

**Compendium of Champions:
Chronicling Exemplary Energy Efficiency Programs
from Across the U.S.**

Dan York Ph.D., Marty Kushler, Ph.D., and Patti Witte, M.A.

February 2008

Report Number U081

**©American Council for an Energy-Efficient Economy
1001 Connecticut Avenue, NW, Suite 801, Washington, D.C. 20036
(202) 429-8873 phone, (202) 429-2248 fax, <http://aceee.org>**

Contents

Acknowledgments.....	ii
Executive Summary	iii
Background.....	1
Scope and Objectives.....	2
Solicitation of Program Nominations	3
Expert Panel Review and Selection	4
Results.....	5
Analysis of Nominations.....	6
Collective Impacts and Costs of the Selected Programs.....	7
Observations and Common Traits of Leading Programs.....	7
Conclusions.....	9
References.....	11
Appendix: Profiles of Exemplary and Honorable Mention Programs.....	13

Acknowledgments

ACEEE thanks the following organizations for their funding support for this project: Efficiency Maine, Energy Trust of Oregon, National Grid, Pacific Gas & Electric, Sempra Utilities, Southern California Edison, and Xcel Energy.

ACEEE also thanks Jeff Schlegel of Jeff Schlegel and Associates, Ed Vine of Lawrence Berkeley National Laboratory, and Doug Baston of North Atlantic Energy Advisors for serving on the expert panel that reviewed program nominations and worked with the authors to select programs that were honored in this project. ACEEE also thanks all the contacts and staff people associated with all the honored programs—managers, field staff, consultants, corporate communications staff, and others—for their valuable assistance in developing the program profiles.

Finally, the authors thank fellow staff for their valuable contributions: Renee Nida for editing and producing the final report; and Julie Harvell and Sarah Black for Web publication.

Executive Summary

The American Council for an Energy-Efficient Economy (ACEEE) conducted its 2nd national review of exemplary energy efficiency programs. This project sought to recognize and profile outstanding utility-sector energy efficiency programs that help customers lower their energy costs and reduce their energy use through improved energy efficiency. ACEEE performed a national search and nomination process to assemble a set of programs for this review.

The nomination process was open-ended. ACEEE sought leading examples of energy efficiency programs of all types and for all customer sectors and end-use technologies. The only constraint was that they had to be utility-sector energy efficiency programs (i.e., funded by utility rates, public benefits charges, or other similar utility revenue mechanisms). The programs could be administered by utilities, government agencies, or third-party independent administrators. Both electric and natural gas programs were eligible. An expert panel selected a total of 90 programs across 20 different program categories to be recognized from a large set of nominations received.

A strong and common conclusion emerged from our review of the selected programs: energy efficiency works. Today's programs are having significant impacts on customer markets and energy use. Just the programs we honored in this review alone are producing annual savings of over 2,400 GWh of electricity and 400 MW of peak demand, as well as over 125 million therms of natural gas savings. This success is both wide and deep. We found exemplary programs across the entire spectrum of customers, including residential, small business, schools, offices, industries, and agriculture. We also found programs that are achieving deep savings with individual customers—programs that are facilitating the implementation of comprehensive packages of energy efficiency measures that together work to achieve significant energy savings.

Our review of exemplary programs gives strong evidence that there is a very solid foundation in place upon which to build a greater role for energy efficiency in the energy resource portfolios of today and tomorrow. There are programs in place that have been successfully delivering significant energy and cost savings for years—even decades. There also are programs newly put into place to address new types of customers and under-served customers from past programs. Many programs have not only affected energy use among participating customers, but are having broader impacts on the markets for products and services.

Despite the strong records and continuing innovation and success demonstrated by the programs selected and profiled in this compendium, there are still large parts of the U.S. with little or no access to such programs. We encourage decision-makers and leaders in such under-served areas to examine the success of this compendium of exemplary programs and implement the policy changes necessary to bring such successful program models to work for customers in their states and regions.

Background

In 2003, ACEEE completed its first national review of exemplary energy efficiency programs, *America's Best: Profiles of America's Leading Energy Efficiency Programs* (York and Kushler 2003). This report included profiles of 63 programs selected as models for recognition and emulation for their success in helping customers increase the energy efficiency of their homes, offices, businesses, and industries. These leading programs were selected from a large set of nominations received by ACEEE. The selected programs represented the diversity of the types of programs available as well as the diversity of organizations that administer and provide them.

