

2012 Utility Savings Initiative (USI) Annual Report

Citation of Law or Resolution:	GS: 143-64.12
Section Number:	Section J
Due Date:	Dec. 1, 2012
Submission Date:	Nov. 26, 2012

Receiving Entities:

The Joint Legislative Commission on Governmental Operations

Submitting Entity:

The North Carolina Energy Office in the Department of Commerce

2012 ANNUAL REPORT FOR THE UTILITY SAVINGS INITIATIVE

SUMMARY:

The Utility Savings Initiative (USI) is North Carolina's comprehensive, lead-by-example program, to manage utility consumption and cost in the public sector. Since the program's inception in fiscal year 2002-03, a total investment of approximately \$12 million in state appropriated funds to support the operation of the program has produced nearly \$553 million in avoided utility costs. Energy costs have increased 47% while consumption is down 27%. Contributing to this reduction was an investment of \$160.6 million in performance contracts through private bank financing. Water costs have increased 166% while consumption has decreased 26%. For fiscal year 2011-12 total utility expenditures for state agencies and UNC institutions was more than \$330 million dollars. Had the Utility Savings Initiative not been in place taxpayers would have paid an additional \$121 million for utilities and state facilities would have been responsible for emitting an additional 388,745 metric tons of carbon dioxide into the atmosphere. .

STATUTORY BASIS:

§ 143-64.10. Findings; policy...

(6) That State government shall undertake a program to reduce the use of energy, water, and other utilities in State facilities and facilities of the State institutions of higher learning and equipment in those facilities in order to provide its citizens with an example of energy use, water use, and utility use efficiency.

§ 143-64.12. Authority and duties of the Department; State agencies and State institutions of higher learning.

(a) The Department of Commerce through the State Energy Office shall develop a comprehensive program to manage energy, water, and other utility use for State agencies and State institutions of higher learning and shall update this program annually. Each State agency and State institution of higher learning shall develop and implement a management plan that is consistent with the State's comprehensive program under this subsection to manage energy, water, and other utility use. The energy consumption per gross square foot for all State buildings in total shall be reduced by twenty percent (20%) by 2010 and thirty percent (30%) by 2015 based on energy consumption for the 2002-2003 fiscal year. Each State agency and State institution of higher learning shall update its management plan annually and include strategies for supporting the energy consumption reduction requirements under this subsection. Each community college shall submit to the State Energy Office an annual written report of utility consumption and costs.

§ 143-64.12. Authority and duties of the Department; State agencies and State institutions of higher learning.

(j) The State Energy Office shall submit a report by December 1 of each year to the Joint Legislative Commission on Governmental Operations describing the comprehensive program to manage energy, water, and other utility use for State agencies and State institutions of higher learning required by subsection (a) of this section. The report shall also contain the following:

- (1) A comprehensive overview of how State agencies and State institutions of higher learning are managing energy, water, and other utility use and achieving efficiency gains.
- (2) Any new measures that could be taken by State agencies and State institutions of higher learning to achieve greater efficiency gains, including any changes in general law that might be needed.

- (3) A summary of the State agency and State institutions of higher learning management plans required by subsection (a) of this section and the energy audits required by subsection (b1) of this section.
- (4) A list of the State agencies and State institutions of higher learning that did and did not submit management plans required by subsection (a) of this section and a list of the State agencies and State institutions of higher learning that received an energy audit.
- (5) Any recommendations on how management plans can be better managed and implemented.

HISTORY:

In September 2001 the General Assembly enacted N.C.G.S. 143-64 requiring each state agency and university to develop and implement an energy management plan. In February 2002 The Governor's Commission to Promote Government Efficiency and Savings on State Spending was created. Flowing out of the work of the commission, in July 2002, the initiative was launched to fulfill the requirements established in G.S. 143-64.

USI's primary responsibility is to coordinate and support the activities of the state agencies and UNC system institutions to manage and reduce energy consumption and cost. Our services are now available to all public sectors: state agencies, UNC institutions, community colleges, K-12 public schools, county governments and municipal governments. These services include communication and training, assistance to participants with their energy plan implementation and overseeing the Performance Contracting process.

Today a four-person staff oversees implementation of the program through the execution of the USI Strategic Energy Plan.

STATUS:

Due to departmental reorganizations, there are now 14 state agencies and 21 UNC institutions required to submit an annual update to their strategic energy plan and their annual consumption and cost report. The 58 community colleges are required to submit consumption and cost reports. These participants have submitted their required reports. In support of these activities and the assistance provided to other local governmental units, the USI team conducted in excess of 670 site visits in 80 counties during the last fiscal year.

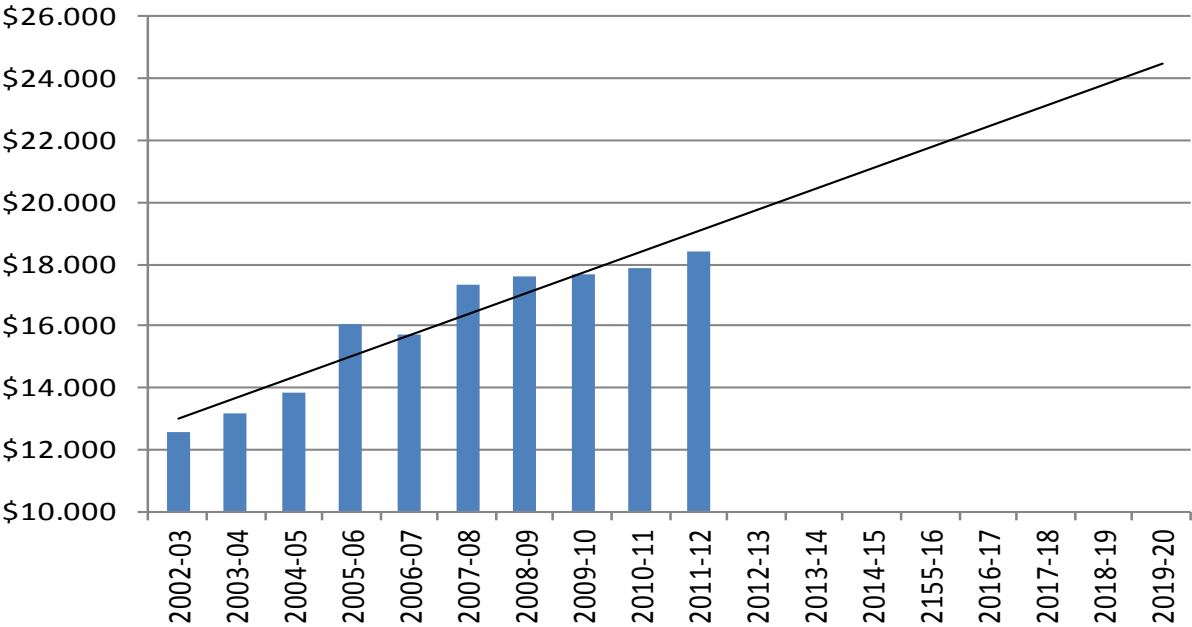
In April of 2012, the NC Energy Office joined the Department of Energy's Better Buildings Challenge, a voluntary program to improve building energy efficiency. This commitment is complementary to our USI objectives and provides a stretch goal for our participants.

In order to facilitate the collection and analysis of monthly data, rather than just annual information, USI is providing assistance to any participant that wishes to utilize the EPA's Portfolio Manager utility data collection tool. Currently 14 community colleges, eight K-12 public schools and three municipal governments are utilizing this tool and sharing their data with the Energy Office.

