

# Memo

To: **EEAC**  
From: **Eric Belliveau and the EEAC Consultant Team**  
Date: **9 January 2015**  
Subject: **2014 Year-End Report**

The Consultant Team is pleased to provide this update to the Council on our 2014 activities.

The monthly report for December serves as a year-end summary of key activities, accomplishments, and deliverables completed by the Consultant Team in 2014. Some December-specific activities are also included.

## EVALUATION, MEASUREMENT & VERIFICATION

Over the course of the year, the EM&V Advisory Group provided a range of ongoing activities related to EM&V planning, implementation, reporting, policy, and outreach issues. In December, the EM&V reporting function continued to be particularly active, with many 2013-2014 studies reaching or nearing the finish line.

### Oversee EM&V Planning

As discussed in the Workplan, evaluation plans are the joint responsibility of the PAs and the EEAC consultants. Evaluation plans include both overall strategic evaluation plans and project-specific plans. Much of the EM&V work done by the PAs and the EEAC consultants in 2014 was driven by the overall [2013-2014 EM&V plan](#) submitted to the Council in the last quarter of the 2013.<sup>1</sup>

Project-specific plans were also developed for approximately 50 individual studies that were initiated in 2014.

In December, the Group continued advancing plans for approximately 15 new studies intended to advance existing research agendas, address stakeholder information needs, or follow-up on recently completed studies.

### Oversee EM&V Study Implementation

Throughout the year, the Group advanced toward completion the studies identified in the 2013-2014 EM&V plan that were in the implementation stage. In December, the Group advanced toward completion roughly 30 studies currently in the implementation stage.

### Oversee EM&V Reporting

Perhaps the single most important category of EM&V deliverable is the final reports produced by EM&V contractor teams, presenting detailed results from completed EM&V studies. As discussed in the Workplan, overseeing the completion of these reports is a joint responsibility of the PAs and the EEAC consultants. When reports are finalized, the EEAC consultants post them on the Council's website. Final reports can be found on the

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<sup>1</sup> The 2014 Workplan noted that the EM&V Group would begin in the last quarter of 2014 to work with the PAs to develop a new long-term EM&V plan. In late 2014, the EM&V group did indeed begin working with the PAs to lay the groundwork for the development of a 2016-2018 EM&V plan to be included with the overall three-year plan filings. However, the bulk of the process for developing this plan will occur in 2015.

[EEAC website](#).<sup>2</sup> In December, the Group remained in a heavy reporting period, with some 15-20 final reports in various stages of completion.

## **EM&V Policy Issues**

In 2014, the Group provided ongoing EM&V-focused input into the Deep Dive, Implementation Update, and Statewide Database processes, as well as the EM&V Forum's reporting templates and net-to-gross protocols projects. The Group also worked with the PAs to finalize the EM&V-related portions of the Plan-Year Reports. The Group worked with the PAs to attempt to resolve differences in views regarding the appropriate baseline assumption for residential furnaces that are replaced on failure. It also provided input on EM&V issues associated with EPA's 111(d) Rule.

## **Miscellaneous Activities**

The Group provided input into the completion of an RFP that is to be used to select a new C&I EM&V contractor team. The RFP was released in early December, with proposals due in January.

## **Council and Stakeholder Engagement**

As discussed in the Workplan, one key deliverable for which the EEAC consultants have sole responsibility is regular presentations to the Council summarizing significant EM&V results, plans, and developments. The EEAC consultants did two such presentations in 2014, at the [February](#) and [September](#) Council meetings.

In addition, the EM&V team provided monthly written status reports and gave numerous one-on-one briefings to individual Councilors.

Finally, as an additional form of outreach, the PAs and the EEAC consultants have arranged for EM&V contractors to provide a series of public webinars on the results of individual studies. While these webinars are developed primarily with Councilors in mind, they are open to the public and invitations are broadly distributed. Several contractor webinars were presented in 2014 including one in [September](#) and one in [April](#).

## **PLANNING AND ANALYSIS**

In 2014, the Planning and Analysis Advisory Group focused on the primary tasks described below to support the effective implementation of the key components of the 2013-2015 Three-Year Plan. The Group provided technical and regulatory support on a wide range of issues, and assisted the Council in its review of quarterly reports, monthly dashboards, and plan-year (annual) reports. In December, the Group worked on the new avoided cost study (AESC), reviewed and assisted with the next steps of responding to the findings of the Process Assessment and Engagement Plan, and began some early stages of development of the next Three-Year Plan (2016-2018).

