

Memo

To: **EEAC**
From: **Eric Belliveau and the EEAC Consultant Team**
Date: **January 14, 2016**
Subject: **2015 Year-End Report**

The Consultant Team is pleased to provide this update to the Council on our recent activities.

The monthly report for December serves as a year-end summary of key activities, accomplishments, and deliverables completed by the Consultant Team in 2015. Some December-specific activities are also included.

EVALUATION, MEASUREMENT & VERIFICATION

Oversee EM&V Planning

Much of the EM&V planning efforts in 2015 were focused on the development of a new Strategic Evaluation Plan (SEP), charting a path for the overall direction of EM&V efforts in Massachusetts for the 2016-2018 period, as well as laying out many individual studies to be initiated relatively early in the program cycle. Development of the SEP commenced in February with a three-day series of all-hands EM&V planning meetings. After several interim drafts, the SEP was finalized in October. The focus of the EM&V Advisory Group and the PAs then turned to advancing the roughly 40 new studies laid out in the SEP to the implementation stage. Before they reach the implementation stage, studies must go through a three-stage planning process to make sure all stakeholder comments and concerns have been addressed.

In addition to the above planning activities, over the first three quarters of 2015, a number of new individual studies were initiated in response to specific stakeholder interests or pressing information needs. All of these studies are now either in the implementation stage or complete.

Oversee EM&V Study Implementation

In 2015, the EM&V Group oversaw implementation efforts for roughly 60 studies. Most of these studies have now been completed, although a few are still in progress.

Oversee EM&V Reporting

Approximately 50 study reports were finalized in 2015 and subsequently posted to the Council's website. The following are a few highlights:

- The first in what is expected to be a series of annual Residential Customer Profile studies, synthesizing the residential program tracking and billing databases of all of the individual PAs, and using the results to analyze customer participation patterns.
- The most recent in a parallel series of annual Non-Residential Customer Profile studies, synthesizing non-residential databases and using the results to analyze a wide range of issues of interest to various stakeholders.

- An report on early results from the C&I On-Site study, which is collecting and analyzing data on equipment holdings, purchases, and practices of 800 non-residential customers.
- A report synthesizing the results of several studies conducted in 2014-2015 to understand the net impacts of residential lighting programs.
- A final report on the Top-Down Modeling study, a groundbreaking effort to use econometric methods to understand the combined, long-term net impacts of all of the Commonwealth's energy efficiency programs.
- An impact evaluation of the gross savings from C&I custom HVAC measures.
- A process evaluation of the Small Business program.
- The HES Program Assessment study, examining the relative strengths and weaknesses of the lead vendor and HPC delivery channels, and overlap across the HES, HEHE and CoolSmart programs.

EM&V Policy Issues

Work on EM&V policy issues in 2015 was greatly affected by the 2016-2018 planning process. Before the final Three-Year Plan filing, the EM&V Group provided EM&V-focused input on a wide range of plan-related issues such as: PA-specific savings potential studies; key drivers analyses; briefing papers on program and policy issues; interim versions of the Plan; the goal-setting process; the impact accounting framework for codes and standards support efforts; and revisions to the TRM. After the final Three-Year Plan filing, the Group participated in the development of responses to EM&V-related discovery questions in the associated DPU hearing process.

Other non-plan-related EM&V policy issues the Group worked on in 2015 included protocol and reporting template efforts by the Northeast EM&V Forum; an EM&V budget crisis that evolved in mid-year but was ultimately resolved; and draft EM&V guidance from the federal government in support of the Clean Power Plan (CPP).

Miscellaneous Activities

Miscellaneous activities of the EM&V Group in 2015 included participating in the solicitation and recruitment of new contractor teams who will perform all studies in the Residential and Non-Residential research areas for the next three years; and initiating a process to update the way EM&V studies are used to vet and refine ex-ante baseline assumptions for C&I measures.

PLANNING AND ANALYSIS

Input and Analysis for the 2016-2018 Three-Year Plan

In 2015, the Planning and Analysis (P&A) Advisory Group focused on the primary task of assisting with the development, analysis, and review of the 2016-2018 Three-Year Plan. There were several stages of this planning work during 2015.