The DOE awarded a competitive grant to the Energy Office to simplify our Performance Contracting process and documents to make the implementation of small contracts practical. The USI team is responsible for the execution of the above tasks.

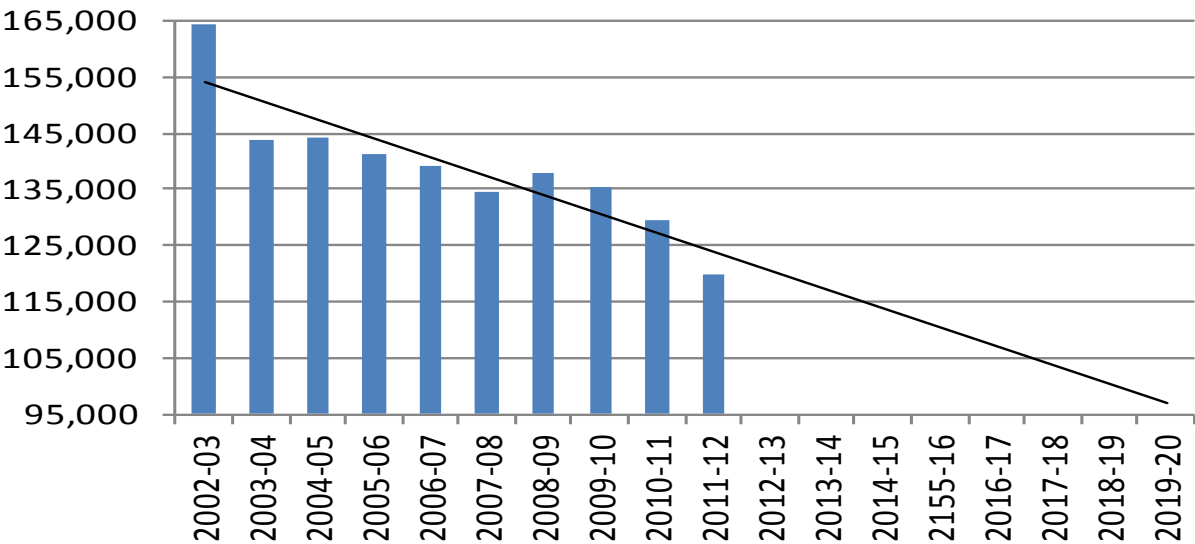
The following energy, water and green house gas evaluations were performed on the data submitted by the agency and university participants since the start of the program. Participants are encouraged to review all prior year's information and make corrections as necessary.

Cost per Btu of Energy Purchased

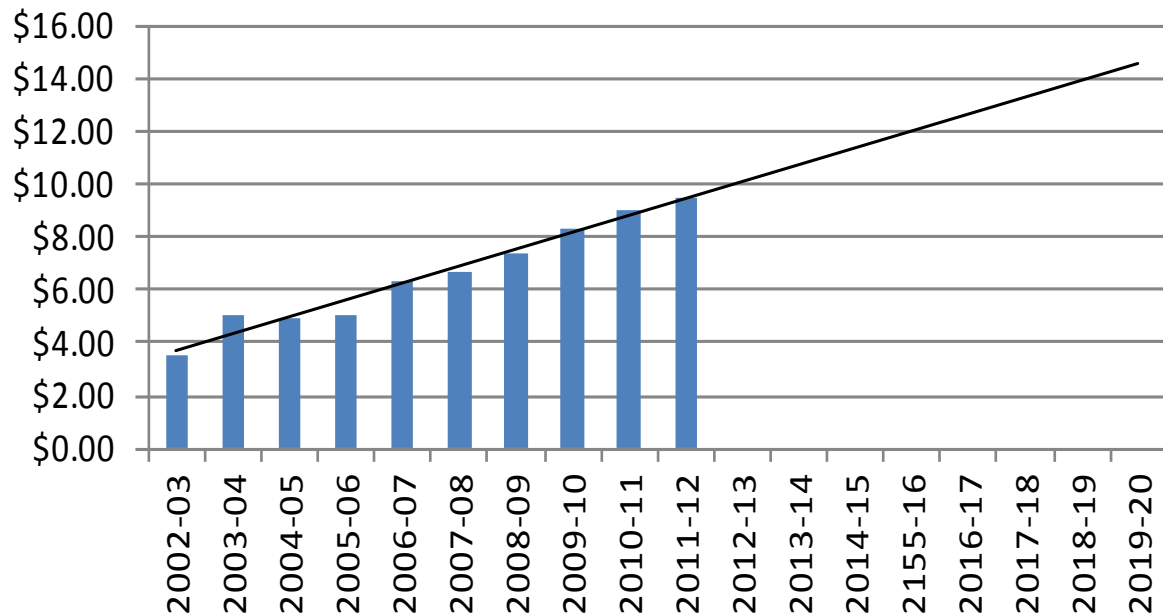


Energy costs per unit are increasing 40% faster than energy consumption is decreasing