### **Participate in EEAC Meetings; Brief and Support the Council**

Throughout the year, the Group prepared for, attended, and provided technical support during EEAC and Executive Committee meetings on a monthly basis. The Group coordinated with DOER as chair of the Council on a weekly basis, and briefed individual Councilors in advance of the EEAC meeting and during the month. Substantive issues and outcomes are summarized in the task descriptions below.

In December, we provided support for the December 9 EEAC meeting and two Executive Committee meetings, commented on the draft 2015 Priorities document to be reviewed by the EEAC in January, and reviewed and assisted the Council with the next steps of responding to the findings of the Process Assessment and Engagement Plan.

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<sup>2</sup> Due in part to the large number of stakeholders providing comments, moving from the first to the final draft of an EM&V report can take several months. At the time this report was written, many more of the 50-odd studies laid out in the 2013-2014 EM&V plan were coming into the home stretch. Approximately 20 final reports were in progress, all of which were expected to be finalized within the next 1-2 months. When complete, these additional reports will be added to the final report postings shown in this section.

## **Track, Analyze, and Report on the Implementation Update and “Deeper Dives”**

The review, analysis, and assessment of the 2014 Implementation Update provided by the PAs on March 17 were major tasks of the Consultant Team this year. The Implementation Update was a combination of looking back at past performance (2013) and looking forward at projections of future performance (2014-2015). It was a useful process to assist the Council in reviewing progress towards achieving the three-year goals of the 2013-2015 Plan midway through the three-year period.

The 2014 Implementation Update process was wrapped up in November with the EEAC’s approval of its [“key actions” summary document](#) on November 12, following up on the Consultants’ [wrap-up presentation and recommendations](#) presented to the EEAC on September 9.

In 2014, the Group also coordinated with the PAs to identify three appropriate topics for the “Deep Dives” for the Implementation Update and provided support through the process. The Group provided ongoing support on the Development of the three Deeper Dive memos: Large C&I Retrofit, Multifamily, and a follow up on Residential Lighting. The Deeper Dives were based on additional PA narratives and PA-provided data focused on the most significant drivers of changes from the original Plan values.

## **Support the Council on Regulatory Issues and DPU Proceedings**

The Group provided technical support for DPU proceedings and regulatory processes. The Group completed work on DPU 11-120 reporting streamlining regarding the regulatory review, reporting, and approval of performance reports, performance incentives, and energy efficiency surcharges. We worked on reporting issues, needs, and priorities related to the DPU 11-120 working group with individual councilors. The Group also prepared for and participated in the DPU working group subcommittee meeting.

For the DPU 14-05 proceeding, the Group reviewed the PAs’ filing on the application of the 2013 AESC avoided costs to the 2014 and 2015 program years, the revised 08-50 data tables, the modified performance incentive models, and the PA proposal to eliminate performance incentive metrics for 2014 and 2015.

The Group reviewed the DPU Order (DPU 14-141) on the statewide database, which was issued on December 1, and also reviewed the PAs’ Motion for Reconsideration filed on December 22.

The Group reviewed and analyzed the Mid-Term Modifications (MTM) proposed by three PAs, worked collaboratively with National Grid to revise its draft MTM, and completed the analysis with a recommendation to the EEAC to approve all three MTMs. The Council approved all three MTMs at its meeting in October.

## **Provide Technical Analysis**

Over the past several months, the Group continued work on the 2015 regional avoided cost study (also known as the AESC study), which will now be completed every three years (aligned with the Three-Year Plan schedule) with potential annual updates when necessary. The study is being performed by a new contractor – Tabors, Caramanis, Rudkevich (TCR) – with new market models. Significant work was done in November and December. The Group coordinated with the multi-state study group on study tasks each week. The Group reviewed the proposed inputs, assumptions, and methods for the natural gas, oil, and electric market forecasts, and provided questions and comments during weekly study group meetings and briefings. Earlier in 2014 the Group assisted with the development of the RFP used to select the AESC contractor and in the technical review of proposals. The 2015 AESC study will determine 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 is a major technical priority. The study is scheduled to be completed by March 31, 2015, in time for the avoided cost values to be used in the 2016-2018 Three-Year Plan being developed during 2015.