Early in 2015 the P&A Advisory Group put together the schedule and process for work on the 2016-2018 Plan as well as identified the key information needs. These topics and issues were included in the overall schedule for Plan development early in the year. In parallel, the Group worked on the initial development of the 2016-2018 Plan, with special focus on inputs and issues to be addressed in advance of the April 30 Draft Plan. These topics included both program-related and cross-cutting issues such as program penetration/market share, better indicators for and accounting of program participants, organization of programs and initiatives, the framework for savings goals, the level of savings goals, the importance and role of demand and peak demand reductions, components of the term sheets, and other Plan components. The Group also assisted with the development of the program stakeholder engagement workshops including the briefing materials.

As part of the initial planning process, the Group worked extensively on preparing the Assessment of Potential

analysis to set the stage for the Council goal-setting and term sheet processes. The Assessment of Potential was completed in March 2015.

Mid-year, the Group reviewed the PAs' April 30 Draft Plan and revisions to it, with a focus on savings, costs, and Council priorities for programs and initiatives. In collaboration with the PAs, the Group identified and began to analyze the "key drivers" that account for and cause the differences in savings and costs between the PA Draft Plan and the Consultant analysis. Another major effort was to assist with the development of the July 21st Council Resolution on the Draft Plan, and later to review the PA responses to the Resolution; the PAs sent their responses in late September. The P&A Group also provided technical assistance to councilors to support the 2016-2018 Plan term sheet discussions and review of revisions to the term sheets.

After the July resolution was passed, the P&A Group continued analyzing savings goals and costs for the Plan, including assessing potential scenarios and analyzing each PA's contribution of savings and costs to the Statewide Plan. Analysis also included costs to achieve savings statewide and across PAs. The Group continued analyzing savings goals and costs heading towards the final version of the Plan, including assessing potential savings scenarios and upwards savings trajectories, and analyzing the key inputs and determinants of savings and costs.

A primary task and focus of our mid-year efforts was to work closely with the PAs to ensure that they complete draft components for the Plan, such as savings goals, budgets, program descriptions, evaluation strategic plans, and responses to EEAC recommendations, which the Council would review and ultimately support in the final Plan in October. The Group also provided technical assistance to councilors to support review of other sections of the final Plan, e.g, the program descriptions, the treatment of Council priorities and recommendations from the stakeholder processes, and other important issues such as the GHG/GWSA section of the Plan. The Group also reviewed the PA bill impact analysis and revised/expanded a summary of bill impact analysis and tables to include bill impacts for five types of typical customers, for electric and gas.

The Group coordinated and compared notes with the PAs on other cross-cutting Plan topics, including demand savings, demand response, and costing periods for cost-effectiveness analysis (winter and summer, on and off peak) related to the AESC study supplement. The P&A Group reviewed and commented on a draft of the PA presentation on peak demand. The Group also reviewed and explored options for performance incentive levels and design for the 2016-2018 Plan.

In September and October, the P&A Advisory Group reviewed the components of the September 25 version and final version of Plan, and supported the development, review, and revision of the Council's resolution on the 2016-2018 Plan, which ultimately was approved by the Council on October 26th.

Participate in EEAC Meetings; Brief and Support the Council

The P&A Advisory Group prepared for, attended, and provided technical support during the meetings of the EEAC and ExCom during the year. The Group coordinated with DOER as chair of the Council on a weekly basis, and briefed individual Councilors in advance of the EEAC meeting each month.

The Group also supported the development, review, and revision of the Council's proposed 2016-2018 Plan priorities early in 2015, and the priorities for 2016 late in the year. To inform the development process, the Group reviewed and summarized the priority-setting processes used by the Council in recent years.

In February, the Group provided an orientation webinar for Councilors focused on Council activities and the planning process.

The Group assisted with the development and coordination of potential topics and themes for EEAC meetings in 2016. As part of this effort, the Consultants developed an initial list of potential substantive topics to be presented and discussed at Council meetings in early 2016.

Support the Council on Regulatory Issues and DPU Proceedings

The Group reviewed and analyzed about 15 proposed Mid-Term Modifications (MTMs) from the PAs, drafted

comments, and prepared draft resolutions on behalf of the EEAC, which were reviewed and supported by the EEAC at meetings in May, June, and July.

The Consultant Team supported the Council in the preparations for and participation in DPU 14-141, related to the consideration and implementation of the Energy Efficiency Database.

Provide Technical Analysis

Early in 2015, the P&A Group worked on the 2015 regional avoided cost study (also known as the AESC study). The AESC study is completed every three years (aligned with the Three-Year Plan schedule) with potential annual updates when necessary. The study was performed by a new contractor – Tabors, Caramanis, Rudkevich (TCR) – with new market models and new approaches to the data and analysis. Significant technical review and analysis work was performed during 2015.