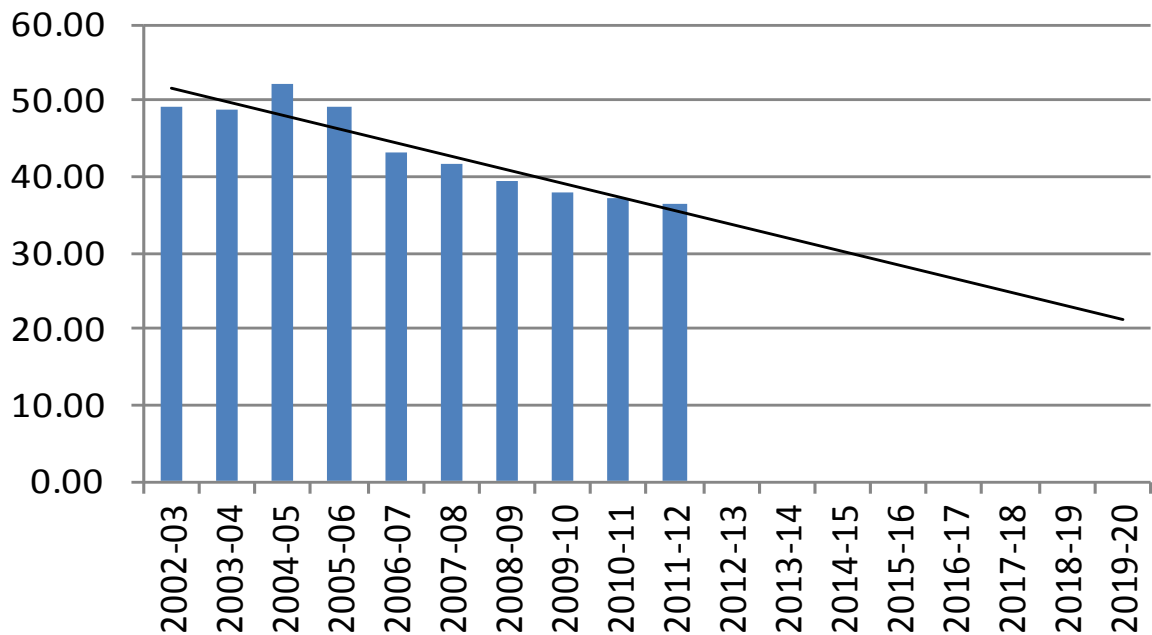
Energy Units (Btu) per Square Foot



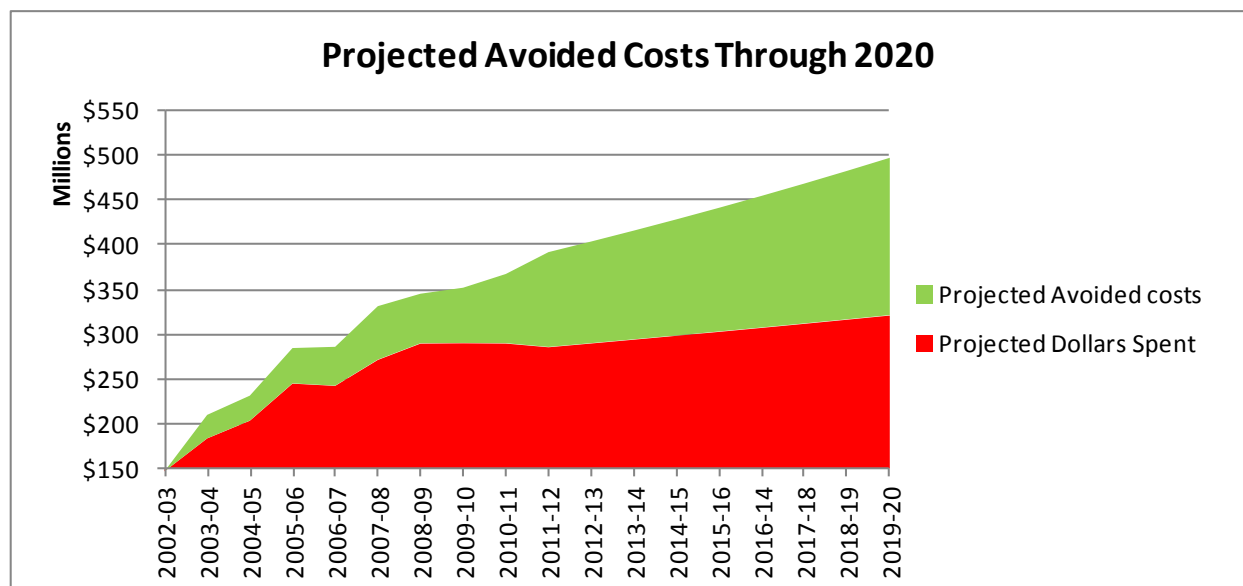
Water Cost per Thousand Gallons



Water Use per Square Foot



	energy evaluation					
	energy \$ avoided	energy \$/gsf	\$/mmbtu	\$/mmbtu %change	btu/sf	btu/sf %change
2002-03		\$2.06	\$12.57		164,147	
2003-04	\$26,145,322	\$1.89	\$13.14	5%	143,689	-12%
2004-05	\$27,828,552	\$2.00	\$13.85	10%	144,390	-12%
2005-06	\$39,372,034	\$2.27	\$16.04	28%	141,410	-14%
2006-07	\$43,271,728	\$2.19	\$15.70	25%	139,277	-15%
2007-08	\$59,572,846	\$2.34	\$17.35	38%	134,595	-18%
2008-09	\$55,177,386	\$2.43	\$17.63	40%	137,877	-16%
2009-10	\$61,540,669	\$2.39	\$17.63	40%	135,406	-18%
2010-11	\$77,119,136	\$2.32	\$17.89	42%	129,632	-21%
2011-12	\$105,616,425	\$2.21	\$18.43	47%	119,822	-27%
2012-13	\$0	\$0.00	\$0.00	0%	0	0%
2013-14	\$0	\$0.00	\$0.00	0%	0	0%
2014-15	\$0	\$0.00	\$0.00	0%	0	0%
2015-16	\$0	\$0.00	\$0.00	0%	0	0%
2016-17	\$0	\$0.00	\$0.00	0%	0	0%
2017-18	\$0	\$0.00	\$0.00	0%	0	0%
2018-19	\$0	\$0.00	\$0.00	0%	0	0%
2019-20	\$0	\$0.00	\$0.00	0%	0	0%
	\$495,644,098	Total Avoided Energy Costs				



Projected Total Cumulative Avoided Costs = \$1.5 billion

Assumptions: 2% increase per year in energy cost, 1.5% decrease per year in energy intensity and 1% increase in gsf

	water/sewer evaluation				
	water \$ avoided	\$/kgal	\$/kgal %change	gal/sf	gal/sf %change
2002-03		\$3.58		49.17	
2003-04	\$123,053	\$4.99	39%	48.92	-1%
2004-05	-\$1,410,952	\$4.87	36%	52.02	6%
2005-06	-\$56,401	\$5.03	41%	49.27	0%
2006-07	\$4,314,369	\$6.35	77%	43.04	-12%
2007-08	\$5,970,582	\$6.71	88%	41.51	-16%
2008-09	\$8,421,148	\$7.36	106%	39.57	-20%
2009-10	\$11,202,961	\$8.27	131%	38.02	-23%
2010-11	\$13,252,925	\$8.96	150%	37.33	-24%
2011-12	\$15,476,992	\$9.51	166%	36.57	-26%
2012-13	\$0	\$0.00	0%	0.00	0%
2013-14	\$0	\$0.00	0%	0.00	0%
2014-15	\$0	\$0.00	0%	0.00	0%
2015-16	\$0	\$0.00	0%	0.00	0%
2016-14	\$0	\$0.00	0%	0.00	0%
2017-18	\$0	\$0.00	0%	0.00	0%
2018-19	\$0	\$0.00	0%	0.00	0%
2019-20	\$0	\$0.00	0%	0.00	0%
	\$57,294,675	Total Water Costs Avoided			

Summary of Avoided Costs

\$495,644,098	Total Energy Costs Avoided
\$57,294,675	Total Water Costs Avoided
\$552,938,773	Total Utility Costs Avoided

The \$553 million was realized from an investment of approximately \$12 million in state appropriated funds.

	GHG evaluation				
	Metric Tons Avoided	metric tons/ thousand sf	%change	CO2e Metric Tons	% change
2002-03		14.85	0%	1,057,007	
2003-04	129,282	13.52	-9%	1,314,998	24%
2004-05	134,209	13.53	-9%	1,376,223	30%
2005-06	144,963	13.51	-9%	1,457,732	38%
2006-07	183,611	13.19	-11%	1,461,894	38%
2007-08	222,048	12.94	-13%	1,503,222	42%
2008-09	215,852	13.04	-12%	1,553,246	47%
2009-10	234,268	12.92	-13%	1,568,874	48%
2010-11	290,608	12.52	-16%	1,564,039	48%
2011-12	388,438	11.84	-20%	1,530,928	45%
2012-13	0	0.00	0%	0	0%
2013-14	0	0.00	0%	0	0%
2014-15	0	0.00	0%	0	0%
2015-16	0	0.00	0%	0	0%
2016-17	0	0.00	0%	0	0%
2017-18	0	0.00	0%	0	0%
2018-19	0	0.00	0%	0	0%
2019-20	0	0.00	0%	0	0%
	1,943,280	Total Metric Tons CO2e Avoided			

