

Memo

To: **MA Energy Efficiency Advisory Council**
cc: **David Gibbons, Tom Palma, Maggie McCarey**
From: **EEAC CI Consultant Team**
Date: **February 11, 2015**
Subject: **Effective Practices for the Small Business Sector**

INTRODUCTION

This memo reports on an investigation into potential modifications to the current energy efficiency programs in Massachusetts to better reach the important small business sector. It was prepared by the EEAC Consultant Team pursuant to its 2014 work plan. For the purpose of this memo, the small business market segment is defined as any commercial facility with a peak demand of less than 300 kW. This aligns with the eligibility requirements for the current Small Business Direct Install (DI) program, but also casts a wide net which includes an eclectic mix of business types and sizes with a diverse range of barriers and concerns. Some specific market segments included in this group are worth paying particular attention to, in order to ensure they are achieving sufficient participation in the program. These include:

- **Chain stores**, where an on-site auditor likely may not have access to the relevant decision maker
- **Commercial leased space**, where split incentives may inhibit participation
- **Very small businesses**, whose electric load may too small to warrant attention from the auditors
- **Businesses owned or operated by non-native English speakers**, where the language barrier makes communication difficult

The report will examine the overall demographics of the small business sector, look at current practice in Massachusetts, and introduce some potential program practices that could cost-effectively increase savings in the current DI program. Some of these program practices include:

- Better electric and gas integration
- Additional comprehensiveness
- Emphasis on higher recruitment, especially on sub-segments that are particularly difficult to reach
- Further examination of differences in program design and performance between PAs

MARKET SEGMENT INFORMATION

The Small Business Direct Install Program eligibility requirements mandate that only customers with an average peak demand of less than 300 kW can participate in the program. The use of an average demand means that facilities with a seasonal peak of significantly larger than 300 kW are eligible for the program, as long as the peaks during the other months are low enough to bring the average down below 300 kW. The 300 kW average

threshold thus allows larger facilities to participate than it would first appear.

According to the 2012 Customer Profile Report, businesses with a peak demand of less than 300 kW make up 96% of all C&I accounts, but only 37% of the electricity usage. Further, 54% of the accounts with demand of less than 300 kW are very small accounts, with a peak demand of less than 20 kW. This is shown in the table below.

Table 1: Massachusetts 2012 C&I Customer Profile, by Peak Demand¹

Average Peak Demand (kW)	Number of Accounts (2012)	Number of Participants (2012)
< 20	55,964	1,187
20 - 49	29,354	1,378
50 - 99	12,217	1,002
100 - 199	6,472	641
200 - 299	2,107	295
300 - 499	1,966	330
500 - 749	1,094	235
750 - 999	504	98
1,000 - 1,999	650	179
2,000 - 2,999	169	62
3,000 - 3,999	92	38
4,000 - 4,999	49	27
>= 5,000 kW	100	44
Missing / Zero	247,174	2,005
TOTAL	357,912	7,521

However, the above numbers only include the accounts with known peak demand. In fact, a full 69% of C&I accounts have unknown demand. Since larger customers usually have a demand charge and thus a meter capable of tracking demand, it is reasonable to assume that the vast majority of the accounts with unknown demand would qualify as small customers. If we assume that all unknown accounts in fact have a peak demand of less than 300 kW, we find that 99% of accounts and 43% of the C&I electric usage are from small customers.

These numbers are corroborated by data on annual energy consumption, where there are fewer unknown quantities. If we assume that 300 kW corresponds to annual usage of approximately 1,000,000 kWh (implying 3,333 average full load hours, which may be on the low end), we see a similar pattern as with the demand data, with 99% of accounts and 42% of the electric load coming from small users. The table below shows the 2012 customer profile by annual energy consumption.

