



# **NEEA Quarterly Performance Report**

Progress Towards Objectives  
Third Quarter 2011



# NEEA Quarterly Performance Report Q3 2011

## Progress Towards Objectives

### STATUS KEY

Will meet objective

Not expected to meet objective

Outcome uncertain

Objective	Q3 2011 Progress Towards Objectives	Status
<b>Market Operations</b>		
<b>Residential</b>		
<b>Televisions</b> <i>Increasing the presence and sale of energy-efficient televisions in retail channels</i>	<ul style="list-style-type: none"> <li>Participating retailers are exceeding 2011 objective that 28% of sold TVs meet or exceed ENERGY STAR specification for Televisions version 5.0.</li> <li>Reported sales of 175,000 qualifying TVs YTD, 100% of objective. Nearly one-third of these TVs exceed ENERGY STAR specification for Televisions version 5.0 by 20%.</li> <li>Continued to increase energy efficiency stringency, finalizing and promoting the 2012 ENERGY STAR specification for televisions (draft version 6.0 and 6.0 +15%) to national retail partners in time for their fall meetings with TV manufacturers.</li> </ul>	
<b>Efficient Homes</b> <i>Building market availability and consumer interest in more energy-efficient homes</i>	<ul style="list-style-type: none"> <li>State providers certified 751 homes in the region as Northwest ENERGY STAR Homes, compared to 748 over the same period in 2010.</li> <li>Trained 204 real estate agents and 124 appraisers, contributing to an estimated 14.6% regional market share of Northwest ENERGY STAR Homes through August 2011(no significant change in market share from Q2), exceeding 2011 goal of 11% market share.</li> <li>On track to meet goal of training 500 real estate agents and 200 appraisers by year-end. This work helps ensure that appraisers factor the added value of energy efficiency into home assessments, and agents can promote these benefits to buyers.</li> <li>To raise consumer awareness for Northwest ENERGY STAR homes leveraged existing market platforms and partnerships to recruit 40 builders and engage over 1,100 potential home buyers (specifically those planning to purchase within the next 12 months) through the <i>Welcome Home</i> marketing campaign. Campaign exceeded goal of 30 participating builders.</li> </ul>	
<b>Desktop PCs</b> <i>Increasing the energy efficiency of PCs by engaging manufacturers and part suppliers</i>	<ul style="list-style-type: none"> <li>As reported in Q2, this initiative has been cancelled due to insufficient case for market transformation.</li> </ul>	