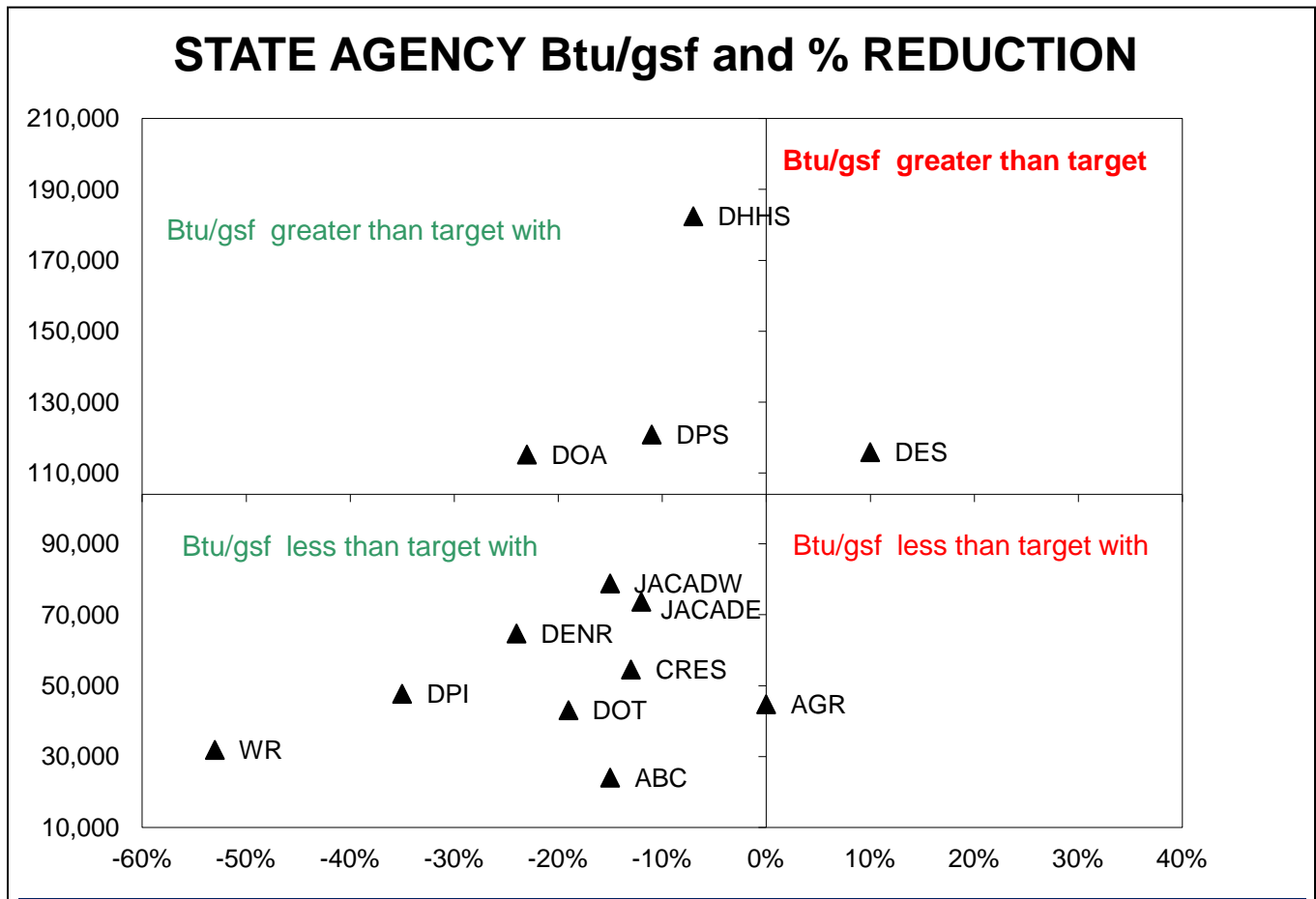
PARTICIPANT PERFORMANCE:

State Agencies

The table below lists participating agencies.

STATE AGENCIES	Abbreviation	Plan	Use	Reached 30%
ABC COMMISSION	ABC	yes	yes	
AGRICULTURE AND CONSUMER SERVICES	AGR	yes	yes	
CRIMINAL JUSTICE TRAINING west	JACADW	yes	yes	
CULTURAL RESOURCES	CRES	yes	yes	
DEPARTMENT OF PUBLIC INSTRUCTION	DPI	yes	yes	
DEPT HEALTH HUMAN SVCS	DHHS	yes	yes	
DEPT OF ADMINISTRATION	DOA	yes	yes	
DEPT OF ENVIRONMENT NATURAL RES	DENR	yes	yes	
DEPT OF TRANSPORTATION	DOT	yes	yes	
DEPT PUBLIC SAFETY	DPS	yes	yes	
DIVISION OF EMPLOYMENT SECURITY	DES	yes	yes	
INFORMATION TECHNOLOGY SERVICES	ITS	yes	yes	
JUSTICE ACADEMY east	JACADE	yes	yes	
WILDLIFE RESOURCES	WR	yes	yes	yes

The reorganization of the Department of Public Safety and the Department of Transportation along with moving the schools for the deaf into the Department of Public Instruction has reduced the number of agencies to fourteen. The chart below shows the relative performance of each reporting department in achieving the 30% reduction.



ITS values do not plot within chart. Their Btu per gsf = 390,467

The USI team continues to work closely with those agencies affected by the reorganization to make sure all reporting remains accurate and meets the requirements of the consolidated departments. USI will remain active in supporting agency activities to manage their energy use.

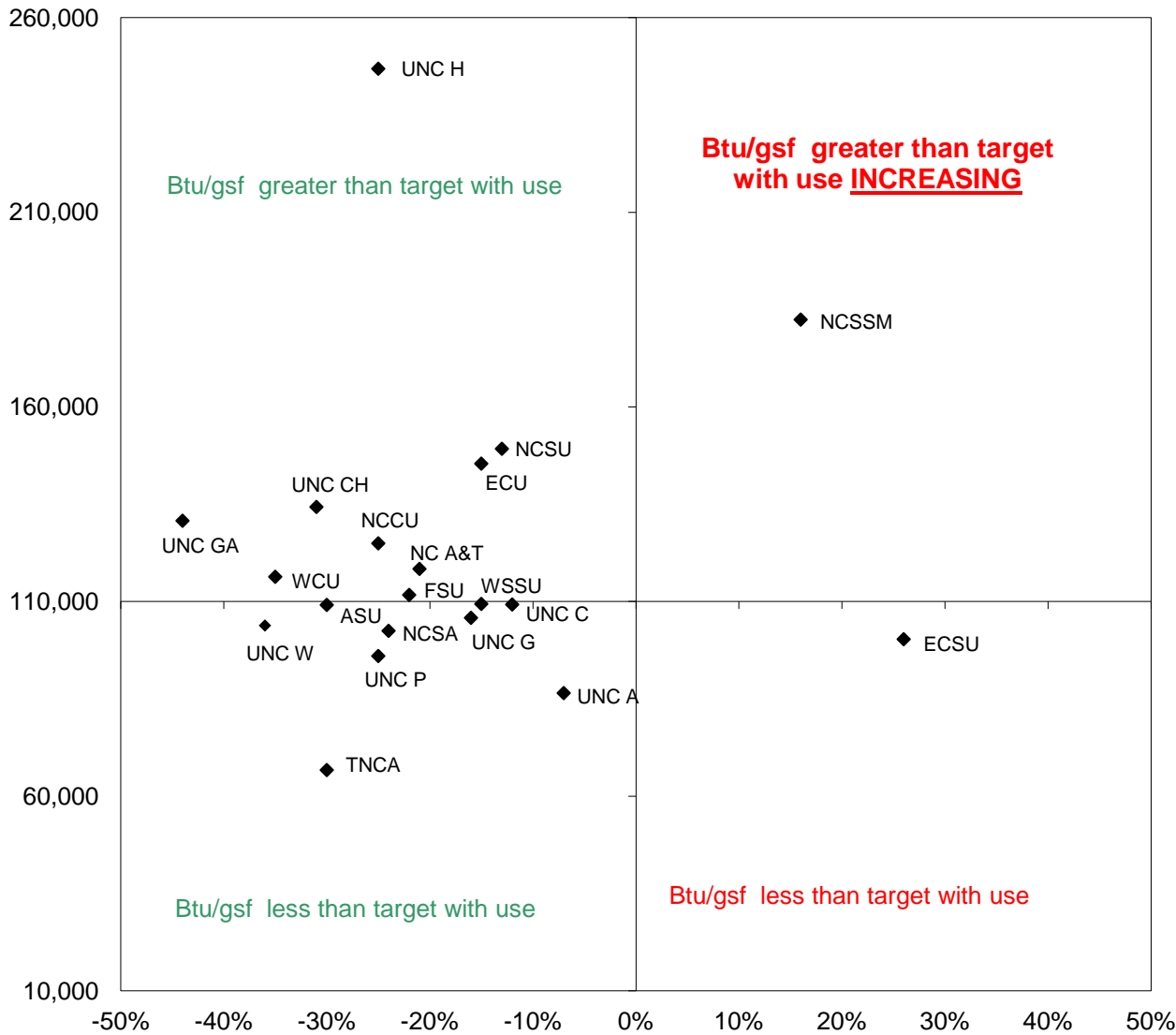
University of North Carolina Institutions