Over the course of the year, the Group provided technical analysis on various topics such as responding to inquiries from several councilors about the nature and timing of bill impacts and the EERF reconciliation process. The Group also monitored PA work on the development and implementation of an interim reporting system for data and data management to ensure reliable, internally-consistent, and more accessible data in the interim while the statewide database is being developed. The Group explored some initial ideas about how the EE programs

potentially could help to mitigate the effects and partly reduce some of the causes of the winter energy issues by accelerating, reallocating, refocusing, and/or geo-targeting some of the EE programs.

## Support the Statewide Database

Throughout the year, the Consultant Team provided ongoing support for the design and development of a comprehensive, unified statewide energy efficiency database. The Group participated in the Statewide Database Working Group and the Council's Statewide Database Subcommittee, as directed by the Council. The Team coordinated with the database consultant/facilitator to assist in the design, scoping, as specification of the statewide. The Team also provided support reviewing and commenting on draft database specifications.

As the development process continued, the database working group was unable to resolve certain data privacy and security issues related to the database and the Council passed a resolution requesting that the Department of Public Utilities provide guidance on identifying the data inputs that should be included in the database. On December 1, 2014, the DPU [ordered](#) the Program Administrators to populate an energy efficiency database, including measure level and usage data, aggregated by zip code. Recognizing that certain questions still need to be answered, the DPU also directed the Program Administrators to work with other interested stakeholders to develop answers to these and other database implementation questions. The Consultant Team will continue to support the statewide database as the process moves forward in 2015.

## RESIDENTIAL AND LOW INCOME SECTORS

In the sections below, the Residential Advisory Group includes a review of its work for the major work areas, noting deliverables the group has produced for the Council. It has been a full and productive year, including several presentations to the Council. The first presentation in June provided the Council with an [overview of the residential sector](#). The group expects that its 2014 work will serve as a foundation for ongoing work efforts for 2015, including the important task of 2016-18 planning for the residential and low income sectors.

### Residential Whole House and Low Income Programs

#### HOME ENERGY SERVICES

In 2014, the Residential Advisory Group's focus was on continuous improvement opportunities for the HES initiative. In the spring, the group developed draft performance indicators for HES (also potentially applicable to multi-family and low income) to assess whether progress is being made toward program goals and policy priorities, both statewide and for each PA. The residential indicators addressed energy use reduction, comprehensiveness, and cost efficiency. They were combined with C&I performance indicators and submitted in a memo to the Council and PAs dated April 25. The group sees value in including performance indicators such as these in the 2016-18 plan.

The Group [presented to the Council on the HES initiative](#) at its August 12 meeting. In the presentation, the group provided an overview of the initiative and recent enhancements. It also noted challenges and opportunities and presented recommendations for enhancing cost efficiency, quality assurance, and increasing depth of savings. With regard to the latter, the consultants and the PAs discussed opportunities for increasing depth of savings at several RMC meetings over the course of the year. One opportunity is to better track HVAC system improvements that stem from a home energy assessment through the HES initiative. The consultants and the PAs brainstormed how this might be achieved, and the PAs are addressing this in their 2015 rebate forms. A larger focus of discussion was the consultants' recommendation that the PAs pursue a performance-based path to achieving deeper savings. The consultants plan to continue to work with the PAs to assess such an approach in 2015 along with other methods for increasing depth of savings.

#### MULTI-FAMILY RETROFIT

A major focus of the Residential Advisory Group in 2015 was developing recommendations to increase the integration of residential and C&I services for multi-family building owners and residents. The multi-family retrofit initiative was included as a Deeper Dive in the 2014 Implementation Update process. The group determined research questions for this area, data needed to answer them, and proposed use of the analysis and provided them to the Council and PAs in the Consulting Team's April 25 memo. The Group worked with the PAs to gather the information, review, and analyze it. With the PAs, the Group identified respective presentation topics for the

PAs and consultants for the Council's August 12 meeting. The consultants' presentation may be found on the [Council's website](#). Through the end of the year, the Group worked to more fully develop its recommendations. A draft of the report was provided to the PAs and to DOER for review and comment in late December 2014, and the final report will be provided to the Council in early January 2015. As a 2015 priority of the Council's Executive Committee, multifamily retrofit will continue to be a major work focus.