The success of this initial project, which encompassed a broad spectrum of program types serving customers in all major categories (low-income, residential, commercial, and industrial), led to two follow-up projects, one that focused on natural gas energy efficiency programs (Kushler, York, and Witte 2003) and one that focused on low-income energy efficiency programs (Kushler, York, and Witte 2005).

These projects were very well received. Program providers greatly appreciated the public recognition for their successful efforts. ACEEE provided “certificates of recognition” to all programs selected in these projects. For the initial *America's Best* project, ACEEE presented these certificates in an awards ceremony held at the 2003 National Market Transformation Symposium. The resulting catalog of programs also proved to be a popular and well-used reference for program designers and providers. Moreover, ACEEE heard anecdotes about how this recognition helped build support for the organizations and programs recognized, helping to ensure continued funding and provision of services. ACEEE provided communication materials to assist organizations in getting local media coverage of their recognition.

The success of these initial efforts by ACEEE to review and recognize exemplary program was the genesis for what became ACEEE's second such national review, which we present in this report (see appendix for profiles). About 5 years have passed since ACEEE's first national review. In that time there have been numerous developments that have had significant impacts on utility-sector energy efficiency programs. These include:

- Global climate change has moved from an issue of debate to an issue of action. Numerous states and regions have taken concrete steps to reduce greenhouse gas emissions through such efforts as increased energy efficiency and conservation. Action is also pending at the national level as support has built quickly for the federal government to take a leadership role on this issue.
- A new wave of power plant construction is being vigorously discussed. After a relatively long period with little or no construction of major baseload electric plants, many states are considering massive investments and construction of new power plants.
- At the same time, costs of new power plant construction have risen dramatically, making alternatives to conventional fossil fuel plants even more economically attractive. This has been a major driver behind the increased interest in energy efficiency as an electric system resource.

- Energy fuel costs have risen dramatically, which appears to be a long-term trend. Increased demand for fuels both domestically and internationally have created upward pressure on prices—a pressure that will only increase.
- Consumer interest in “going green” has never been higher. Concern for global climate change is clearly a driver in this area. Consumers are increasingly aware of how their purchases and actions affect their global environmental footprint. They are seeking out green products and services. Corporations of all types are also responding and doing what they can to become green.
- Utility restructuring has largely vanished as a state regulatory policy issue. This industry trend had caused great upheaval for utility-sector energy efficiency programs in the late ‘90s and early 2000s. As this issue has subsided, a much more stable environment has emerged for utility-sector energy efficiency programs. State regulators and other policy makers are able to provide a stable, consistent (and in many cases) more abundant source of funding for energy efficiency programs.
- There is a rapidly growing demand to increase savings from energy efficiency improvements. Numerous states and regions have established specific energy efficiency resources standards in order to reduce energy consumption through improved energy efficiency. Such standards set specific savings targets for energy efficiency programs and related initiatives (Nadel 2006).
- There has been a noticeable return to long-term, integrated resource planning (IRP)—if not in name, in practice. IRP was well-established and practiced in many states and regions in the ‘80s and ‘90s, but largely was abandoned in association with the movement towards restructured, competitive markets.
- Technological advances have continued for energy-efficient products and practices. From CFLs to clothes washers to air conditioning, the quality and availability of high efficiency products has continued to advance, often coincident with downward pressure on prices through both increased economies of scale and manufacturing advances.

Apart from all the above changes, the passage of 5 years from ACEEE’s 1st national review of exemplary programs also means that sufficient time had elapsed for new programs to have been developed and implemented. It also allowed for sufficient time for long-standing programs to have added to their records of success.

Scope and Objectives

As with ACEEE’s 1st national review of exemplary programs, this 2nd national review has two main objectives: (1) to provide information about top quality energy efficiency program designs and implementation techniques that might help others to improve their programs or serve as models for new programs and initiatives; and (2) to provide recognition to those who are doing an excellent job in their energy efficiency efforts.

Given the increasing role of energy efficiency within energy resource portfolios, ACEEE believes that it is especially critical for program planners, developers, administrators, and providers to have access to up-to-date, quality data and information about leading program designs and results.

ACEEE's 2nd national review again encompasses a full range of program types and customer categories. The review took advantage of ACEEE's experience and information networks in the utility and public benefits energy efficiency field in order to locate and document exemplary energy efficiency programs in various program categories. The project is intended to contribute to the spread of effective program designs into new locations as well as to help sustain existing noteworthy energy efficiency efforts.