¹ DNV-GL. 2012 C&I Customer Profile Final Report. Sept 23 2014. <http://ma-eeac.org/wordpress/wp-content/uploads/CI-Year-2012-Customer-Profile-Final-Report.pdf>

Table 2: Massachusetts 2012 C&I Customer Profile, by Annual Energy Consumption²

Annual Energy Consumption (kWh)	# Accounts (2012)	# Participants (2012)
Unassigned (inc. zero, blanks, etc.)	8,389	
< 10,000	200,927	718
10,000 - 24,999	57,541	1,066
25,000 - 49,999	33,034	949
50,000 - 99,999	24,581	1,138
100,000 - 249,999	18,120	1,359
250,000 - 499,999	7,129	835
500,000 - 999,999	3,802	436
1,000,000 - 2,499,999	2,633	466
2,500,000 - 4,999,999	1,052	270
5,000,000 - 9,999,999	411	134
10,000,000 - 24,999,999	228	109
25,000,000 - 49,999,999	52	30
>= 50,000,000	13	11
TOTAL	357,912	7,521

The large numbers of accounts and small usage per account makes much of the small business sector difficult to reach. However, the fact that this sector represents more than 40% of the state's C&I electric consumption indicates its importance to achieving savings goals.

CURRENT PRACTICE IN MASSACHUSETTS

The Massachusetts Program Administrators (PAs) currently address the small business market through a direct install model, which provides a free audit combined with high incentives (roughly 70% of installed cost, with additional financing for the remainder) for efficiency measures. The DI program is implemented by “turnkey” vendors who have separate contracts with each electric PA. The vendor first provides a free audit for the customer (see Appendix A for the Audit Checklist). Recommendations for energy efficiency measures are then presented to the customer, who selects measures to be installed. In 89% of the cases, the customer simply selects to install all measures identified in the audit.³ The DI vendors then proceed to install or subcontract the installation of the identified measures and invoice the electric PAs. If necessary, the electric PAs invoice the gas PAs for any gas measures installed. The audit process itself consists of a walkthrough of the customer site so that the DI vendor can understand the customer needs. The auditor prepares a draft proposal and estimates savings. If the customer accepts the draft proposal, the measures are installed at the appropriate discounted price.

A recent process evaluation found variation in actual program delivery across vendors. Only one of nine of the vendors who responded mentioned conducting gas assessments on site, one only pursued non-lighting measures once the customer committed to lighting, and there is little consistency among which tools each vendor uses to ensure comprehensiveness. The Process Evaluation also included “ride-alongs” to actual audits, which found that most applicable electric non-lighting measures were considered during the audit. However, less than 50% of applicable gas measures were recommended or installed, indicating room for achieving increased gas savings through the program.

² DNV-GL. 2012 C&I Customer Profile Final Report. Sept 23 2014. <http://ma-eeac.org/wordpress/wp-content/uploads/CI-Year-2012-Customer-Profile-Final-Report.pdf>

³ DI Process Evaluation Final Report – Draft. DNV GL. 2014 December 5.

The vendors are provided with a checklist of the measures to encourage comprehensiveness. However, only three of fourteen vendors interviewed in the Process Evaluation reported using the checklist, with another eight using their own proprietary checklists. Tables 3 and 4 below show the number of measures installed and the distribution of the total savings for each end use. The table also shows how much individual measure types contribute to each end use so, for example, ECM motors make up of 16% of total refrigeration savings, which in turn is 6% of total electric savings. Note that additional measures that are too complex for direct install are referred to the custom program. However, as shown by the low number of custom project savings in the tables below, this rarely happens.

Table 3: 2012 DI Program Electric Results by End Use⁴

End Use	# of Participants	Annual Energy Savings (MWh)	% of Parent Savings
Lighting	4,297	94,890	89%
Refrigeration	671	6,596	6%
ECM Motors	254	1,026	16%
Cooler Covers/Vending Misers	200	605	9%
Compressors	178	1,831	28%
Door Heater Controls	155	866	13%
Custom - controls	135	1,669	25%
Elec. Defrost	67	256	4%
Custom	28	343	5%
Motors/Drives	371	3,253	3%
ECM Fan Control	198	1,268	39%
Motors	141	1,104	34%
VFD	16	857	26%
Vending Misers	15	10	0%
Custom - controls	1	15	0%
HVAC	105	1,107	1%
Thermostat	49	69	6%
Custom	22	362	33%
Chiller	15	125	11%
EMS	14	544	49%
Other	7	8	1%
Hot Water	69	444	0%
Faucet Aerators	36	41	9%
Spray Valves	29	347	78%
Other	12	56	13%
Custom Process	11	133	0%

⁴ DI Process Evaluation Final Report Draft. December 5, 2014.