UNC INSTITUTIONS	Abbreviation	Plan	Use	Reached 30%
APPALACHIAN STATE UNIVERSITY	ASU	yes	yes	yes
ARBORETUM	TNCA	yes	yes	yes
EAST CAROLINA UNIVERSITY	ECU	yes	yes	
ELIZABETH CITY STATE UNIVERSITY	ECSU	yes	yes	
FAYETTEVILLE STATE UNIVERSITY	FSU	yes	yes	
NC A & T STATE UNIVERSITY	NC A&T	yes	yes	
NC CENTRAL UNIVERSITY	NCCU	yes	yes	
NC SCHOOL OF MATH & SCIENCE	NCSSM	yes	yes	
NC SCHOOL OF THE ARTS	NCSA	yes	yes	
NC STATE UNIVERSITY	NCSU	yes	yes	
UNC PEMBROKE	UNC P	yes	yes	
UNC ASHEVILLE	UNC A	yes	yes	
UNC CHAPEL HILL	UNC CH	yes	yes	yes
UNC CHARLOTTE	UNC C	yes	yes	
UNC GENERAL ADMINISTRATION	UNC GA	yes	yes	yes
UNC GREENSBORO	UNC G	yes	yes	
UNC HOSPITALS	UNC H	yes	yes	
UNC WILMINGTON	UNC W	yes	yes	yes
UNC-TV	UNC TV	yes	yes	yes
WESTERN CAROLINA UNIVERSITY	WCU	yes	yes	yes
WINSTON-SALEM STATE UNIVERSITY	WSSU	yes	yes	

Twenty-one University of North Carolina institutions participate in the Utility Savings Initiative program. The 21 institutions include the 16 university campuses, UNC Hospital, UNC General Administration, the School of Science and Mathematics, UNC TV and the N.C. Arboretum.

The chart below shows the relative performance of each reporting institution in achieving the 30% reduction..

UNC SYSTEM Btu/gsf and % REDUCTION



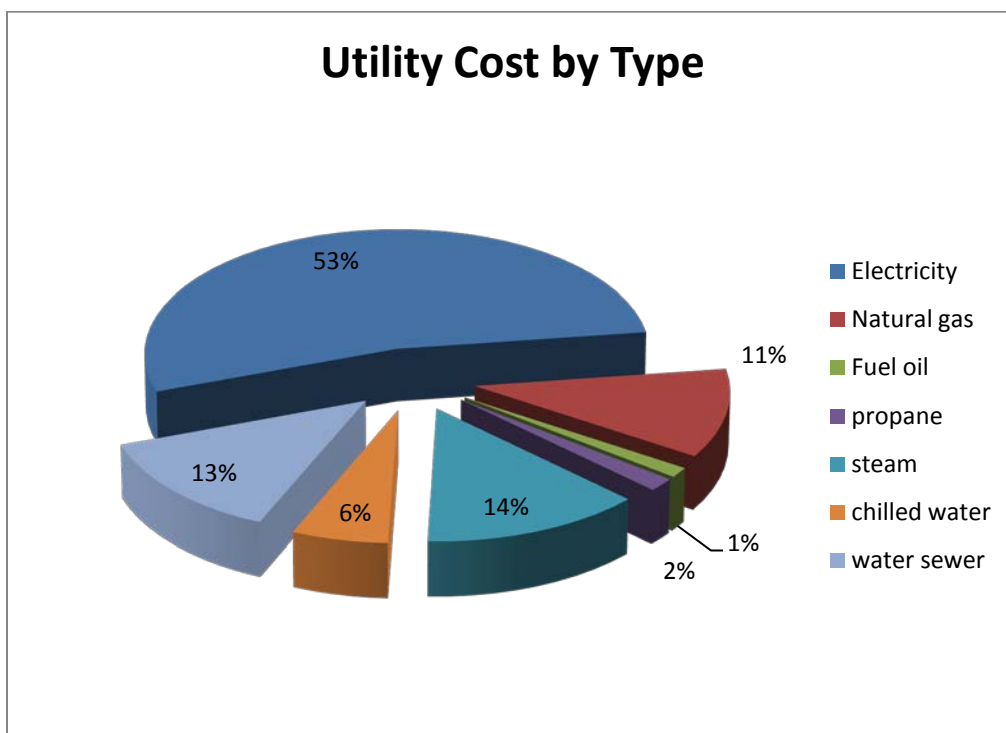
UNC TV values do not plot within chart. Their Btu per gsf = 589,218.

Community Colleges

Beginning with the 2007-08 fiscal year, community colleges were required to submit annual energy consumption and cost reports to the Energy Office. For the fourth straight year there has been 100% participation. While not required to submit strategic energy plans, 32 colleges have submitted updated energy plans for 2011 – 2012. Below is the list of community colleges participating in the Utility Savings Initiative program.