Solicitation of Program Nominations

ACEEE solicited nominations nationally for this 2nd national review of exemplary energy efficiency programs. The kick-off for the nomination process occurred in conjunction with the 2007 National Symposium on Market Transformation, an annual industry event that brings together program staff and allies from across the U.S., held in April 2007. In addition to publicizing the call for nominations at this event, ACEEE also publicized this call through its electronic newsletter, a series of mass e-mail announcements, and ACEEE's Web site. ACEEE staff and allies also used personal contacts and knowledge to encourage submission of nominations for the review.

The nomination process was open-ended. ACEEE sought leading examples of energy efficiency programs of all types and for all customer sectors (residential, commercial, industrial, and agricultural) and end-use technologies. The only constraint was that they had to be utility-sector energy efficiency programs (i.e., funded by utility rates, public benefits charges, or other similar utility revenue mechanisms). The programs could be administered by utilities, government agencies, or third-party independent administrators. Both electric and natural gas programs were eligible. Load management programs, including demand response, were not eligible. Similarly, programs targeting supply-side energy efficiency, such as combined heat and power, were not eligible. Some other types of programs also were not considered eligible, namely:

- *Education-only programs (professional, consumer, or student).* ACEEE recognizes the value and importance of these types of programs, but the focus of the programs in this review was those programs with direct energy savings and market impacts.
- *Research and development (R&D) programs.* ACEEE also recognizes the value and importance of R&D to bring to market new energy-efficient technologies. ACEEE did include a category of programs that seek to gain market acceptance of "emerging" or "demonstration" technologies—generally new technologies commercially available but not yet widely used or accepted. More basic R&D programs—those trying to develop new technologies—were excluded from this review.

- *Portfolios of programs.* In this review ACEEE focused on specific individual programs serving particular customer segments and end-use applications, which typically are part of broader program portfolios.¹

The key criteria for recognition by ACEEE were:

1. *Direct energy savings.* Demonstrated ability of the program to deliver substantial immediate kilowatt-hour and kilowatt savings from energy efficiency. Programs could be noteworthy due to overall total magnitude of impact (i.e., very large programs) or in terms of amount of impact per dollar spent (i.e., very cost-effective programs).
2. *Market transforming effects.* Demonstrated ability of the program to produce desirable and lasting improvements in the energy efficiency characteristics and performance of the targeted market.
3. *Evaluation results.* Programs that have used good quality ex post evaluation/verification methodologies to document savings impact and/or market effects achieved by the program will receive more favorable consideration.
4. *Qualitative assessment.* Achievements of the program in terms of noteworthy program implementation performance, customer participation, participant satisfaction, stakeholder support, etc.
5. *Innovation.* The incorporation of particularly innovative designs and/or implementation techniques that are judged to hold significant promise for the future.
6. *Transferability.* Programs that are well documented and have characteristics amenable to replicating the program design in other settings

Nominations could be submitted by personnel directly involved with a program or from others familiar with the program. ACEEE only solicited nominations within the United States. However, we did receive a few nominations from Canada and elected to recognize two Canadian programs for their success. There surely are numerous other exemplary Canadian energy efficiency programs. ACEEE's scope of work, though, was for programs offered in the U.S.

Expert Panel Review and Selection

ACEEE convened an expert panel, which consisted of three external industry experts² and three ACEEE staff.³ Each panelist received copies of all nominations for review and ranking. While the panel used a rough scoring system initially as a means to help rank and select programs, the decisions to select a program for one of two awards—"exemplary program" or "honorable

¹ The one exception was that ACEEE did select and recognize one municipal utility's portfolio of programs, because the municipal utility sector as a whole has been under-emphasized historically, relative to larger investor-owned utility programs and related statewide public benefits energy efficiency programs.

² See the "Acknowledgements" page.

³ The co-authors of this report.

mention”—were all reached through discussion and consensus. ACEEE staff and the external panelists conducted additional research on programs as necessary to supplement the information provided in the program nominations. While the panel relied on as much objective data and descriptive material as possible, ultimately the decisions were subjective based on group discussion of available information and collective judgments regarding each program.

The panel did not necessarily select programs for awards in all categories of program received. Rather, the objective of the panel’s selections first and foremost was to select those programs they felt merited recognition for their achievements and that offered excellent models for emulation and replication by others.