Table 4: 2012 DI Program Gas Results by End Use⁵

End Use	# of Participants	Annual Energy Savings (therms)	% of Parent Savings
Hot Water	978	378,760	85%
Spray Valves	671	287,965	76%
Faucet Aerator	465	41,708	11%
Showerhead	174	43,045	11%
Pipe Insulation	127	6,042	2%
HVAC	221	53,639	12%
Thermostat	213	52,052	97%
Insulation	12	1,587	3%
Custom	6	13,387	3%

Most of the marketing for the program is done through the program vendors. However, in 2010 the PAs established a statewide brand, Mass Save®, which serves as a single point of reference for the program and which produces additional outreach material. Currently, eight out of nine vendors report always or occasionally incorporating the Mass Save brand into their own marketing material.⁶

Finally, there are differences in how each PA approaches the details of the program.

- National Grid gives an additional 15% incentive if the remaining cost of the project is not financed.
- NSTAR will occasionally negotiate higher incentives for larger projects
- Cape Light Compact provides an 80% standard incentive, 100% to municipalities, and 95% incentive for business tenants who pay their own electric bill and have a long-term lease.
- Financing models differ between PAs. While they all provide no-cost financing, only National Grid provides on-bill financing. Other PAs provide off-bill financing for varying maximum term lengths.

RECOMMENDED PRACTICES FOR MA IMPLEMENTATION

A direct install program aimed at small commercial customers has been a feature of Massachusetts' energy efficiency programs for almost two decades. It has continued to evolve in order to expand both participation levels and depth of savings. We believe that it is currently one of the best DI programs in the country; according to the 2012 Process Evaluation, 1.4% of eligible electric customers participated in 2012, for an average participant savings of 17% of their total electric load. These results, especially the high participant average savings, are very respectable. However, we believe that there is room for improvement along several different fronts, several of which are recognized and under consideration by the PAs, each of which is discussed below.

Better Electric and Gas Integration

Prior to September 2014, auditors have only received training in typical direct-install gas measures such as pre-rinse spray valves, and there has been no training on identifying larger gas opportunities. The electric PAs take the lead in contracting and paying the DI vendors, thus potentially limiting the leverage of the gas PAs to insist on sufficient attention. This is reflected by the Process Evaluation, which found that applicable gas measures were being considered in the audits less than half the time. Further, program data shows that only one of six gas PAs are meeting DI savings goals, and all are significantly under budget. Finally, only about 20-30% of DI participants

⁵ *Ibid.*

⁶ DI Process Evaluation Final Report Draft. December 5, 2014.

installed gas measures, and a large majority of the gas savings comes from food service customers. The process evaluation noted several potential approaches to increasing gas savings.⁷

- **Increase Auditor training.** The process evaluation found that auditors are not currently trained in how to identify larger gas opportunities or what to do with them should they appear. Increased training along these lines would help encourage auditors to look for gas savings measures. The PAs recognize that additional comprehensiveness training is needed; a training program took place on September 25 to help vendors identify and ultimately install more gas measures. The PAs are in the process of planning additional sessions and, if continued, the training should work to improve overall program results.
- **Require auditors to report specifications of gas-using equipment.** This would provide the gas utilities leads on which facilities to pursue for retrofit and/or lost opportunity projects.
- **Increase inter-PA communication:** Currently, PAs mainly communicate through a monthly subcommittee meeting. According to the 2013 Process Evaluation, the gas PAs (and the electric PAs to a lesser extent) are not satisfied with the level of communication between PAs serving the same customer. In response to this shortcoming, some gas-only PAs have begun contracting with vendors to conduct audits and install gas-savings measures on their own, in addition to the audits performed by the vendors contracted to the electric PAs. More communication between electric and gas PAs could ensure that both fuel types are being served by one integrated vendor or vendor team, increase gas savings, and reduce administrative overhead.
- **Modify contracting procedures.** Currently, all vendor contracting is handled by the electric PAs, which limits the gas PAs' power in the contracting process. This contracting process could be modified in multiple ways to increase gas PA leverage, such as moving to a single statewide agency to oversee contracting, implementing contracts between gas and electric PAs to require electric PAs to achieve gas savings, or including a requirement that auditors be required to identify a certain amount of gas savings. We recommend that the contracting structure be revised to require qualifying vendors to demonstrate knowledge and capability in lighting, heating, ventilation, AC, controls, weatherization and refrigeration. Vendors that do not have comprehensive knowledge would be required to form a team with a full body of knowledge. This would not exclude vendors that specialize in a single end-use, but rather require them to team up in order to deliver comprehensive audits of small business buildings and systems. While this would likely increase the cost of the audits, it will also increase the total savings per audit, and it is not an unreasonable cost given the current high level of cost-effectiveness of the program.