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<b>Ductless Heat Pumps</b> <i>Building market capability and consumer awareness of efficient new residential HVAC technology</i>	<ul style="list-style-type: none"> <li>Launched regional consumer awareness campaign to educate consumers on benefits of DHPs. Goal is to influence 4000 new DHP installations across the region between September 27 and December 31, 2011 (2011 goal is to build market capacity to support 7000 installations). Mitsubishi provided \$50,000 in campaign sponsorship.</li> <li>Increased number of participating Master Installers by 60%, 10% above goal, to ensure region-wide availability of Master Installers committed to high-quality installations and homeowner education.</li> <li>Consolidated consumer- and industry-facing <a href="#">websites</a> to streamline operations, adding new features and consumer tools for identifying incentives, selecting contractors and supporting the regional campaign.</li> </ul>	✓
<b>Commercial</b>		
<b>Commercial Real Estate</b> <i>Embedding practices of energy-efficient building management among property owners</i>	<ul style="list-style-type: none"> <li>Led office building energy competitions to drive adoption of Strategic Energy Management practices in the commercial office market:               <ul style="list-style-type: none"> <li>Delivered 24 building “scoping studies” to property owners and managers participating in the Portland <a href="#">Carbon4Square</a> contest. Studies provide energy-saving recommendations for operational and capital improvements.</li> <li>Provided participating building owners and property managers with a Strategic Energy Management “Playbook” tool to guide energy savings targets.</li> </ul> </li> <li>Engaged leading Northwest real estate firms to adopt portfolio-wide Strategic Energy Management and sustainability goals to build the commercial real estate market’s capabilities for sustained focus on energy efficiency and attaining measureable savings results. One firm, Oppenheimer Development Corporation in Idaho, adopted a company-wide sustainability vision and goal that resulted in a policy requiring all new buildings to achieve LEED Gold certification.</li> </ul>	✓
<b>Healthcare</b> <i>Embedding energy-efficient practices throughout the healthcare industry</i>	<ul style="list-style-type: none"> <li>Partnered with the American Society for Healthcare Engineers (ASHE) Region 10 to collect baseline (2010) energy-use data from 53 hospitals, or 30% of facilities, in the region (exceeding goal of 25% of regional hospitals participating). By joining the <a href="#">Energy Efficiency Commitment (E2C) Campaign</a>, participating facilities agree to work towards a 10% reduction in energy use in 2011.</li> </ul>	?
<b>New Building Design</b> <i>Advancing practice toward Net Zero Energy Buildings, including achieving interim 2030 Challenge targets</i>	<ul style="list-style-type: none"> <li>Through Integrated Design Labs, began work on five new construction projects totaling 187,000 square feet. Goal is to assist early adopters to undertake more extensive retrofits and be part of a broader market diffusion strategy for the region.</li> <li>Seattle IDL assisted the Bullitt Foundation to begin construction on their new office, the first large net-zero energy building under construction in the Northwest and a blueprint for future new construction in Northwest.</li> </ul>	✓
<b>Industrial</b>		
<b>Food Processors</b> <i>Embedding Strategic Energy Management with the Northwest food processing industry</i>	<ul style="list-style-type: none"> <li>Delayed Continuous Energy Improvement (CEI) version 2 ISO (international standard of energy management of the International Organization for Standardization) pending results from version 2 for Small/Medium Industrial field trials scheduled for 2012.</li> </ul>	✓



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### Codes and Standards

#### Codes

*Helping to create new and more stringent building codes and providing technical support plus training after adoption*

- Trained over 300 building officials and trade allies on the Washington residential code, and 70 contractors on HVAC sizing for the Idaho residential code, to support high compliance rates with the new State codes, and maximize energy savings.
- Scheduled fall trainings for building officials and trade allies on the Washington commercial code and both the Idaho residential and commercial codes to increase compliance.
- Completed field work for the first residential code compliance study in Montana in the last 15 years. Results will be available by year-end, and will help direct region's training and compliance strategies.
- Participated in NEEA-facilitated Oregon Code Collaborative meeting to plan activities for 2012. State Energy Code Collaboratives function as effective forums for stakeholders to discuss code-related opportunities and challenges, and develop broader, more comprehensive strategies for increasing code compliance rates.
- Supporting development of new web tool that will provide a simplified calculation of heat lost, furnace and AC sizing, and duct layout. Tool may ultimately lead to widespread requirements and enforcement in these areas, resulting in substantial energy savings.



#### Standards

*Participating in the U.S. Dept. of Energy rulemaking process serving as a technical expert to encourage the adoption of optimal efficiency federal appliance and equipment standards*

- Participated in the following federal rulemakings to comment on test procedures, or advocate for more stringent energy efficiency standards:
  - Determination for Set-top Boxes and Network Equipment—wrote comments, shared knowledge with other efficiency stakeholders, and submitted NEEA's research on set-top boxes to the public record.
  - Clothes Washer Test Procedure Supplemental Notice of Proposed Rulemaking—wrote comments, shared NEEA's plans for laundry field research, and argued for decisions supported by data.
  - Fluorescent Lamp Ballast Standards Notice of Proposed Rulemaking – wrote comments, developed considerable data analysis to support a Department of Energy candidate standard level that is one higher (out of 3) than industry data would support.
- Contributed key comments to the US Environmental Protection Agency on the proposed ENERGY STAR Water Heater Specification, resulting in discussions about using key components of NEEA's Northern Climate Heat Pump Water Heater Specification in the ENERGY STAR specification.
- Submitted comments to US Department of Energy's Office of Hearings and Appeals (OHA) arguing against General Electric's petition to exempt its modified spectrum fluorescent lamp products from efficiency standards that take effect in July 2012. NEEA successfully argued that exempting these products would create a loophole in the efficiency regulations. OHA denied GE's petition.