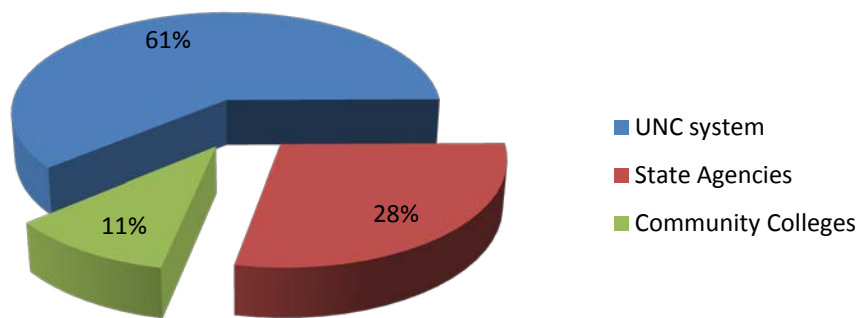
COMMUNITY COLLEGE	Use	COMMUNITY COLLEGE	Use
A-B Tech	yes	Alamance	yes
Beaufort	yes	Bladen	yes
Blue Ridge	yes	Brunswick	yes
Caldwell	yes	Cape Fear	yes
Carteret	yes	Catawba Valley	yes
Central Carolina	yes	Central Piedmont	yes
Cleveland	yes	Coastal Carolina	yes
College of the Albemarle	yes	Craven	yes
Davidson	yes	Durham Tech	yes
Edgecombe	yes	Fayetteville Tech	yes
Forsyth Tech	yes	Gaston	yes
Guilford Tech	yes	Halifax	yes
Haywood	yes	Isothermal	yes
James Sprunt	yes	Johnston	yes
Lenoir	yes	Martin	yes
Mayland	yes	McDowell Tech	yes
Mitchell	yes	Montgomery	yes
Nash	yes	Pamlico	yes
Piedmont	yes	Pitt	yes
Randolph	yes	Richmond	yes
Roanoke-Chowan	yes	Robeson	yes
Rockingham	yes	Rowan-Cabarrus	yes
Sampson	yes	Sandhills	yes
South Piedmont	yes	Southeastern	yes
Southwestern	yes	Stanly	yes
Surry	yes	Tri-County	yes
Vance-Granville	yes	Wake Tech	yes
Wayne	yes	Western Piedmont	yes
Wilkes	yes	Wilson	yes

The following utility evaluations were performed on the data submitted by the agency, university and community college participants for fiscal year 2011-12.



Type	Amount	Percent
Electricity	\$197,498,758	53%
Natural gas	\$41,993,438	11%
Fuel oil	\$4,751,841	1%
propane	\$6,183,703	2%
steam	\$49,746,208	14%
chilled water	\$21,623,977	6%
water sewer	\$48,145,067	13%
Total Dollars	\$369,942,991	

Utility Cost by Participant



Participant	Amount	Percent
UNC system	\$225,639,157	61%
State Agencies	\$104,800,966	28%
Community Colleges	\$39,502,868	11%
Total Dollars	\$369,942,991	

ACTIVITIES:

Better Buildings Challenge

The US Department of Energy Better Buildings Challenge is a voluntary program designed to encourage owners of existing buildings to reduce energy consumption 20% from a 2008-09 baseline by the year 2019-20.

As shown in the table below we are already at a 13% reduction as calculated from the DOE baseline of 2008-09.

	energy \$ avoided	energy \$/gsf	\$/mmbtu	\$/mmbtu %change	btu/sf	btu/sf %change
2008-09		\$2.43	\$17.63		137,713	
2009-10	\$5,328,779	\$2.39	\$17.64	0%	135,232	-2%
2010-11	\$18,453,141	\$2.32	\$17.89	1%	129,479	-6%
2011-12	\$43,504,191	\$2.20	\$18.43	5%	119,504	-13%
2012-13	\$0	\$0.00	\$0.00	0%	0	0%
2013-14	\$0	\$0.00	\$0.00	0%	0	0%
2014-15	\$0	\$0.00	\$0.00	0%	0	0%
2015-16	\$0	\$0.00	\$0.00	0%	0	0%
2016-14	\$0	\$0.00	\$0.00	0%	0	0%
2017-18	\$0	\$0.00	\$0.00	0%	0	0%
2018-19	\$0	\$0.00	\$0.00	0%	0	0%
2019-20	\$0	\$0.00	\$0.00	0%	0	0%

UNC Energy Initiative

The Appalachian Energy Summit was the inaugural event with representatives from all the UNC System institutions and affiliates in attendance. The primary focus of this event was to foster dialogue and share best practices among participants with an emphasis on meeting their statutory requirements and establishing stretch goals that will extend beyond 2015.

The USI team has developed a strong collaboration with UNC General Administration. Through this collaboration USI will continue to support all UNC institutions and affiliates with their efforts to effectively manage their energy consumption and costs.

Local Government Units

K-12 Public Schools, County Governments and Municipal Governments have no statutory reporting requirements under the Utility Savings Initiative. However, USI services are available to assist them with managing their utility consumption and costs, identifying energy conservation measures and implementing performance contracts. An increased number of local governmental units are utilizing

performance contracting to fund capital improvements. USI was recently awarded a Department of Energy grant to identify and remove the barriers preventing smaller governmental units from participating in performance contracting. USI has a statutory requirement to review and comment on all local government performance contracts prior to LGC approval. USI continues to be approached by local governmental units to assess whether or not they are candidates for performance contracting and to assist them through the process.

LEGISLATIVE RECOMMENDATIONS:

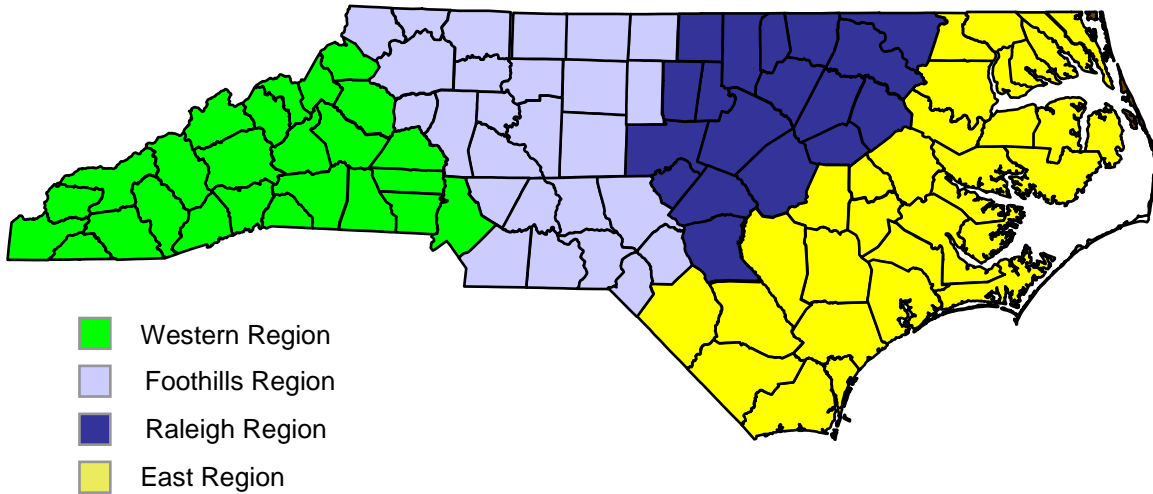
§ 143-64.17. Definitions.

As used in this Part:

- (5) "Qualified provider" means a person or business experienced in the design, implementation, and installation of energy conservation measures who is pre-qualified by the North Carolina State Energy Office.

UTILITY SAVINGS INITIATIVE ORGANIZATION:

The Utility Savings Initiative program is organized around providing services with regional staffing as indicated in the map below.



The Utility Savings Initiative Strategic Energy Plan lays out strategies to reach our 2015 legislative requirements and the 2020 Better Buildings Challenge commitment and specific annual activities to be employed to accomplish our goals.

THE UTILITY SAVINGS INITIATIVE STRATEGIC ENERGY PLAN FOR 2012-13

OVERVIEW:

§ 143-64.10. Findings; policy...

(6) That State government shall undertake a program to reduce the use of energy, water, and other utilities in State facilities and facilities of the State institutions of higher learning and equipment in those facilities in order to provide its citizens with an example of energy use, water use, and utility use efficiency.

The Utility Savings Initiative (USI) is the program that was created to coordinate and support the activities of the state agencies and UNC system institutions to manage and reduce energy consumption and cost. Our services are now available to all public sectors: state agencies, UNC institutions, community colleges, K-12 public schools, county and municipal governments. Our services include training, provided by both USI staff and professional instructors, energy audits, strategic energy plan creation and evaluation and project implementation.