Additional Comprehensiveness

As mentioned earlier, the average DI participant saves 17% of their total electric bill. This represents very significant savings, and is at the forefront of DI programs nationwide. However, there are likely additional opportunities to expand savings in this sector. For example, the vast majority of electric savings (89%) come from lighting measures, with another 6% coming from refrigeration measures at food service customers. Further, the DI program is not actively funneling customers to other programs to achieve savings in measures not suitable for DI. Of 4,646 participants, only 45 electric customers and 55 gas customers installed measures through the New Construction or Large Retrofit programs.⁸ While an additional 645 electric customers and 6 gas customers performed more complex, custom measures through the direct install program, this still represents a relatively low percent of customers doing custom projects. Finally, the PAs are significantly under budget, and the program currently has a benefit-cost ratio of 2.5 on the electric side and 3.0 on the gas side.⁹ All these factors indicate that there is significant room to expand DI program offerings to other measures (especially non-lighting measures),

⁷ DI Process Evaluation Final Report Draft. December 5, 2014.

⁸ Note that an additional 645 electric customers and 6 gas customers also did "custom like" measures through the direct install program

⁹ A benefit-cost ratio is a measure of program cost-effectiveness, and is represented by the net present value of societal benefits by the net present value of the costs from the program. So, if the benefit-cost ratio is 3.0, this means that the program creates \$3 of societal benefits for every \$1 of costs.

even if these measures are less cost-effective than the current program. Some ideas to increase comprehensiveness include

Smart Strips and Other Measures

Smart strips reduce the power consumed by miscellaneous plug loads such as fans, computers and computer accessories, task lighting, fans, and space heaters by eliminating vampire loads from off or idling devices. Smart strips are applicable to any outlet with numerous plug loads that are often in idle or that continue to draw load while off, and are thus good candidates for many participants in the DI program. According to the Massachusetts Technical Resource Manual, one smart strip produces 78 kWh in annual savings. A recent vendor proposal for ComEd in Chicago estimated a cost of \$25 per smart strip. While this is highly cost effective, it includes the costs of outreach, program administration, and data analytics. Without these additional expenses, smart strips are likely to be a very cost-effective addition to the DI program. We therefore recommend supplying, where applicable, a limited number of free smart strips to each DI participant. This is already the case for residential customers, but is applicable to commercial offices as well. The large numbers installed in residential homes may allow the measure to transfer to commercial setting with little overhead. Other potential measures to regularly consider during audits include air sealing, economizer verification, and ventilation control.

Increased Contractor Training

According to the recent process evaluation, 91% of all DI participants just install all the measures recommended by the auditor. While this is a testament to the success of the program in successfully encouraging efficiency investment, it also underlines the importance of a thorough, comprehensive and well-done audit. However, most current vendor training is limited to administrative detail. While there was training on the new gas measures added to the program since 2010, there has been little additional training since. This is especially problematic as most auditors have a specialty, typically lighting or refrigeration, and tend to focus on the given specialty. Tables 3 and 4 show that the vendors tend to focus on lighting measures.