A secondary objective of the expert panel was to try to achieve a set of programs that covered each major customer sector (residential, commercial, and industrial) and were reasonably diverse in other important characteristics, including type of organization and type of program. But we emphasize that while the expert panel hoped to achieve such a diverse mix of programs, the ultimate test for selection of each program was that it had to merit selection as an exemplary program in the perspective of the panelists.

ACEEE staff catalogued and organized the program nominations according to major categories. This step was necessary in order to make “apples to apples” comparisons, e.g., to compare programs that targeted the same technologies (for example, residential lighting) or offered the same kinds of services to a customer class (for example, design assistance for new construction).

Results

ACEEE received a strong response to its call for nominations. We view this as a positive sign of the quantity and quality of work ongoing around the nation to reap the economic and environmental benefits of energy efficiency. The overall quality of the nominations was high, reflecting the depth of experience we now have after such programs have been offered and operated for over 20 years in many cases. We also believe the relative high quality of nominations in this 2nd national review reflects the experience from our 1st national review, which was available for reference by parties interested in submitting nominations. Having this 1st national review available enabled interested parties to examine the types of programs selected in that initial review—thus enabling them to pre-screen their nominations to help ensure that they represented the level of quality achieved in ACEEE’s 1st national review.

As in the preceding national review, ACEEE selected programs to recognize in this 2nd national review according to two categories of awards—“exemplary programs” and “honorable mention.” The distinction between these two categories is perhaps a small one, based solely on the collective judgment of the expert panel using the factors listed earlier as to which category an honored program best fit. For example, a program that appears to be very innovative and promising might have been too new to have had a sufficient record of results upon which to fully evaluate its level of success. In such a case, the expert panel might have awarded the program an “honorable mention”—a program worth noting and monitoring as it has a greater amount of time to be operated and achieve results. In other cases, certain special features or techniques that

merit highlighting, rather than the overall program, might have resulted in an “honorable mention” selection to highlight those features.

Analysis of Nominations

While a primary objective of this project was to recognize outstanding programs and provide brief profiles of each individual program selected, another objective was to analyze the nominated programs as a group representing current best practices. Today’s energy efficiency programs have evolved from 20-30 years of experience gained through utility and related energy programs first offered in the 1970s. The best programs of today then embody and reflect this extensive history and experience with providing programs and services to customers to improve the efficiency of energy use within their homes, buildings, facilities, and factories.

ACEEE received nominations from programs serving customers in a total of 23 states. Two regions, the Northeast and the Midwest, plus the state of California accounted for particularly large numbers of program nominations. All three of these areas have long records of utility and public programs to support energy efficiency. This result suggests that while large numbers of customers across the U.S. are being served by quality energy efficiency programs, there are still many states and regions where customers lack availability of such programs.

In addition to wide geographic diversity in the nominations, we also had great diversity in the types of organizations that fund, administer, and implement programs that were nominated. The types of organizations nominated for their programs include:

- Utilities: investor-owned and public
- Non-utility public benefits organizations
- State agencies
- Regional market transformation organizations
- “Collaboratives” of various types of organizations

Investor-owned utilities as a group submitted by far the greatest number of nominations, with state agencies and non-utility public benefits organizations as the next largest groupings, each with comparable numbers of nominations.

The types of programs nominated showed wide variation as well along three main dimensions: (1) sector served; (2) targeted end-uses and technologies; and (3) program services. Sectors served by nominated programs covered the full range of customers, namely residential, commercial (small and large), industrial, agricultural, institutional, and municipal. Targeted end-uses and technologies covered the full spectrum, including lighting, HVAC, industrial processes, appliances, building envelope, compressed air systems, wastewater, industrial motors/drives, and traffic signals. The types of program services similarly covered a broad spectrum, including financial incentives (rebates), technical assistance (particularly design assistance), marketing, customized services, appliance recycling, and technical support for codes and standard development.

Collective Impacts and Costs of the Selected Programs

While the programs recognized in this project represent only a portion of all energy efficiency programs offered across the U.S., these programs are having significant impacts and represent a large investment in energy efficiency. The combined total annual expenditures of the 90 programs recognized by ACEEE in this review are over \$700 million (both electric and natural gas programs). The total annual electricity savings achieved by programs in 2006 from new savings measures implemented were about 2,400 GWh with peak demand impacts of nearly 400 MW.⁴ Annual natural gas savings of programs that include or target natural gas total over 125 million therms. Clearly these efficiency programs constitute a significant energy resource, and represent an important component of energy resource portfolios for many utilities and states.