#### **LOW INCOME**

Work in the low income sector primarily involved monitoring ongoing work in the sector, with a particular view to opportunities for information exchange including on best practices. Group members periodically participate in meetings of the Low Income Best Practices Working Group and interact with Jerry Oppenheim representing LEAN at RMC meetings. In 2015, the consultants expect the low income sector will be a focus in 2016-18 planning discussions, especially the Low Income Multifamily Initiative.

### **Residential Products Program**

For most of 2014 the Residential Advisory Group's work on products was primarily focused on lighting, which was also a Deeper Dive topic of the Implementation Update process. As with multifamily retrofit, the group determined research questions for lighting, data needed to answer them, proposed use of the analysis, and provided them to the Council and PAs in the consulting team's April 25 memo. The Group worked with the PAs to gather the information, reviewed and analyzed it, and determined with the PAs respective presentation topics for the PAs and consultants for the Council's June 10 meeting. The consultants' presentation may be found on the [Council's website](#). Because all the information the consultants were seeking was not available in June, the Group's work to gather and analyze the information continued through year's end. The consultants included additional lighting findings and recommended actions in the [September Council presentation on the Implementation Update](#) and in its residential products report (described in next paragraph).

The Residential Advisory Group drafted a report on the Residential Products Program that identifies and examines 2015 and 2016-2018 Plan opportunities in lighting, appliances, consumer electronics, HVAC and water heating. The report considers current and proposed PA initiative efforts, those in other jurisdictions, activities promoted by Northeast Energy Efficiency Partnerships (e.g., the recently finalized regional cold climate heat pump specification), and ENERGY STAR qualified products. The report provides multiple near-term (2015) and mid-term (2016-2018) recommendations for each key technology area – lighting, appliances/consumer electronics, HVAC/DHW, innovative opportunities. A draft of the report was provided to the PAs and to DOER for review and comment in late December 2014 and the final report will be provided in early January 2015. The group expects to work closely with the PAs in 2015 on the matters identified in its report and others that may arise.

### **Innovative Strategies**

The residential products report described above also examines new emerging innovative opportunities in integrated WiFi thermostat and behavior offerings and home energy management systems. Throughout 2014, the group worked in support of DOER's revision of the Residential Conservation Services regulations and guidelines. This work is expected to continue in 2015, along with other work identified in the consulting team's Workplan.

## **COMMERCIAL AND INDUSTRIAL**

December brought the culmination the year's work with the PAs and stakeholders. This work largely focused on increasing the depth of savings the PAs achieve in their projects, deploying segmentation strategies to better serve the diverse customer needs in MA, and continuing to advance innovative strategies that will help MA to maintain its leadership position in energy efficiency. Work products delivered in December in support of these activities included:<sup>3</sup>

- Health Care Best Practice study – revised report and memo in response to PA comments
- Achieving Savings Earlier in the Year memo – addressing the impact of the hockey stick on resources and the risk it poses in certain circumstances and providing recommendations about potential

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<sup>3</sup> Drafts of the documents were completed in 2014. Final drafts will be completed and available on the EEAC website in early 2015.

modifications the PAs could make to better distribute project completions over the year.

- Reaching the Lodging Segment memo – discussing characteristics of the lodging market segment and outlining measures and strategies that can be effective at reaching this market.
- Small Business Program memo – reviewing the current successful small business program and identifying additional areas where the program can improve to increase market penetration and savings per customer.

In December, the C&I Advisory Group also contributed to the MA EEAC Council meeting providing support and some input during the breakout session. The Group continued to look forward to the 2016-18 Three Year Plan, refining the topics that the PAs and consultants believe are most useful for the consultants to advance over the course of the coming years.

## **Deeper Savings in All Programs**

The C&I Advisory Group worked throughout the year to increase PA commitment to achieving deeper savings in all programs with a focus on retrofit. On April 22, 2014 the EEAC Consultant Team released a memo discussing depth of savings indicators for residential and C&I programs. This memo is a foundational piece providing definitions of depth and comprehensiveness and data on what is currently being achieved and what is possible in terms of increasing savings depth. Another way the consulting team was able to advance this concept was in working with the PAs and DNV GL, and the PA C&I Evaluation Consultant on a study of successful practices. In this study the C&I Advisory Group modification of DNV GL's proposed "depth variable," which was accepted. The successful project study identified projects that had both high lifetime savings relative to annual consumption and measures affecting multiple end uses in an effort to search the PA data for uniquely successful projects.