The USI program also has responsibility for overseeing Performance Contracting when entered into by state agencies or UNC institutions. Performance Contracting provides an effective means to design, build and fund energy efficiency projects in the public sector. In 2009, **§ 143-64.17G** was modified such that a local governmental unit that enters into a guaranteed energy savings contract must report the contract and the terms of the contract to the State Energy Office. This change provides consistency in the review process for all governmental units desiring to enter into a performance contract.

PURPOSE:

§ 143-64.12. Authority and duties of the Department; State agencies and State institutions of higher learning.

(a) ... The energy consumption per gross square foot for all State buildings in total shall be reduced by twenty percent (20%) by 2010 and thirty percent (30%) by 2015 based on energy consumption for the 2002-2003 fiscal year. Each State agency and State institution of higher learning shall update its management plan annually and include strategies for supporting the energy consumption reduction requirements under this subsection. Each community college shall submit to the State Energy Office an annual written report of utility consumption and costs.

The statute referenced above clearly defines the purpose of the USI program. The key performance indicators in Table I are used to track the program's performance in reaching the statutory requirements.

KEY PERFORMANCE INDICATORS

	energy evaluation						water/sewer evaluation				
	energy \$ avoided	energy \$/gsf	\$/mmbtu	\$/mmbtu %change	btu/sf	btu/sf %change	water \$ avoided	\$/kgal	\$/kgal %change	gal/sf	gal/sf %change
2002-03		\$2.06	\$12.57		164,147			\$3.58		49.17	
2003-04	\$26,145,322	\$1.89	\$13.14	5%	143,689	-12%	\$123,053	\$4.99	39%	48.92	-1%
2004-05	\$27,828,552	\$2.00	\$13.85	10%	144,390	-12%	-\$1,410,952	\$4.87	36%	52.02	6%
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2013-14	\$0	\$0.00	\$0.00	0%	0	0%	\$0	\$0.00	0%	0.00	0%
2014-15	\$0	\$0.00	\$0.00	0%	0	0%	\$0	\$0.00	0%	0.00	0%
2015-16	\$0	\$0.00	\$0.00	0%	0	0%	\$0	\$0.00	0%	0.00	0%
2016-17	\$0	\$0.00	\$0.00	0%	0	0%	\$0	\$0.00	0%	0.00	0%
2017-18	\$0	\$0.00	\$0.00	0%	0	0%	\$0	\$0.00	0%	0.00	0%
2018-19	\$0	\$0.00	\$0.00	0%	0	0%	\$0	\$0.00	0%	0.00	0%
2019-20	\$0	\$0.00	\$0.00	0%	0	0%	\$0	\$0.00	0%	0.00	0%
	\$495,644,098	Energy costs avoided					\$57,294,675	Water costs avoided			
	\$552,938,773	Total Avoided Utility Costs									

TABLE I

Legend:

gsf = gross square feet (building size)

Btu = British thermal unit (standard unit of energy)

mmBtu = millions of Btus

mgal = thousands of gallons

Notes:

- For an approximate investment of \$12 million in state appropriated funds over the ten years the program has been in place we have achieved in excess of a half billion dollars in avoided utility costs.

KEY FOCUS AREAS OF THE PLAN:

- 1) **Communication and Training** – a core component of the USI program’s success has been our ability to provide relevant training to the participants. This training includes the Energy Management Diploma series, Strategic Energy Plan creation and half day technical classes on specific building systems and programs. The USI team routinely participates as invited speakers at conferences and workshops that target our program participants. We will continue to engage community ‘user groups’ to foster dialogue among regional participants and share best practices.
- 2) **Participant Plan Implementation** – site visits will remain the cornerstone of our support to USI participants. Team members will be available to provide participants technical assistance with audits, project evaluations and implementation. Team members will monitor and encourage participants to engage in current programs to reduce energy consumption including, the DOE Better Buildings Challenge and UNC Energy Initiative and assist in setting up new programs. USI will continue to seek additional resources to expand services.
- 3) **Performance Contracting** – Improve Performance Contracting process and extend its applicability. Partnerships will be utilized to continue to improve the process, disseminate best practices, and promote its use. The team will continue to provide assistance and guidance for USI participants through the entire contract process. To satisfy the terms of the DOE PC Grant the team and their partners will develop a program for making Performance Contracting cost effective for small projects and continue to improve the traditional Performance Contracting process.

2011-2012

Focus Area 1: Communication and Training				
Strategy 1.	Provide USI partners with the skills necessary to identify and implement energy efficiency measures			
Strategy 2.	Data review, analysis and reporting of energy use and energy plan information submitted by partners and as required by statute			
Strategy 3.	Create, publish, update annually and implement a state level energy management plan that supports program requirements			
Strategy 4.	Establish regional user groups to foster participant dialogue on best practices			
Strategy 5.	Participate as speakers in relevant workshops and conferences to generate program awareness and participation			
2011-2012 Planned Activities	Expected Measurement	Investment	Assigned to	Funding Source
Conduct 3 EMD training sessions	Interviews to assess application of knowledge	\$133,105	Len Hoey	ARRA & state
Conduct one day tech workshops	Interviews to assess application of knowledge	Staff time	USI & NCSU MAE	Salary
EPA portfolio manager pilot program	Evaluate software's applicability for USI reporting	Staff time	Keith Bradshaw	ARRA & salary
Facilitate implementation of user groups and their activities	Publication of best practices identified during meetings	Staff time	USI team	Salary
Targeted technical assistance provided through site visits to upgrade energy plans and consumption reports	100% participation by agencies, universities and community colleges	Staff time	USI team	Salary
Establish electronic bulletin board on USI website	Bulletin board created and promoted to participants	Staff time	USI team	Salary
2011-2012 Actual Activities	Actual Measurement	Investment	Assigned to	Funding Source
Conduct 3 EMD training sessions	Interviews were conducted and EMD practices are being implemented as observed during USI site visits.	\$133,105 / staff time	Len Hoey / USI team	ARRA & state
Conduct one day tech workshops	Surveys showed half day workshops were of most interest. Conducted 29 two to four hour workshops.	Staff time	USI	Salary
EPA Portfolio Manager pilot program	Software was evaluated and program implementation has begun. Training is being provided and participants are being assisted.	Staff time	Keith Bradshaw / USI team	ARRA & salary
Facilitate implementation of user groups and their activities	User groups have been formed and meeting on regular basis.	Staff time	USI team	Salary
Targeted technical assistance provided through site visits to upgrade energy plans and consumption reports	Fourteen of fifteen state agencies and all twenty one UNC institutions submitted usage reports and SEP's. All 58 community colleges submitted usage reports and 32 of them submitted SEP's.	Staff time	USI team	Salary
Establish electronic bulletin board on USI website	USI control of website has been established and is providing current information on USI and PC.	Staff time	USI team	Salary
Provide USI track at annual sustainability conference	USI track was provided at annual sustainability conference and was well attended.	Staff time	USI team	Salary