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<b>Emerging Technology</b>		
<b>General</b>		
<b>Portfolio</b> <i>Create project portfolio with 20-year potential savings of 300+ aMW; one or more projects applies across all four states</i>	<ul style="list-style-type: none"> <li>On track to move initiatives with over 300 aMW potential savings into full implementation (past Strategy Approval Milestones) by end of 2014.</li> <li>Developing metrics to better define interim progress indicators for initiatives between Initiative Start and Strategy Approval as part of Value Metrics work.</li> <li>Emerging Technology portfolio includes initiatives and projects that are currently in the scanning phase in all four states and in all sectors.</li> </ul>	✓
<b>Regional Collaboration</b> <i>Foster regional collaboration on emerging technology initiatives</i>	<ul style="list-style-type: none"> <li>Convened five emerging technology webinars during Q3 to facilitate regional information sharing and collaboration around emerging technology initiatives:               <ol style="list-style-type: none"> <li>Using System Dynamics to Forecast Emerging Technologies</li> <li>Deep Savings in Commercial Buildings</li> <li>Solid State Streetlight Visual Performance Study</li> <li>Network Streetlight Controls</li> <li>NEEA Emerging Technology 2012 Draft Plan</li> </ol> </li> <li>Convened meetings of heat pump water heater technical and market groups to collaborate on the northern climate specification, and develop strategies to increase market adoption of HPWH technology.</li> <li>Conducted joint 2012 budget planning meetings with BPA.</li> </ul>	✓
<b>Residential</b>		
<b>Heat Pump Water Heaters</b> <i>Market delivery and performance measurement of at least one market-ready heat pump water heater meeting the Northern Climate specification</i>	<ul style="list-style-type: none"> <li>Selected contractor to conduct a field study of Tier-II heat pump water heater products. Objective is to monitor energy use and savings under real-world conditions, and refine best practices for installation.</li> <li>Developed second revision of the Northern Climate Specification together with the Northern Climate Heat Pump Water Heater Task Force and distributed for peer review. Revised specification provides guidance to manufacturers for developing HPWHs that meet ENERGY STAR criteria while delivering comfort and energy performance in cooler climates.</li> <li>Completed lab testing of several new HPWHs to determine energy savings and compliance to the Northern Climate Specification.</li> </ul>	✓
<b>High Performance Windows</b> <i>Enhanced market readiness for high-performance R-5 windows</i>	<ul style="list-style-type: none"> <li>Reviewed NEEA's approach to differentiate high-performance windows in the market, and move manufacturers from producing Tier I (current ENERGY STAR specification) to Tier-II (a new high-performance specification) products, with the Pacific Northwest National Laboratory and the US Department of Energy (DOE); DOE is very supportive of the effort, as its 2012 focus on implementation and increasing market share of high performance windows aligns with NEEA's goals.</li> </ul>	✓
<b>Super-Efficient Dryers</b> <i>Assessment of performance for super-efficient dryers</i>	<ul style="list-style-type: none"> <li>To be updated in Q4. No objective achievement in Q3.</li> </ul>	✓