Contractual Obligations

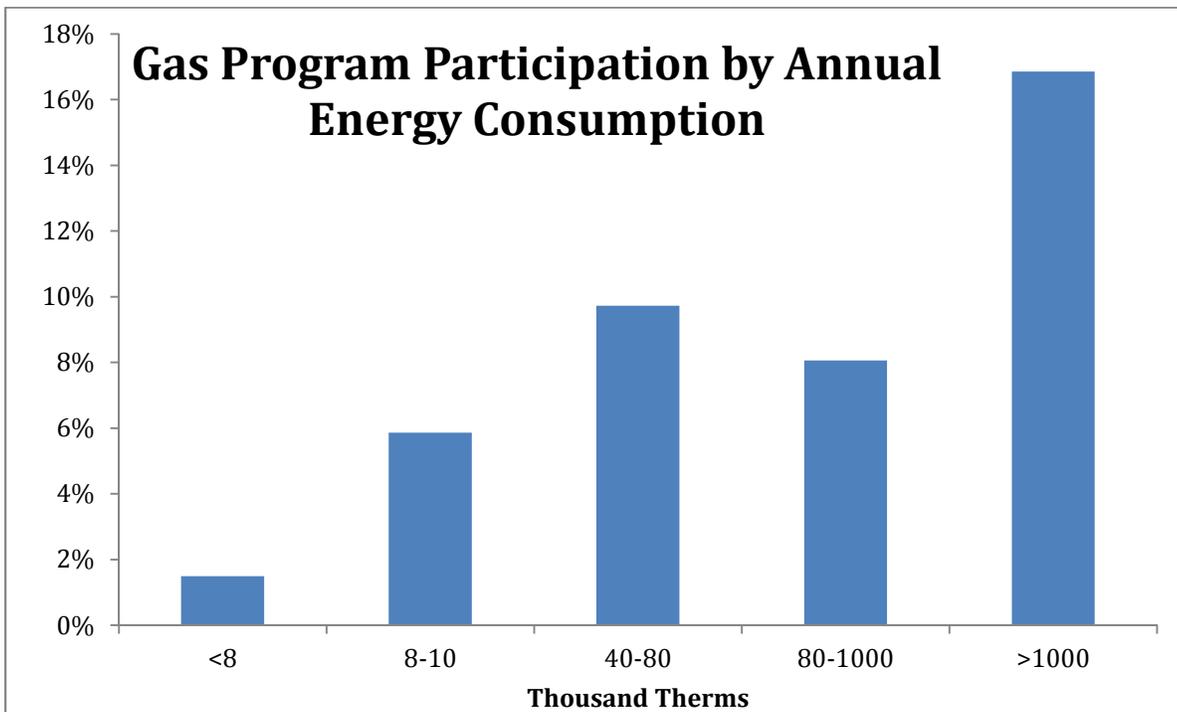
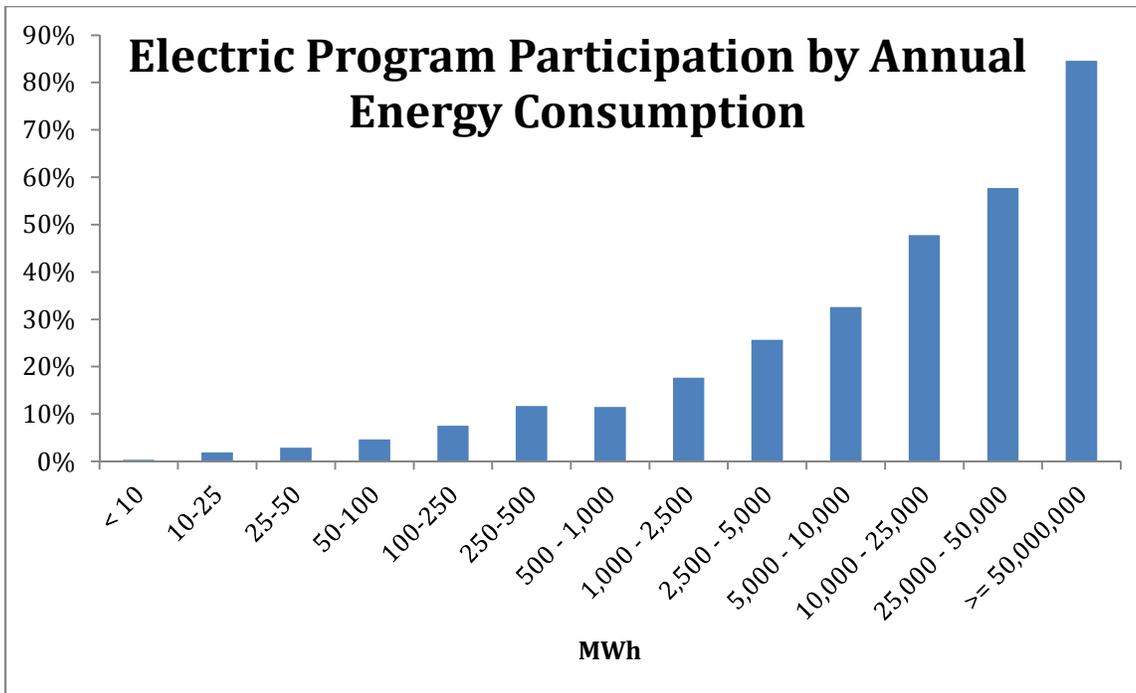
Another option to increase comprehensiveness could involve setting contractual requirements that, for example, all audits must assess all end uses. This would become a threshold requirement for auditors, with additional financial incentives if not met. In addition, establishing incentives for vendors that consistently deliver more comprehensive projects could increase interest and capacity for the vendors to address all opportunities.