The Group coordinated with the multi-state AESC study group on study tasks each week, and prepared for and participated in many multi-hour study group calls. The Group reviewed the proposed inputs, assumptions, and methods for the natural gas, oil, energy market, capacity market, and DRIPE (demand-reduction induced price effects) models and forecasts, reviewed more than 30 technical analyses and draft documents, and provided questions and comments during weekly study group meetings and briefings. The Group also reviewed and discussed draft documents and analyses with other study group participants, including with DOER Energy Markets staff. The 2015 AESC study determined the avoided costs (the \$ values and factors used to determine the benefits) of the electric, gas, and oil savings for all of the 2016-2018 programs, and therefore was a major technical priority. The AESC study was completed by March 31, 2015, in time for the avoided cost values to be used in the 2016-2018 Three-Year Plan. The P&A Advisory Group also coordinated with the PAs on the application of the 2015 regional avoided cost study (AESC study) for Massachusetts programs.

In 2015, the Group also reviewed the 2014 Q4/year-end quarterly report data and results provided by the PAs in February. The Group analyzed the 2014 Q4 report data for two purposes: to review and assess program performance in 2014, and to use the 2014 data (the most recent actual data available) to help inform the initial planning for the 2016-2018 Plan. Savings, benefits, and costs were reviewed at the portfolio, sector, program, initiative, and individual PA levels. The Group prepared and presented a summary of the 2014 results to the EEAC. The P&A Group also reviewed and analyzed the quarterly reports throughout the year, as well as the monthly dashboards.

In addition to quarterly reports, the Group reviewed the final 2014 actual results reported in the 2014 Plan-Year Reports, filed by the PAs in June. The Group assessed the effects and implications of the final results for the inputs and assumptions to be used in the 2016-2018 Plan. Overall, as summarized at the July EEAC meetings, the final evaluated savings for 2014 were higher than the Q4 quarterly report preliminary savings reviewed in February, which resulted in increased savings in the Consultant analysis of savings goals for the 2016-2018 Plan. Note that the 2014 achieved savings, as actual in-the-field achieved results, were a primary input to the Consultant analysis.

Another area where the Group provided technical assistance related to the use of net or gross savings. The Group reviewed and commented on PA analysis of net vs adjusted gross savings, and the strengths and limitations of each, for potential use in reporting for the Clean Energy and Climate Plan (CECP).

The P&A Advisory Group also coordinated with the EM&V Group and the PAs on the review of EM&V study results and the application of the results for the 2016-2018 Plan. This work included the consideration and review of the application of EM&V results for the TRM and other planning inputs and assumptions for the Plan. The P&A Group also reviewed the geo-targeting study.

RESIDENTIAL AND LOW INCOME SECTORS

A strong majority of the Residential Advisory Group's work in 2015 was dedicated to supporting the establishment of the nation-leading goals in the 2016-2018 Three-Year Energy Efficiency Plan and underlying program strategies that will achieve them. The content below provides a high level summary of 2015 work efforts, many of which have been periodically reported through the Consultant Team's monthly reports.

Multi-family Retrofit

For 2015, the Council's Executive Committee identified supporting the creation of a fully integrated and distinct multi-family effort as a priority. In February, the Residential Advisory Group completed and published a major multi-family retrofit work product it began in 2014. The report, "[Multi-Family Retrofit: Recommendations for Achieving a Fully Integrated Energy Efficiency Program Effort in Massachusetts](#)," includes recommendations (for both 2015 and for the 2016-2018 Plan) in three main sections: 1) deepening integration of the multi-family offer, 2) conducting benchmarking, and 3) serving buildings heated by delivered fuels. The report provided the basis for the briefing document provided to Councilors for the February 26, 2015 Council workshop on the 2016-18 Plan. It was also provided to the PAs to support continuous improvements to the initiative and development of content for the 2016-2018 Plan. Many of the Consultants' recommendations are addressed in the 2016-2018 Plan, most notably, providing a single point of contact for measure delivery to multi-family customers. The Consultants' recommendation to include benchmarking as part of their program offering was not adopted by the PAs. The Group also reviewed and provided extensive comments on the draft Multifamily Program Process Evaluation.