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<b>Residential Economizers</b> <i>To assess technology performance and delivery of residential economizers</i>	<ul style="list-style-type: none"> <li>Partnered with Idaho Power and Idaho Integrated Design Lab to measure and evaluate energy savings from residential economizers, which save energy at night by circulating outdoor air to cool the home rather than turning on the air conditioning system. Economizers are routinely used in commercial buildings, but represent a new area of potential energy savings for the residential sector.</li> </ul>	✓
<b>Other: Residential Test Bed</b> <i>Project not included in the Operations Plan. To create a proving ground for new energy-efficient products, services, and practices, allowing researchers to conduct experiments under typical real-world operating conditions.</i>	<ul style="list-style-type: none"> <li>Completed the design of 100-home Residential Test Bed study, first of its kind in 25 years to take a detailed look at home energy use in the Northwest. Meter installation underway and expect to be complete by year-end. Results will provide: 1) detailed information about energy-use by consumer electronics, lighting, appliances, HVAC, and hot water; 2) and, data from in-home trials of emerging residential energy-efficiency technologies.</li> </ul>	✓
<b>Commercial</b>		
<b>Existing Building Renewal</b> <i>Creating a market-attractive pathway to large scale energy-efficient retrofits of existing buildings</i>	<ul style="list-style-type: none"> <li>Through Integrated Design Labs (IDL), completed a Draft Conceptual Framework for Integrated Measure Packages, a set of building-type specific measures that can be implemented to achieve a deep energy efficiency retrofit. The final product will be a set of templates that apply to a select set of building types.</li> <li>Began work on nine existing building renovation projects totaling 538,000 square feet through IDL; goal is to assist early adopters to undertake more extensive retrofits and be successful as part of a broader market diffusion strategy.</li> <li>Identified several buildings in each state for pilot projects where building owners could potentially undertake deep-energy efficiency retrofit projects using the integrated measures package and Roadmap (a web tool to help building owners walk through the process of a deep energy retrofit).</li> </ul>	?
<b>Commercial Lighting Solutions</b> <i>Creating tools, templates and market capabilities to support continued advances in efficiency under new lighting standards</i>	<ul style="list-style-type: none"> <li>Launched comprehensive lighting pilots with Idaho Power and NorthWestern Energy to learn how training, incentives, and utility program requirements can be used in combination to drive lighting trade allies to deliver lighting re-design projects. Pilots include full-day technical and sales training for top-performing lighting retrofit contractors, lighting coaching sessions for allies proposing comprehensive projects, and support with lighting calculators and tool deployment.</li> <li>Continued to support pilot efforts with Energy Trust of Oregon, providing project coaching, pre- and post-installation inspections and coordination with Energy Trust on lessons learned and plans for their comprehensive program in 2012.</li> </ul>	✓
<b>Business IT</b> <i>Embedding energy-efficient practices for business IT technologies and management</i>	<ul style="list-style-type: none"> <li>Discontinued initiative based on market data received in early 2011.</li> <li>Restarted scanning activities to look for new emerging technologies available to capture 6<sup>th</sup> plan potential beyond current utility and market activities.</li> </ul>	✗