Observations and Common Traits of Leading Programs

In reviewing the set of nominated programs, we observed a number of common traits in many similar programs, as well as other noteworthy features that help define “best practices” for today’s top energy efficiency programs. Below we highlight these observations on today’s exemplary energy efficiency programs:

- In many categories of programs, the approaches used are proven and are providing consistent, reliable, and cost-effective savings. We are definitely seeing a certain maturity to programs and program approaches. Program managers, administrators, and implementers have really figured out “what works” and “what doesn’t” after many years of experience with different approaches and program structures.
- There are also many innovative programs—programs using new approaches, promoting new technologies, and targeting customer segments that haven’t been well-served or even have been entirely missed by past programs. Examples include programs targeting industrial processes, agriculture, high tech industries (such as data centers), and the food service industry.
- Personal contacts with customers by program representatives yield strong results. Utility key accounts representatives or their equivalent from non-utility organizations administering programs play important roles for many programs. Such representatives earn customer trust and confidence in the programs and services offered by their organizations through sustained relationships.
- For many types of programs, bringing in recognized industry experts that echo the energy efficiency message while focusing on key industry objectives seems an approach that’s particularly successful. This approach seems especially useful in industrial, agriculture, and new commercial construction programs.

⁴ These are rough estimates; not all programs in this review reported annual energy savings or peak demand impacts. Different organizations have different reporting conventions and assumptions as well.

- Energy efficiency program portfolios available to customers are comprehensive. Such portfolios of programs provide extensive coverage for all types of customers at all types of decision points, primarily equipment purchase/replacement, retrofit, and new construction (and major renovations and additions).
- Programs themselves are increasingly comprehensive, offering a full menu of services (including incentives, marketing, technical assistance, training, and education) for a full menu of customer end-use applications—lighting, appliances, HVAC, building envelope, and other systems and technologies. Many leading programs offer a single portal or program contact to access a full range of applicable program services.
- There are organizations with long-standing, well-established programs that continue to be very successful as well as many new organizations that have just initiated—or re-established—programs and have done well with rapid start-ups.
- Collaborations among stakeholders and market participants are key elements of numerous successful programs. Energy efficiency programs increasingly involve a broad spectrum of allies, including architects, consulting engineers, designers, contractors, manufacturers, suppliers, retailers, government agencies, local governments, and other decision-making bodies.
- Collaboration among program administrators and providers is a successful approach, a way to leverage resources and reach broader areas with common and consistent program services and messages.
- There is an increasing emphasis on statewide approaches and programs, even if not delivered by the same entity to all customers. For example, the utilities in the states of California, Connecticut, Iowa, and Massachusetts offer many programs based on a common program platform of services.
- Different program models and approaches are in place: market transformation (facilitating fundamental changes in markets that lead to greater shares of energy-efficient products and services) and resource acquisition (seeking to achieve direct, measurable savings customer-by-customer). Many programs really meld these approaches and seek both outcomes—fundamental changes in markets *and* direct, measurable energy savings.
- There are many different types of organizations that administer and implement exemplary programs, both utilities and non-utilities (government agencies, non-profit organizations, contractors, etc.).
- The U.S. EPA/DOE ENERGY STAR® program is prominent within applicable programs, especially consumer products and new homes, and is increasing in commercial areas. The ENERGY STAR® brand is common among a growing roster of different types of programs—moving beyond products and into services, such as home and business retrofits.

- There are many exemplary new construction programs, both residential and commercial/industrial. This emphasis reflects overall program portfolio goals of avoiding “lost opportunities” (building new, inefficient buildings).
- There are programs continuing to innovate to try to achieve deeper savings with program participants, such as boosting incentives and services for customers who choose to implement large sets of recommendations, rather than single measures or small sets of measures. Comprehensive approaches are being taken in all customer segments—programs seek to improve the energy efficiency of entire buildings or industrial processes.

Conclusions

A strong and common conclusion emerged from our review of these programs: energy efficiency works. Today’s programs are having significant impacts on customer markets and energy use. This success is both wide and deep. We found exemplary programs across the entire spectrum of customers, including residential, small business, schools, offices, industries, and agriculture. We also found programs that are achieving deep savings with individual customers—programs that are facilitating the implementation of comprehensive packages of energy efficiency measures that together work to achieve significant energy savings.