Home Energy Services

The Home Energy Services Initiative was a major focus in 2015 as part of 2016-2018 planning discussions. The Residential Advisory Group worked together with the PAs to prepare a briefing memorandum and presentation for the Council's February 26, 2015 workshop. The Consultants noted opportunities for increased service to renters and moderate income customers from review of the Efficient Neighborhoods+ demonstration initiative and input from several Councilors. As a result, the 2016-2018 Plan includes new initiatives targeting these groups. Throughout the year the Consultants advocated for a greater focus on deeper savings, though it is our assessment that the 2016-2018 Plan does not fully reflect this.

The HES Initiative was also a focus of 2016-2018 cost drivers discussions. During these discussions the PAs noted a large increase in insulation costs as a result of a code interpretation for attic insulation. The Consultants raised this issue with DOER staff and scheduled a discussion with the PAs and DOER. After follow-up work by the PAs and DOER, a favorable interpretation was received from the Board of Building Regulations and Standards BBRS that will result in reduced insulation costs for 2016-2018.

The Residential Advisory Group also provided extensive input on the HES and HEAT Loan Program Assessment evaluation report in early and later stages of its development. The Group began to discuss the findings with the Residential Management Committee and has noted further areas of needed research for the EM&V Advisory Group. This work is an ongoing focus.

Residential Products

Savings from the electric Residential Products Program have been very strong, with YTD lifetime savings at 165% of the electric goal in the Q3 report. These results are primarily due to strong lighting savings. Advancing uptake of LEDs and maintaining strong lighting savings were a strong focus of the Residential Advisory Group in 2015.

The Consultants published their report, "[Residential Products: Savings Opportunities and Innovative Strategies for 2015 and the 2016-2018 Plan](#)," at the beginning of the year as the culmination of a 2014 work plan effort. The report provided a foundation for the Consultants' work on the briefing memorandum and presentation for the Council's February 9 workshop.

The Consultants dedicated a significant amount of time to assessing appropriate 2016-2018 goals for the Lighting Initiative, determining recommended lighting costs, and discussions about these matters with the PAs. The strong electric savings goals adopted by the PAs are largely a result of this work and the Consultants' strong stand on LED share, unit numbers, and lower costs.

There was a lot of EM&V activity on residential products in 2015, and the Residential Advisory Group actively participated in reviewing and commenting on draft plans for lighting (saturation comparison, net-to-gross, LED incremental costs, shelf survey and pricing, market assessment), ductless minisplit heat pumps, and CoolSmart. Towards the end of the year the Consultants reviewed ENERGY STAR specification development activity for lamps with implications for the Massachusetts program. The Group also sought status updates from the PAs

regarding suspension of appliance recycling due to the bankruptcy of the program vendor.

Low Income

The Residential Advisory Group generally monitored Low Income Program activity and achievements in 2015, which were very strong (YTD lifetime savings of 156% electric as of Q3 and 103% gas). Given strong results and other priorities, the Group did not undertake specific work in 2015 to identify effective low income practices from elsewhere. The Consultants plan to make the Low Income Program a stronger priority in 2016.

Innovation

In the Residential Products report noted above, the Residential Advisory Group identified several new program approaches that could be included in the 2016-2018 Plan. Consultant recommendations for upstream approaches for residential heating and cooling equipment; expansion of WiFi thermostat efforts including linkages with demand response, and smart grid; and further assessment of home energy management systems were all included at least partially in the 2016-2018 Plan. The Consultants also identified opportunities for a more robust zero net energy program within the New Construction Initiative and benchmarking in the Multi-family Retrofit Initiative. The Consultants are not fully satisfied with the manner in which these were addressed in the 2016-2018 Plan and will continue to advance these issues with the Council and RMC.

Develop Input and Recommendations for the 2016-2018 Three-Year Plan

The content for the work areas above includes most of the details regarding the work the Residential Advisory Group undertook in support of the 2016-2018 Plan. The Group is very pleased with the outcome of this process and proud to have played an important supporting role.

COMMERCIAL AND INDUSTRIAL

The C&I Advisory Group achieved several successes in 2015. Most Notably, the Group played a key role in the process that led to setting high goals for the 2016-2018 Three-Year Plan.

Develop Input and Recommendations for the 2016-2018 Three-Year Plan

Most C&I consultant time in 2015 was dedicated to the three year planning effort. A series of three workshops were held in February and March to solicit Council input into setting priorities for the plan. The C&I Group and PAs prepared briefs on the top priority topics identified by the EEAC, presented information on the topics, and contributed to discussions to help clarify and refine objectives for the plan.