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<b>High Performance Outdoor Lighting</b> <i>Market support for high performance outdoor lighting with emphasis on network controls for street &amp; area lighting</i>	<ul style="list-style-type: none"> <li>Refocused initiative to streetlights to concentrate on well-defined market-segment and opportunity.</li> <li>Completed market study of outdoor network lighting controls for streetlights and launched a visual performance test of LED streetlights with the City of Seattle. Network control systems combined with LED streetlights represent potential energy savings for the region of up to 150aMW annually.</li> <li>Moved completion on visual performance test from December 2011 to March 2012 due to delays in approving the test area.</li> </ul>	✓
<b>Lighting</b> <i>No objectives were included in the 2011 Operations Plan</i>	<ul style="list-style-type: none"> <li>No objective achievement in Q3. Update expected on Enlighted proof-of-concept test in Q4.</li> </ul>	✓
<b>Industrial</b>		
<b>Small/Medium Industrial</b> <i>Embedding Strategic Energy Management into small- to medium-sized industrial businesses</i>	<ul style="list-style-type: none"> <li>Strategy Approval postponed to 2012 pending results from Continuous Energy Improvement (CEI) version 2 for Small/Medium Industrial field trials scheduled for 2012.</li> <li>Oregon Association of Nurseries is on track to identify nurseries to participate in 2012 pilot, which will leverage key lessons learned from the Northwest Food Processors Association's efforts to establish energy baselines and assessment efforts.</li> </ul>	✗
<b>Agriculture</b> <i>Characterizing the market to identify barriers and opportunities for energy-efficient practices</i>	<ul style="list-style-type: none"> <li>Discontinued further development of the Dairy Production Initiative following more comprehensive assessment of costs versus overall savings potential. (Information from efforts to date will be disseminated to industrial Small/ Medium strategic Energy Management Initiative and to Idaho Power/ Energy Trust who have large Dairy operations that could benefit from information).</li> <li>Initiated Advanced Irrigation Initiative, targeting Concept Approval in Q4. Product readiness decision projected for late 2012 with Strategy Approval by the end of 2013 assuming positive outcomes.</li> </ul>	
<b>Industrial Refrigeration</b> <i>Establish and demonstrate high efficiency refrigeration best practices and technologies</i>	<ul style="list-style-type: none"> <li>Presented strategy to develop energy efficiency certification for refrigerator operators to National Refrigeration Engineers and Technicians Association (RETA) Board, who unanimously voted to partner with NEEA. Strategy consists of curriculum development, pilot testing of certification in the region, and continuing education, and will directly result in energy-savings through hands-on training exercises. This initiative is significant as the first example of high-impact (i.e. resulting in energy savings) industrial training with the potential to influence a national-level market.</li> </ul>	✓
<b>Green Pumps</b> <i>Establish standardized savings from green pump" refurbishment</i>	<ul style="list-style-type: none"> <li>Initiated contract with the Green Motors Practices Group to study refurbishment techniques that both restore aging industrial pumps and deliver energy efficiency at levels at or above original (refurbishment can result in an estimated 6-10% increase in pump efficiency). Long-term goal is to develop a refurbishment specification that repair shops can replicate and establish a deemed savings value to allow pump refurbishers to collect rebates.</li> </ul>	✓



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<b>Voltage Optimization</b> <i>Demonstrate performance of at least one product or practice targeted toward small to medium industrial facilities</i>	<ul style="list-style-type: none"> <li>Determined that voltage optimization does not represent a large energy savings opportunity for commercial and industrial facilities, in part because utilities are already looking into this area obviating the need for third-party involvement; as a result no future work is planned.</li> </ul>	✓
<b>Stakeholder Services</b>		
<b>General</b>		
<i>Establish NEEA value delivery and improve overall relationship with stakeholders</i>	<ul style="list-style-type: none"> <li>Delivered 2010 Annual Report</li> <li>Advanced Value Metrics project</li> <li>Launched 2012 Stakeholder Perceptions Survey</li> <li>Published five market research and evaluation studies</li> </ul>	✓
<b>Partner Services</b>		
<b>Foster and facilitate information sharing, coordination and collaboration among stakeholders in order to support Northwest utilities and other energy efficiency organizations in achieving their goals</b>		
<i>Deliver regional resources to facilitate information sharing, coordination and collaboration</i>	<ul style="list-style-type: none"> <li>Met early goals for Conduit: 939 registered users including nearly 40% of targeted stakeholders; 1,070 pieces of content; 890 comments on various energy efficiency discussion topics.</li> </ul>	✓
<i>Develop stakeholder outreach program for small/rural utilities</i>	<ul style="list-style-type: none"> <li>Stakeholder Relationship Manager fully engaged in position.</li> <li>Made initial contacts with all BPA energy efficiency representatives, met with small rural stakeholders, groups/associations of small utilities such as Northwest Requirements Utilities.</li> </ul>	✓
<i>Identify, facilitate and potentially project manage regional coordination initiatives, as prioritized by the region</i>	<ul style="list-style-type: none"> <li>Made significant progress on regional energy efficiency messaging and toolkit together with Regional Marketing Coordinating Council:               <ul style="list-style-type: none"> <li>Finalized contract to conduct research and develop toolkit.</li> <li>Conducted initial qualitative survey that will form the basis for a larger quantitative survey in Q4.</li> <li>Developed draft quantitative survey.</li> </ul> </li> <li>Initiated a systematic review of areas where coordination might benefit the region's utilities (Regional Coordination Potential Assessment), at the request of the Regional Portfolio Advisory Committee.</li> </ul>	✓
<b>Evaluation and Market Research</b>		
<b>Provide ongoing evaluation and market research in a timely manner that facilitates planning, decision making, and continuous improvement.</b>		
<i>Long-Term Monitoring &amp; Tracking</i>	<ul style="list-style-type: none"> <li>Began planning and contracting for 2012 Long-Term Northwest Residential Lighting Monitoring and Tracking Study, an assessment of CFL market conditions that will serve as the basis for savings that NEEA tracks from previously funded lighting programs.</li> <li>Directed Navigant (NEEA contractor) to begin an assessment of market and baseline activity for Building Operator Certification and Verdium initiatives</li> </ul>	✓



