick-Starts		22-May
WORKFORCE DEVELOPMENT		
Subcontractor templates for ICs with Quick-Start programs		24-May
IC Qualifications and Certification Criteria	21-Jun	17-Jun
Letter to Employment Candidates	17-Jun	17-Jun
Invitation to Bid (materials procurement, etc.)		24-May
Green Jobs Tracking System		
Certified Payroll Form		27-Jun
FTE Tracking System document		27-Jun
Develop Training Resources, Resource Guide		
Training Provider letter, procedures, SOW, etc.	22-Jun	14-Jun
EMPLOYMENT COMPLIANCE		
First Source Employment Compliance Reports		
April 2011	10-May	12-May
May 2011	10-Jun	10-Jun
June 2011	10-Jul	
July 2011	10-Aug	
August 2011	10-Sep	
September 2011	10-Oct	

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.

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.