Concurrently, the goal setting process started with the Group reviewing all available resources to create an assessment of achievable potential in Massachusetts, which was produced in early March. Part of this review was to look at the past trends for savings and program costs, and to use professional judgement and experience to determine if the trends could continue, accelerate, or slow down. The information reviewed also included potential studies from outside Massachusetts as well as studies completed for the three smallest gas utilities, Liberty, Berkshire and Unitil, and Unitil Electric. Later in the process, potential studies from National Grid and Cape Light Compact also became available and were reviewed by the consultants to help inform the goal setting process. As the result of this process, the consultants recommended at the April 23 EEAC meeting that the electric goals for the C&I programs be set at 2.82%, 2.86%, and 2.91% percent of retail sales.

The Program Administrators presented their draft plan with proposed goals on April 30, and the goals were appreciably lower than the goals proposed by the EEAC. In order to resolve the differences in the goals, the EEAC directed the consultants to conduct technical analysis and discussions with the Program Administrators to resolve differences in perspective on C&I Key Drivers, which included C&I lighting, streetlights, CHP, and the C&I Large Retrofit program (electric and gas). The analysis and discussions took place during most of June and July. The consultants investigated the significant differences between the PA and consultant projected costs estimates in August. The result of this effort was that the Group and the PAs were able to reach agreement on aggressive C&I savings goals that continue moderate increases in savings as a percent of sales year over year for the next three years. The PAs also reduced their cost estimates for savings.

The Group also reviewed the content of the plans for alignment with EEAC resolutions and provided feedback and suggestions. Review efforts supported the incorporation of the Council priorities into the Plan.

As part of the three-year planning process, a number of changes were made to the TRM. The Group reviewed the C&I TRM measures to ensure accuracy in the algorithms and the appropriateness of the assumptions, and provided feedback to the PAs.

Innovation

A number of topics were identified for research under the Innovation section of the work plan to better understand their impact on Massachusetts programs. To address these topics, the C&I Advisory Group conducted research on: geo-targeting, upstream programs, and training and education activities currently conducted in Massachusetts.

Through consultation with the PAs and DOER, the consultants determined that geo-targeting is currently limited to Nantucket, where National Grid is actively looking at ways to reduce electric demand on the island. There do not appear to be other seriously electrically constrained areas of distribution at this time. This topic should be further investigated under the Demand Group that is forming in 2016.

The Group researched upstream programs nationally for comparison to the Massachusetts program and presented these findings in a memo to the EEAC. The findings suggest that Massachusetts is a leader with respect to upstream programs, and either offers or is actively planning to offer in the near future a range of measures through the upstream program. The Group identified an upstream program aimed at drink distributors that incentivizes the deployment of efficient coolers as a potential new avenue for the Massachusetts PAs to engage the market through upstream activities.

The Group reviewed the quantity, timing and location of the many trainings currently offered in Massachusetts. The objective was to conduct a comprehensive review to identify additional opportunities or needs for training. The Group found that the PAs are offering a wide range of trainings on a fairly regular basis. The consultants identified an opportunity to increase participation by promoting the trainings through more communication channels, and found that the Building Operator Certification training is lagging behind other states in the number of graduating certified operators. Recent Boston Globe articles highlighted the significant need for new facility personnel as an older generation retires, indicating an opportunity to educate this new generation of facility personnel in energy efficiency and create a habit of engagement with the PAs. These findings are detailed in a memo provided to the EEAC.

The Group also received feedback from the PAs that sales training provided by Joule Insights in late 2014 and 2015 were very valuable to contractors and the PAs themselves. This training is designed to help understand the process of selling efficiency, so that contractors can do a better job of selling efficient equipment in the field, and PAs can do a better job of designing and implementing programs. A key objective of this training was to increase the comprehensiveness of projects in the small and medium size sectors. The consultants had recommended this type of training and the specific vendor to the PAs in 2014.

Incorporate Feedback from EM&V into the Programs

The Massachusetts EM&V program is nation-leading, and produces a large volume of information. This information is not helpful unless it is considered, understood, and applied to improve the programs. The consultants reviewed the many reports produced through the E&MV process to understand the findings and recommendations contained in these documents. The role of the consultants is to highlight opportunities for positive change and suggest ways to implement the recommendations. This feedback is achieved several ways: through participation in the C&I Management Committee Meetings (CIMC) as well as through presentations and memos. The C&I consultants provided a presentation through a webinar in June, and are still working on a memo for delivery in January 2016.