Due to a host of economic and environmental drivers, energy efficiency is being called upon to play a larger and larger role within energy resource portfolios. It can serve to reduce the need for new power plant construction and operation of existing plants. It also can help customers manage and reduce their energy costs while at the same time reducing overall energy supply system costs and achieving significant environmental benefits, such as reducing greenhouse gas emissions.

Our review of exemplary programs gives strong evidence that there is a very solid foundation in place upon which to build a greater role for energy efficiency in the energy resource portfolios of today and tomorrow. There are programs in place that have been successfully delivering significant energy and cost savings for years, even decades. There also are programs newly put into place to address new types of customers and under-served customers from past programs. Many programs have not only affected energy use among participating customers, but are having broader impacts on the markets for products and services.

Despite the strong records and continuing innovation and success demonstrated by the programs selected and profiled in this compendium, there are still large parts of the U.S. not served by such programs. We encourage decision-makers and leaders in such under-served areas to examine the success of these exemplary programs and implement the policy changes necessary to bring such successful program models to work for customers in their states and regions.

References

- Kushler, Martin, Dan York, and Patti Witte. 2003. *Responding to the National Gas Crisis: America's Best Natural Gas Energy Efficiency Programs*. Report Number U035. Washington, D.C.: American Council for an Energy-Efficient Economy.
- . 2005. *Meeting Essential Needs: The Results of a National Search for Exemplary Utility-Funded Low-Income Energy Efficiency Programs*. Report Number U053. Washington, D.C.: American Council for an Energy-Efficient Economy.
- Nadel, Steven. 2006. *Energy Efficiency Resource Standards: Experience and Recommendations*, Report Number E063. Washington, D.C.: American Council for an Energy-Efficient Economy.
- York, Dan and Martin Kushler. 2003. *America's Best: Profiles of America's Leading Energy Efficiency Programs*. Report Number U032. Washington, D.C.: American Council for an Energy-Efficient Economy.

Appendix: Profiles of Exemplary and Honorable Mention Programs

Agriculture Programs: <http://aceee.org/pubs/u081/ag.pdf>

Exemplary Programs

Agricultural and Rural Business Program	Focus On Energy
Dairy Farm Efficiency Services	Efficiency Vermont
Interstate Power and Light Co. Agriculture Energy Efficiency Program	Interstate Power and Light Co., an Alliant Energy Company

Honorable Mention

Agriculture and Food Processing Energy Efficiency Program	Pacific Gas & Electric
-----------------------------------------------------------	------------------------

Commercial/Industrial Lighting Programs: <http://aceee.org/pubs/u081/ci-lighting.pdf>

Exemplary Programs

Bright Ideas Commercial Lighting	Efficiency New Brunswick
Lighting Efficiency	Xcel Energy
New York Energy Smart ^(SM) Small Commercial Lighting Program	New York State Energy Research and Development Authority
One-Stop Efficiency Shop Lighting Rebate Program	Xcel Energy

Honorable Mention

Performance Lighting	NSTAR Electric
----------------------	----------------

Commercial/Industrial Motor and HVAC Replacement Programs: <http://aceee.org/pubs/u081/ci-motor-hvac.pdf>

Exemplary Programs

Motor and HVAC Distributor Rebate Program	Pacific Gas & Electric
-------------------------------------------	------------------------

Honorable Mention

Workplace Equipment Replacement	Vermont Gas Systems, Inc.
---------------------------------	---------------------------

Commercial/Industrial New Construction Programs: <http://aceee.org/pubs/u081/ci-new-const.pdf>

Exemplary Programs

Business Energy Solutions: New Buildings	Energy Trust of Oregon, Inc.
Design 2000plus (MA) and NH Saves @ Work - New Construction (NH)	National Grid
Energy Conscious Blueprint Program	Connecticut Light & Power
	The United Illuminating Company
	Connecticut Energy Efficiency Fund
Energy Design Assistance—Custom Consulting	Xcel Energy

Energy Incentives from We Energies C/I New Construction Program
Sustainable Communities Program

We Energies
San Diego Gas & Electric Company

Honorable Mention

Advanced Buildings^(TM) Program
Business New Construction
Commercial Construction Program
WorkPlace New Construction Program

National Grid
Efficiency Vermont
Long Island Power Authority
Vermont Gas Systems, Inc.