2012-2013

Focus Area 1: Communication and Training				
Strategy 1.	Provide USI partners with the skills necessary to identify and implement energy efficiency measures			
Strategy 2.	Data review, analysis and reporting of energy use and energy plan information submitted by partners and as required by statute			
Strategy 3.	Create, publish, update annually and implement a state level energy management plan that supports program requirements			
Strategy 4.	Engage regional community user groups to foster participant dialogue on best practices			
Strategy 5.	Participate as speakers in relevant workshops and conferences to generate program awareness and participation			
2012-2013 Planned Activities	Expected Measurement	Investment	Assigned to	Funding Source
Measure success of EMD classes	Interviews to assess application of knowledge	Staff time	USI	Salary
Conduct half day training sessions	Assess effectiveness of workshops	Staff time	USI	Salary
Expand EPA Portfolio Manager program	Increased usage of Portfolio Manager by USI participants	Staff time	Keith Bradshaw and USI team	Salary
Expand user groups and their activities within their regions	Publication of best practices identified during meetings	Staff time	USI team	Salary
Targeted technical assistance provided through site visits to upgrade energy plans and consumption reports	100% participation by agencies, universities and community colleges	Staff time	USI team	Salary
Develop and regularly review state level strategic energy plan	Quarterly reviews of plan	Staff time	USI team	Salary

2011-2012

Focus Area 2: Resource Allocation				
Strategy 1.	Provide USI participants with on site assistance in evaluating and implementing energy efficiency projects			
Strategy 2.	Effective deployment, implementation and completion of ARRA funded projects			
Strategy 3.	Evaluate new technologies for applicability to USI program Review			
2011-2012 Planned Activities	Measurement Expected	Investment	Assigned to	Funding Source
Provide project oversight for ARRA projects	Project acceptance properly documented for each project	Staff time	USI team	ARRA
Perform project evaluations for non-funded ARRA grant applications	40% of projects identified will be implemented	Staff time	USI team	ARRA
Ensure universities follow procedures to qualify energy savings achieved for carry forward per SL 2010-196	All qualified documented savings carried forward in accordance with legislation	Staff time	USI team	Salary
Fund energy manager positions for community colleges and UNC institutions	Establish scope of work and objectives for energy managers/analysts	\$3,834,000	UNC GA & NCCCS	ARRA
Coordinate activities of ARRA funded energy managers located at community colleges and UNC institutions	Energy managers achieve goals established in ARRA contract scope of work	Staff time	USI team	Salary
Site specific technical assistance in the form of audits and review of audit findings	Determine level of implementation through interview process	Staff time	USI team	Salary
2011-2012 Actual Activities	Measurement Actual	Investment	Assigned to	Funding Source
Provide project oversight for ARRA projects	Accomplished	Staff time	USI team	ARRA
Perform project evaluations for non-funded ARRA grant applications	Assessments have been made and projects identified	Staff time	USI team	ARRA
Ensure universities follow procedures to qualify energy savings achieved for carry forward per SL 2010-196	Universities submitted proper documents in accordance with legislation	Staff time	USI team	Salary
Fund energy manager positions for community colleges and UNC institutions	Scope of work and objectives were created and some were retained permanently	\$3,834,000	UNC GA & NCCCS	ARRA
Coordinate activities of ARRA funded energy managers located at community colleges and UNC institutions	Higher success rates were achieved in the UNC system in comparison to the CC's	Staff time	USI team	Salary
Site specific technical assistance in the form of audits and review of audit findings	Many locations implemented the recommendations of the energy assessments.	Staff time	USI team	Salary

2012-2013

Focus Area 2: Participant Plan Implementation				
Strategy 1.	Provide USI participants with on site assistance in evaluating and implementing energy efficiency projects			
Strategy 2.	USI will continue to seek additional resources to expand services			
Strategy 3.	Review new technologies for applicability to USI program			
2012-2013 Planned Activities	Measurement Expected	Investment	Assigned to	Funding Source
Site specific technical assistance in the form of audits and review of audit findings	Determine level of implementation through interview process	Staff time	USI team	Salary
Partner with other agencies to achieve program success with BBC and UNC Energy Initiative	Establishment of protocols and practices to document the success of the programs	Staff time	USI team	Salary
Ensure universities follow procedures to qualify energy savings achieved for carry forward per SL 2010-196	All qualified documented savings carried forward in accordance with legislation	Staff time	USI team	Salary
Work with participants to develop and implement energy projects listed in their SEP's	Determine level of implementation of SEP projects by meetings with staff	Staff Time	USI team	Salary
Work with participants to help promote energy savings practices and policies	Determine level of implementation of practices and policies by meetings with staff	Staff time	USI team	Salary
Continue to look for additional funding opportunities to expand and support USI programs	Amount of funding that is acquired	Staff time	USI team/Kathy Walters	Salary

2011-2012

Focus Area 3: Performance Contracting				
Strategy 1.	Provide technical assistance to participants as needed to ensure all statutory requirements are met and the process moves efficiently			
Strategy 2.	Review and edit primary PC documents for use in the specific sectors that are eligible to participate			
Strategy 3.	Re-qualify ESCOs that wish to remain a part of the program, pre-qualify additional companies that wish to provide services.			
2011-2012 Planned Activities	Measurement Expected	Investment	Assigned to	Funding Source
Train new USI team members on the PC process and technical requirements	Team members capable of supporting projects from RFP through approval with minimum guidance from engineering manager	Staff time	Len Hoey	Salary
Review and edit PC documents	RFP, IGA and ESA edited, formatted, approved and published for use	Staff time	Len Hoey / Richard Self / Carolyn Bachl	ARRA & salary
Provide technical assistance to PC projects	100% of projects that issue RFP receive COS and/or LGC approval	Staff time	USI team	Salary
Review the documents for pre-qualification and re-qualification of ESCOs	All ESCOs that wish to remain in the program are re-qualified	Staff time	Evaluation team	Salary
2011-2012 Actual Activities	Measurement Actual	Investment	Assigned to	Funding Source
Train new USI team members on the PC process and technical requirements	Team members are now capable of supporting projects from RFP through ESCO selection with minimum guidance from engineering manager	Staff time	Len Hoey/USI team	Salary
Review and edit PC documents	RFP edited, formatted, approved and published for use. IGA and ESA draft documents created	Staff time	Len Hoey	Salary
Provide technical assistance to PC projects	4 projects received COS approval, 11 projects are in process	Staff time	USI team	Salary
Review the documents for pre-qualification and re-qualification of ESCOs	Requirements for re-qualification established. Process to occur 2 nd quarter 2013	Staff time	Evaluation team	Salary

2012-2013

Focus Area 3: Performance Contracting				
Strategy 1.	Provide technical assistance to participants as needed to ensure all statutory requirements are met and the process moves efficiently			
Strategy 2.	Review and edit primary PC documents for use in the specific sectors that are eligible to participate			
Strategy 3.	Re-qualify ESCOs that wish to remain a part of the program, pre-qualify additional companies that wish to provide services.			
Strategy 4.	Guide implementation of DOE Small PC Grant			
2012-2013 Planned Activities	Expected Measurement	Investment	Assigned to	Funding Source
Train USI team members on the PC process and technical requirements	Team members capable of reviewing IGA, ESA and associated schedules	Staff time	Len Hoey	Salary
Review and edit PC documents	IGA and ESA edited, formatted, approved and published for use	Staff time	Len Hoey / USI staff	ARRA & salary
Provide technical assistance to PC projects	100% of projects that issue RFP receive COS and/or LGC approval	Staff time	USI team	Salary
Review the documents for pre-qualification and re-qualification of ESCOs	Re-qualification to occur in October 2012	Staff time	Evaluation team	Salary
Begin implementation of small PC grant	Define small PC, review standard documents, identify potential participants	Grant / staff time	Kathy Walters / Len Hoey / Partners	Grant / match