As noted above, the C&I Advisory Group completed research on the Small Business Programs with an eye to increasing depth of savings. A memo summarizing our findings was completed in December.<sup>4</sup> No PA input was provided on the first draft of the memo due to PA resource limitations driven by the large yearend push to complete projects (aka "the hockey stick"); however, the draft memo has been shared with the PAs and their input will be sought as it is finalized. Key findings from both the recent Direct Install Program process evaluation (still in draft form) and the Group's research are that the small business services in MA lead the nation, but opportunities to increase comprehensiveness, depth, and market penetration remain. The PAs are very interested in advancing comprehensiveness in their small business services and are developing a web portal as discussed in the current Three Year Plan, as well as working on concepts to require/inspire vendors to develop more comprehensive projects. The PAs are also already considering ways to segment the DI market to better address the needs of the wide range of customers served by this program

## **Comprehensive Segment Strategies**

The C&I Advisory group has engaged with the PAs over the course of the year to advance better targeted strategies to key market segments on a statewide basis. Measuring success in this area is challenging because these strategies are sophisticated and often their development and use by the PAs is held as internal rather than public information. Use of comprehensive segment strategies (from sales through implementation) ranges from very sophisticated strategies used at NU to the smaller PAs that do not generally apply these approaches, stating that they have strong relationships with all large customers in their territories. The Group notes that NU also have strong relationships with its large customers and yet has invested in the development and deployment of sophisticated sales and implementation strategies that address specific barriers and needs of each customer type.

The C&I Advisory Group sought to expand the use of uniform segmentation strategies across the state through the following activities:

- Discussion with PA leads regarding a Strategic Planning Summit, described in the Consultant Team 2014 Workplan, at which segmentation was a key topic of interest. The PA leads indicated that this of activity should be undertaken at the CIMC level and they did not indicate support for or resistance to

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<sup>4</sup> A final draft will be completed and available on the EEAC website in early 2015.

the development and deployment of statewide segmentation strategies.

- In-depth interviews with the C&I Leads for each PA to develop a comprehensive understanding of the segmentation strategies in use and the PA needs in terms of support in developing those strategies.
- May 13, 2014 [presentation to the EEAC on segmentation](#).
- Presentation to the CIMC at two meetings on segmentation, the first to introduce the topic broadly and the second to engage the PAs in developing a segmentation strategy for the lodging market. After the second workshop with the CIMC on segmentation, the Group was directed to focus on completing existing activities and the PA interest in/capacity for engaging on the work waned.
- In a CIMC retreat in October, which included brainstorming for the next Three Year Plan, at least one PA participant included “Sector Specific Strategies” on this list which may indicate heightened PA awareness and interest in this topic.
- Healthcare and Lodging Effective Practice studies were largely completed in 2014.
- The Group played a role in the Commercial Real Estate working group and maintained awareness of the efforts being advanced by the Manufacturing working group and provided suggested edits to the manufacturing one pager developed by the PAs.

## **Coordination and Partnerships**

The Group coordinated and communicated with the CIMC on an ongoing basis throughout the year. We actively engaged with members on an individual and group basis to support them in their work and to ensure we were informed about program planning and progress.

We coordinated with the evaluation group to ensure cross pollination of program implementation with the research and findings from evaluation.

We coordinated with other stakeholders including Health Care Without Harm and DEP.

## **Innovative Strategies**

The PAs are having continued success with upstream lighting. However, the upstream HVAC program is not performing as expected. The PAs have undertaken an investigation to better understand the issues affecting the program and it is expected that these issues will be addressed in 2015. The issues have affected advancement of other upstream programs, due to concerns that a non-working model should not be replicated. The PAs investigated the use of upstream incentives for commercial water heaters and are planning to launch an upstream program in April of 2015, while phasing out the downstream GasNetworks incentives shortly thereafter. It is estimated that moving water heaters upstream could increase savings threefold.

The development and deployment of a Pro Forma economic analysis tool was completed early in the year, with all PAs reporting staff had been trained and the tool was in some use by June of 2014. This tool provides cash flow analysis of energy efficiency projects which can help overcome the financial barriers to these projects.