Commercial/Industrial Niche/Other Programs: <http://aceee.org/pubs/u081/ci-niche.pdf>

Exemplary Programs

Compressed Air Leak Detection and Remediation Program

NSTAR Electric

Honorable Mention

High Tech Energy Efficiency Program
Local Government Energy Watch Partnership Program

Pacific Gas & Electric
Pacific Gas & Electric

Commercial/Industrial Retrofit Programs: <http://aceee.org/pubs/u081/ci-retro.pdf>

Exemplary Programs

Energy FinAnswer and FinAnswer Express

Energy Initiative (MA) and NH Saves @ Work - Large C/I Retrofit (NH)
Energy Opportunities Program

Rocky Mountain Power
Pacific Power
National Grid
Connecticut Light & Power
The United Illuminating Company
Connecticut Energy Efficiency Fund
New York State Energy Research and Development Authority

Honorable Mention

Custom Efficiency
Whole Building Assessment/Benchmarking
Workplace Retrofit Program

Xcel Energy
National Grid
Vermont Gas Systems, Inc.

Emerging Technologies, Development and Demonstration Programs: <http://aceee.org/pubs/u081/et.pdf>

Honorable Mention

California Statewide Emerging Technologies Program

Pacific Gas & Electric
Southern California Edison
Southern California Gas
San Diego Gas & Electric

Innovative Designs for Energy Efficiency Applications

Southern California Edison

Food Service Industry Programs: <http://aceee.org/pubs/u081/food-service.pdf>

Exemplary Programs

California Statewide Food Service Equipment Program

Pacific Gas & Electric
Southern California Edison
San Diego Gas & Electric
Southern California Gas

Food Service Program

CenterPoint Energy

Food Service Technology Center

Pacific Gas & Electric

Industrial Process Efficiency Programs: <http://aceee.org/pubs/u081/ind-process.pdf>

Exemplary Programs

Focus on Energy Industrial Program

Focus on Energy

Honorable Mention

Custom Process Rebate Program

CenterPoint Energy

Energy Efficiency Grant Program

Southern California Gas Company

Heavy Industrial and Manufacturing Energy Efficiency Program

Pacific Gas & Electric

PRIME Program

Connecticut Light & Power

Production Efficiency

Connecticut Energy Efficiency Fund

Energy Trust of Oregon, Inc.

Low-Income Programs: <http://aceee.org/pubs/u081/low-income.pdf>

Exemplary Programs

Appliance Management Program and Low Income Services

National Grid

Electric Partnership Program High Use Program

Ohio Department of Development, Ohio Energy Office

EmPower New York^(SM)

New York State Energy Research and Development Authority

Energy Partners

Pacific Gas & Electric

Low Income Usage Reduction Program

PECO An Exelon Company

Honorable Mention

CenterPoint Energy Non-Profit Affordable Housing Project

CenterPoint Energy

The Neighborhood Energy Saver

Progress Energy

Municipal Programs, Multi-Utility Collaboratives and Multi-Sector Programs: <http://aceee.org/pubs/u081/muni-programs.pdf>

Exemplary Programs

California Statewide Codes and Standards Program

Eugene Water & Electric Board Energy Management Programs
GasNetworks®

Pacific Gas & Electric
Southern California Edison
Southern California Gas
San Diego Gas & Electric
Eugene Water & Electric Board
Bay State Gas
Berkshire Gas
KeySpan
National Grid
New England Gas
NSTAR Gas
Northern Utilities
Unitil

Residential Lighting Programs: <http://aceee.org/pubs/u081/res-light.pdf>

Exemplary Programs

Arizona Public Service ENERGY STAR^(R) Residential Lighting Program
ENERGY STAR^(R) Residential Lighting Program
Puget Sound Energy ENERGY STAR^(R) Residential Lighting Program
Upstream Lighting Program

Arizona Public Service
Northwest Energy Efficiency Alliance
Puget Sound Energy
Pacific Gas & Electric

Honorable Mention

Community Lighting Events

Efficiency Vermont

Residential Lighting and Appliances Programs: <http://aceee.org/pubs/u081/res-light-app.pdf>

Exemplary Programs

California Statewide Appliance Recycling Program

High Efficiency Appliance Rebate Program
New York Energy \$mart^(SM) Products Program
Northeast ENERGY STAR^(R) Lighting and Appliance Initiative

Pacific Gas & Electric
Southern California Edison
San Diego Gas & Electric
Pacific Gas & Electric
New York State Energy Research and Development Authority
Cape Light Compact
Connecticut Light and Power
Efficiency Vermont

Long Island Power Authority
 National Grid
 NSTAR Electric
 The United Illuminating Company
 Unutil
 Western Massachusetts Electric Company
 Northeast Energy Efficiency Partnerships, Inc.