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<i>Regional Studies</i>	<ul style="list-style-type: none"> <li>Completed 60% of the Residential Building Stock Assessment audits (Assessment data informs regional conservation potential assessments and future Power Plans); expect field work to be completed by end of 2011.</li> </ul>	✓
<i>Regional Coordination</i>	<ul style="list-style-type: none"> <li>Held charter meeting of the Evaluation Advisory Committee, established to exchange information on research techniques, best practices and results across the region.</li> </ul>	
<i>Initiative Evaluation &amp; Market Research</i>	<ul style="list-style-type: none"> <li>Published 4 independent market research/evaluation reports:               <ul style="list-style-type: none"> <li><a href="#">Ductless Heat Pump Pilot (DHP) Project</a>: Concludes DHP pilot successfully engaged with supply-chain market actors (i.e. manufacturers, distributors and installers), Northwest utilities and home owners and installed 7,116 ductless heat pumps (DHPs) region-wide as of November 2010.</li> <li><a href="#">Consumer Electronics Market Research Report</a>: Provides opportunity assessment and market characterization for four residential consumer electronics products: TVs, desktop PCs, game consoles, and streaming media devices. These products, along with other entertainment and IT plug load devices represent a growing portion of residential electricity consumption.</li> <li><a href="#">Ductless Heat Pump Impact and Process Evaluation - Lab Testing</a>: Concludes two ductless heat pump (DHP) models (Fujitsu 12RLS and Mitsubishi FE12NA) demonstrate high performance. Both models have the ability to deliver significant energy savings in both retrofit and new applications.</li> <li><a href="#">80 Plus Market Progress Evaluation Report</a>: Concludes 80 PLUS initiative has made strong progress in transforming the market for energy-efficient power supplies. Market share of 80 PLUS market was 0% in 2005, growing to the current estimate of 37 % of desktop PCs sold in the U.S.</li> </ul> </li> </ul>	✓
<b>Corporate Communications</b>	<b>Deliver clear, consistent communications that demonstrate NEEA value and performance, and increase market influence</b>	
<i>Deliver effective stakeholder communications</i>	<ul style="list-style-type: none"> <li>Backfilled two staff positions to ensure Corporate Communications is able to meet its objectives</li> </ul>	✓
<i>Steward the NEEA brand to ensure stakeholder perceptions and understanding of value</i>	<ul style="list-style-type: none"> <li>Produced and promoted first two of five <i>Climate Solutions' Stories Project</i> videos featuring food processors and nurseries in the Northwest to increase NEEA's market influence</li> </ul>	✓
<i>Improve results reporting</i>	<ul style="list-style-type: none"> <li>Revised Annual Report format to align with NEEA's unique value delivery to region, and delivered to funders.</li> <li>Prepared and delivered Q2 Quarterly Performance Reports, which highlight key accomplishments and note any variance from goals</li> </ul>	✓
<i>Serve as resource to staff and funders</i>	<ul style="list-style-type: none"> <li>Provided customized service territory information to funders along with 2010 Annual Report</li> <li>Supported development of presentations to 11 stakeholder organizations, including: the American Council for an Energy-Efficient Economy, Montana Public Service Commission, Oregon Public Utility Commission, Washington Utilities and Transportation Commission, and the Northwest Power and Conservation Council.</li> </ul>	✓