The consultants also enabled a group of large, managed customers to provide some suggestions anonymously to the PAs. This group had suggestions regarding the difference between PA MOU and SEMP agreements, energy management, and account managers that were relayed to the PAs during the March CIMC call.

The C&I Advisory Group work in other jurisdictions and lessons learned in these areas are shared with the Massachusetts PAs. For example, Optimal Energy conducted an audit on the year end results of a well-managed gas efficiency program in Canada. Notable implementation strategies and successful measures from that gas program were shared with the PAs during the July CIMC meeting.

Strategies for Increasing Energy Productivity

The concept of increasing energy productivity is to achieve the same or improved function while using less energy. Energy productivity is typically represented as the amount of energy used for a relevant metric, such as tons of product produced or hotel rooms filled. The consultants investigated the world of tools such as sub-meters and energy management information systems, and how the information these tools gather can be used as part of behavior and energy management programs to reduce energy use and document savings claims.

There is a strong trend in North America toward Strategic Energy Management (SEM) programs, 23 program administrators now offer programs or pilots in 23 states and provinces¹, and the PAs have committed to increasing activities in this area in the new 2016-2018 plan. To increase the understanding of these programs by the EEAC and the PAs, the consultants are writing a memo that outlines how SEM programs work, how they are related to current PA activities, and an estimate of the potential savings from SEM programs. This memo will be complete in January 2016.

The consultants have also engaged in an ongoing discussion of SEM with the EEAC and the PAs through the C&I planning workshops held to inform the three year plan, as well as through the CIMC meetings.

Comprehensive Segment Strategies

Segmentation is a method to target specific customer types in order to better engage and serve them through the energy efficiency programs. The PAs currently use a number of segmentation strategies very successfully. The EEAC has expressed an interest in better understanding the extent to which mid-sized customers (businesses too large for the Small Business program and not large enough for Account Management) are being served. Mid-sized customers include businesses from diverse sectors (retail, healthcare, manufacturing, etc.), and are an important group of customers. The consultants have been engaged in an ongoing discussion on how to best understand the extent to which this size class of customers is participating, and how to increase their participation and savings. The PAs have committed in the new three year plan to “to develop a more detailed understanding of the various sub-sectors contained within this mid-sized sector in order to develop marketing and delivery strategies that will resonate with customers who have similar energy use, business requirements, and investment criteria.”² This conversation will continue into 2016.

The consultants prepared memos in 2014 about effective practices in the healthcare and lodging segments, and collaborated with the PAs on a memo detailing effective practices for retro-commissioning (RCx). The PAs applied the information in these memos to launch an initiative to target hospitals for RCx. As of the September 2, 2015 CIMC meeting, the PAs had seen significant interest from customers. At that time five RCx studies had been completed representing more than 4 million kWh in savings, and 18 more studies were in progress.

Attendance and Participation in EEAC Meetings

The C&I consultants also attended a number of EEAC stakeholder feedback meetings and Council meetings as part of the work in 2015. Attendance was important both to present various topics to the Council and to hear what was happening first hand.

TECHNICAL SERVICES

Produce Minutes from all EEAC Meetings

The Consultant Team is charged with producing draft and final meeting minutes for each EEAC monthly meeting.

¹ Source: Data collected by CEE in the 2011-2015 CEE SEM Program Case Studies surveys

² <http://ma-eeac.org/wordpress/wp-content/uploads/Exhibit-1-Gas-and-Electric-PAs-Plan-2016-2018-with-App-except-App-U.pdf> page 147

The Team produced draft minutes for EEAC meetings on a monthly basis and forwarded them to the EEAC Chair. The EEAC Chair reviewed and distributed the minutes directly to the EEAC prior to the next EEAC meeting. Once the minutes were approved, they were posted to the EEAC website.

EEAC Website Upgrades, Revisions & Maintenance

In 2015, Consultant Team staff continued to manage the updated website on a day-to-day basis. This included posting materials for EEAC meetings and other meetings that occurred during the year, updating the EEAC meeting calendar, posting new EM&V and other research reports, and posting documents related to the PAs' draft and filed 2016-2018 Three-Year Plans.

In 2015, the EEAC website had:

- 24,247 total sessions
- 1,632 average monthly users
- 69,811 total page views with an average of 2.88 pages viewed per session

Produce the Annual Report to the DPU and Legislature

In 2015, the Team completed a near final version of the 2014 Annual Report. The layout of the final content for the report is currently being designed by Cahoots Design and will be completed by the end of January 2016.