Emphasis on Higher Recruitment

In the latest program year 1.4% of eligible electric customer participated in the small DI program. Given that the average participant reduces the electric usage by 17%, increasing the number of eligible facilities that participate may be the easiest route to increased savings in the sector. This section contains a few ideas on how to best increase participation in the small business segment.

Target Very Small Customers

There is evidence that very small customers are not receiving attention comparable to that of customers closer to the 300 kW peak demand cut off. For example, the two charts below show the participation rate in all Massachusetts C&I programs (not just DI), by electric and gas load. Note that these numbers do not include ~8,000 electric customers and ~5,000 gas customer with unknown loads. It is likely that these customers would skew small, further amplifying the effect shown in the graphs. While it is impossible to correlate the 300 kW cut off to annual energy load, it is safe to say that some DI eligible customers fall into the 1,000,000 – 2,500,000 bin, but that none of the customers in larger bins where the participation rate starts to exponentially increase are eligible for DI.



Especially on the electric side, participation is very low for the very smallest customers, with only 0.4% participation, and steadily increases to 85% participation for the largest customer class. This outcome is understandable, as smaller customer will typically have lower savings for the given costs associated with outreach, identifying savings opportunities, and administrative activities. In the context of the direct install program, the audit cost is overhead, so both the auditors and the PAs are encouraged to pursue larger facilities, as the PAs will achieve more savings per audit and thus a more cost-effective program, and the vendors will

achieve higher sales per audit. However, despite the benefits of targeting larger customers, PAs will not be able to achieve all cost-effective efficiency without the participation of very small customers. Finally, given that customers with electric loads under 25,000 kWh per year make up at least 74% of the accounts in Massachusetts, specifically targeting this customer account will enable the majority of businesses in the Commonwealth to directly experience the benefits of efficiency programs. Finally, the current program TRC benefit-cost ratio of 2.5 for electric PAs and 3.0 for gas PAs implies that the PAs could target smaller customers and still achieve a cost-effective program.

Develop an initiative for chain-store customers

It is often difficult to secure DI participation at large chain stores, as the decision maker is typically not available to sign off on the audit or the installation. One way to achieve increased participation in this sub-segment would be to form a program initiative to identify the decision maker for the change and execute an agreement which would mandate DI program participation for all locations statewide.

Address businesses operated by non-native English speakers

The DI Process Evaluation found that vendors have difficulty recruiting businesses owned by non-native English speakers into the program. An approach to increase participation by this customer sub-segment may be to include a translator in a “main street blitz” approach. This approach would take advantage of the fact that businesses owned by non-native speakers are typically very small and concentrated in small geographic areas. Under this approach, a blitz targeting DI in Chinatown, for example, would enlist a Chinese translator to help encourage participation. This would limit additional labor necessary to successfully communicate with non-native speakers. See <https://www.disabilityinfo.org/resources/MNIP/MCR/translation.aspx> for a list of translators active in Massachusetts.

In additional benefit with a blitz approach is that it could potentially reduce overhead associated with performing audits on smaller customers. By focusing on one single highly targeted geographical area at a time, the vendors should be able to streamline costs associated with outreach, administrative paperwork, and travel time to and from an audit site. This would help the PAs achieve deeper penetration into the smaller customer class without significantly decreasing program cost-effectiveness.

Further examine differences between PAs

The 2014 Process Evaluation finds that despite many similar results across the PAs, there remain significant differences. This is surprising, given that the PAs use similar auditors, have similar pricing structures, and use largely consistent marketing and outreach activities across the state. The table below shows the electric participation by PA.