Honorable Mention

Chill Out
 Nevada Power/Sierra Pacific Power ENERGY STAR^(R) Lighting and Appliance Program

London Hydro
 Nevada Power Company and Sierra Pacific Power Company

Residential Mechanical Systems Programs: <http://aceee.org/pubs/u081/res-mech-systems.pdf>

Exemplary Programs

COOLAdvantage Program

New Jersey Board of Utilities, Office of Clean Energy
 Jersey Central Power and Light Company
 Public Service Electric and Gas Company
 Atlantic City Electric
 Rockland Electric
 Long Island Power Authority

Cool Homes

Honorable Mention

Oncor Electric Delivery Air Conditioning Installer Information and Training Market Transformation Program
 Refrigerant Charge and Air Flow Tune-Up Program

Oncor Electric Delivery
 Pacific Gas & Electric

Residential Multifamily Programs: <http://aceee.org/pubs/u081/res-multi.pdf>

Exemplary Programs

California Statewide Multifamily Energy Efficiency Rebate Program

Pacific Gas & Electric
 Southern California Edison
 San Diego Gas & Electric
 Southern California Gas
 National Grid
 Efficiency Vermont
 New York State Energy Research and Development Authority

EnergyWise (MA) and Home Energy Solutions (NH)
 Multifamily Housing
 Multifamily Performance Program

Residential New Homes Programs: <http://aceee.org/pubs/u081/res-new-homes.pdf>

Exemplary Programs

ENERGY STAR ^(R) New Homes Program	Pacific Gas & Electric Southern California Edison San Diego Gas & Electric Southern California Gas
Homebase New Construction/Vermont ENERGY STAR ^(R) Homes	Vermont Gas Systems, Inc. and Efficiency Vermont
Rocky Mountain Power ENERGY STAR ^(R) New Homes Program	Rocky Mountain Power

Honorable Mention

Iowa New Home Construction Program	Interstate Power and Light Co., an Alliant Energy Company MidAmerican Energy
Long Island Power Authority ENERGY STAR ^(R) Labeled Homes Program	Long Island Power Authority
Oncor Electric Delivery ENERGY STAR ^(R) Homes Program	Oncor Electric Delivery
Tucson Electric Power Guarantee Home Program	Tucson Electric Power

Residential Niche/Other Programs: <http://aceee.org/pubs/u081/res-niche.pdf>

Honorable Mention

Cool Roof Rebate Program	Pacific Gas & Electric
Residential Cool Roof Program	Sacramento Municipal Utility District

Residential Retrofit Programs: <http://aceee.org/pubs/u081/res-retro.pdf>

Exemplary Programs

Homebase Retrofit Program	Vermont Gas Systems, Inc.
Home Performance with ENERGY STAR ^(R)	New York State Energy Research and Development Authority
Home Performance with ENERGY STAR ^(R) MassSAVE Program	National Grid NSTAR Electric Berkshire Gas Company

Honorable Mention

Home Energy Solutions Program	Connecticut Light & Power The United Illuminating Company Connecticut Energy Efficiency Fund
-------------------------------	----------------------------------------------------------------------------------------------------

Schools Programs: <http://aceee.org/pubs/u081/schools.pdf>

Exemplary Programs

Collaborative for High Performance Schools

California Energy Commission
 California Integrated Waste Management Board
 California Department of Education
 Division of State Architect
 Office of Public School Construction
 Pacific Gas & Electric
 Sacramento Municipal Utility District
 San Diego Gas & Electric
 Southern California Edison
 Southern California Gas
 New York State Energy Research and Development Authority
 Pacific Gas & Electric
 Southern California Edison
 San Diego Gas & Electric/Southern California Gas Company
 University of California Office of the President
 California State University Office of the Chancellor
 California Community Colleges System Office

Energy Smart Schools Program

Higher Education Energy Efficiency Partnership

Small Business Programs: <http://aceee.org/pubs/u081/small-bus.pdf>

Exemplary Programs

Small Business Energy Advantage Program

Connecticut Light & Power
 The United Illuminating Company
 Connecticut Energy Efficiency Fund
 National Grid

Small Business Services Energy Efficiency Program

Honorable Mention

Small Business Rebate Program (PG&E) and Express Efficiency Rebate Program (SCE and SDG&E)

Pacific Gas & Electric
 Southern California Edison
 San Diego Gas & Electric