## **Achieve Greater Savings Earlier in the Year**

Under the current scenario, early months of the year achieve less than 5% of annual savings goals and the final month of the year sees delivery of 40% of the C&I savings. The C&I Advisory Group worked with the CIMC to increase PA interest and engagement on moving away from this scenario. The Team conducted an analysis of the impacts of this approach coupled with underachievement of C&I goals in 2013 and expected for 2014. These results were included in a [presentation to the EEAC](#) in July 2014. The Consultant Team analysis indicates that as much as 30% of the three year goal will be completed in December of 2015, if the goals are to be met.

In December, the Team submitted a memorandum outlining the issues associated with the current approach to project development and completion timelines, recommendations for addressing the issues, and a list of next steps starting with the PAs acknowledging that the hockey stick is an issue.

## MONITORING, COORDINATION, AND CROSS-CUTTING TASKS

### Monitor and Advise Current Programs

The Advisory Groups participated in biweekly meetings of their respective committees to advance various work efforts and monitor the PAs' implementation efforts. The Groups also reviewed agendas and meeting minutes for initiative-specific working groups (e.g., Contractor Best Practices Working Group). Group members also hold periodic discussions with individual PAs to review existing and planned work efforts.

### Coordinate with the Council on Programs and EM&V Results

The Advisory Groups actively coordinated with members of the consultants' EM&V Advisory Group regarding evaluations for their respective sectors. This included reviewing and providing comments on evaluation plans at various stages and draft reports. For example, in November, the Residential Advisory Group provided extensive comments on the draft multifamily retrofit process evaluation. In December, the Group participated in a call with the PAs on planned revisions to the lighting Market Adoption Model (MAM). The MAM is a data intensive workbook used to generate annual savings estimates for the PAs lighting measures and will provide key inputs into the 2016-2018 Plan.

### Review and Assess PA Reports and Data

In 2014 the Consultant Team reviewed and analyzed the 2013 preliminary year-end report and 2013 Plan-Year report, and provided major presentations to the EEAC in [February](#) and [July](#). As part of this effort, the Team analyzed savings relative to goal, performance across the PAs (using normalized values of savings as a % of retail energy sales, and variations in costs to achieve (cost per unit of savings). In addition, we reviewed the quarterly reports and monthly dashboards, and assisted the EEAC in its review and discussion of the reports.

### Prepare for the 2016-2018 Plan

The Planning and Analysis Group explored how best to address several forward-looking strategic planning topics for the upcoming 2016-2018 Plan, including how some of the insights gained from the Implementation Update, Deeper Dives, findings of recent evaluation studies, and results of the 2013 Plan-Year Reports will inform the next Plan, and also how best to consider and incorporate stakeholder input into the next Plan.

The Consultants identified several potential planning topics for the upcoming 2016-2018 Plan, which were discussed in the Planning and Analysis Group (PAG) and EM&V meetings in late 2014. These topics included the overall schedule for Plan development (a draft of which was presented to the EEAC on December 9), and the technical topics of market effects, appropriate baselines, net savings, codes and standards, bill impacts, and forward-looking organization of programs and initiatives. We also began the compilation of initial data for the Assessment of Potential to help inform the goals for the 2016-2018 Plan. We expect to continue discussions with the PAs and the EEAC in future months on these planning topics.

## 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. 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.

### Develop EEAC Logo and EEAC Website Upgrade

In 2014, the Consultant Team designed an EEAC logo including new color scheme and overall design guidelines:





Based on the new logo and design guidelines, the Team produced EEAC and EEAC Consultant Team templates including letterhead, report, memo, and PowerPoint templates.

The Team also completely re-designed and re-organized the entire EEAC website, moving it to an updated content management system (CMS), Word Press. The new CMS system allows Optimal to efficiently manage the website on a day-to-day basis. Optimal re-organized and uploaded over 1,500 documents to the new website and the new website went live, without a hitch, on September 8, 2014.

The two screenshots below show the “before” and “after” look of the site’s home page.



The Team set up Google Analytics to track website traffic. Since the new website went live there have been:

- 4,246 sessions
- 1,883 unique users
- 17,211 page views with an average of 4.05 pages viewed per session

The Team updated content on the new website on as needed basis but no less than once per month. This included posting new EEAC meeting materials, updating EEAC membership, updating the EEAC meeting calendar, posting new EM&V and other research reports, and creating new landing pages (e.g. 2013-2015 Mid-Term Modifications).

### **Produce the Annual Report to the DPU and Legislature**

In 2014, the Team completed the [Year 2013 Annual Report](#), which is now final and available.