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<b>Business Administration</b>		
<b>Increase Operational Effectiveness and Efficiency.</b>		
<i>Complete major infrastructure, system and/or process enhancement</i>	<ul style="list-style-type: none"> <li>Launched project to identify and implement improvements in vendor and contractor management including vendor pools and ratings, simplified and improved statements of work and clarification of roles and responsibilities.</li> <li>Initiated a series of director team discussions on HR philosophy and strategy to guide our human resources management policy and practices; will result in actions and deliverables in late 2011 and early 2012.</li> </ul>	
<i>Maintain NEEA infrastructure, facilities and systems</i>	<ul style="list-style-type: none"> <li>Shortened accounting close cycle by 1 week</li> <li>Launched bi-annual salary/benefit review</li> <li>Completed bulk of Windows 7 migration and implemented new anti-SPAM solution for email;</li> <li>Achieved little progress on financial reporting capabilities due to continued disappointment with vendors and software products. An improved product has now been updated and will be installed and tested in Q4.</li> </ul>	?
<i>Enhance workforce capabilities</i>	<ul style="list-style-type: none"> <li>Finished initial staff training needs assessment</li> <li>Created Recruiting Dashboard to track hiring and filled 15 positions</li> <li>Undertook development of vendor and project management tools and process improvements</li> <li>Completed Sharepoint Intranet work to provide internal communications sharing platform and improve overall operational efficiency; will go live in November 2011</li> <li>Improved and simplified process to capture timely contract expense accruals</li> <li>Provided IT training and clinics on a variety of tools and topics</li> </ul>	?
<b>Ensure Robust Management Control Systems</b>		
<i>Develop and use appropriate documented policies and procedures</i>	<ul style="list-style-type: none"> <li>Initiated work on NEEA's intellectual property strategy</li> <li>Administered staff and board conflict of interest disclosures</li> <li>Experienced brisk pace of hiring activity, hampering progress towards this objective.</li> </ul>	?
<i>Formalize and begin reporting performance metrics</i>	<ul style="list-style-type: none"> <li>Made progress on Value Metrics definition and approach; rollout will be in early 2012.</li> <li>Compiled data, reviewed patterns, and analyzed risk for contracts and vendors as part of vendor/contract management improvement project</li> </ul>	?
<b>Additional Stakeholder/Regulatory Interaction of Note</b>		
<b>Outreach and Engagement</b>		
<i>Stakeholder Engagement:</i>	<ul style="list-style-type: none"> <li>Participated in meetings with the Oregon, Washington and Montana state utility commissions and Oregon Department of Energy in order to raise awareness of NEEA's role in the region and market transformation as an energy efficiency resource</li> <li>Supported Innovate Washington's application to the US Department of Commerce's i6 Green funding opportunity by providing matching-dollar, technical and planning assistance.</li> </ul>	



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<i>Outreach Activities:</i>	<ul style="list-style-type: none"><li>• Spoke to the Pacific Northwest Utilities Conference Committee, Public Power Council, California Public Utilities Commission, American Council for an Energy-Efficient Economy (Efficiency as a Resource conference) and the Northwest Power and Conservation Council promoting market transformation as an energy efficiency resource and NEEA's role in the region</li><li>• Placed an op-ed article in Boise newspapers describing NEEA's efforts to work with the food processing industry in Idaho to embed Strategic Energy Management into their processes and the <i>25inTENSity Challenge</i></li><li>• Met with other regional efficiency organization executive directors to strengthen association and respond to a US Department of Energy request for plans to leverage national initiatives through these organizations</li></ul>	