Table 5: Electric Participation Rate by PA

PA	Electric DI Participants	Eligible Electric Customers	Participation Rate
CLC	373	25,497	1.5%
Grid	1,574	152,978	1.0%
NSTAR	2,122	130,498	1.6%
Unitil	64	3,588	1.8%
WMECO	513	16,185	3.2%
Total	4,646	328,746	1.4%

Although three of the five PAs have participation rates of about 1.5% Grid’s participation rate is noticeable lower, while WMECO reaches more than twice the statewide average. It is worth investigating these results further; if the statewide participation rate could approach WMECO’s, statewide savings could nearly double.

In addition, the table below shows the portion of participants that installed non-lighting measures. As in the above table, there is one outlier in either direction. It is important to understand what drove the adoption of non-lighting measures for CLC customers. If the CLC audits are more comprehensive, they could serve as a model for other PAs. If all PAs approach the amount of non-lighting savings that CLC is currently achieving, comprehensiveness in the programs would significantly increase. Note that this table represents a small fraction of program activity – non-lighting measures consisted of only 11% of total program savings.

Table 6: Electric Participants with Non-Lighting Measures

PA	Electric DI Participants	Number of Participants Doing Non-Lighting Measures	% of Total Participants Doing Non-lighting
CLC	373	101	27%
Grid	1,574	292	19%
NSTAR	2,122	360	17%
Unitil	64	1	2%
WMECO	513	91	18%
Total	4,646	845	18%

The gas program exhibits similar variations. The table below shows gas savings as a percent of total usage by PA. While it is impossible to conclude anything from Unitil’s high savings due to the small participant pool, if NGrid is able to increase average savings to NSTAR levels, total statewide savings would increase by around 50%.

Table 7: Gas Participants with Non-Lighting Measures

PA	Gas DI Participants	Total Savings (Therms)	Average Savings (Therms)	Average Usage (Therms)	Savings Ratio (% of Use)
Columbia	146	29,730	204	5,358	3.8%
Liberty	11	2,988	272	5,507	4.9%
NGrid Gas	405	108,814	269	7,461	3.6%
NSTAR Gas	531	290,661	547	9,437	5.8%
Unitil Gas	9	13,593	1,510	6,746	22.4%
Total	1,102	445,785	405	8,187	4.9%

Note: Berkshire Gas did not provide DI program data in 2013.

While there may be valid explanations for the differences noted in this section, it is worth further investigation as it may prove that simple changes in program structure for certain PAs would significantly improve program outcomes. Some possible reasons for differences between PAs that should be investigated include:

- Different vendors
- Different contract structures
- Different financing requirements and procedures
- Different demographics/customer base

CONCLUSION

The current Massachusetts Small Business Direct Install program is highly successful at reaching the small business customer base. In 2012, 1.4% of eligible customers participated with an average electric savings of 17%. Further, these savings are highly cost effective, with a benefit-cost ratio of 2.5 for the electric programs and 3.0 for the gas programs. However, the program still has to address several currently underserved markets if it is to truly achieve all cost-effective savings in Massachusetts. The program evolutions that can support further success in this important customer group include:

- Better electric and gas integration
- Additional comprehensiveness
- Increasing the statewide achievement and penetration to approach the levels of the highest performing PAs

With these program enhancements, we are confident that the Massachusetts program will remain at the forefront of program development to the small business sector and continue to pave the way forward on how to best serve this challenging market segment.

APPENDIX A



DIRECT INSTALL AUDIT CHECKLIST

Form to be used by Direct Install Program vendors to document direct install audit findings and recommendations

Reset



Electric Program Administrators
 Cape Light Compact National Grid NSTAR Unifil Western Massachusetts Electric Company

Gas Program Administrators
 Berkshire Gas Columbia Gas of MA New England Gas Company National Grid NSTAR Unifil

BUSINESS NAME _____ DATE OF EVALUATION _____
 CONTACT NAME _____ PHONE _____
 ADDRESS _____ CITY _____ ZIP CODE _____
 EMAIL ADDRESS _____
 ELECTRIC ACCOUNT# _____ GAS ACCOUNT# _____
 HOURS OF OPERATION _____
 TOTAL SQ FT AFFECTED BY HEATING AND LIGHTING LOADS _____ EVALUATOR'S NAME _____

Prescriptive ECMs					
ECM Applies	Already Exists	Measure	Proposed	Referred to other resource	Notes
		Lighting			
		Lighting controls			
		Vending controls			
		Refrigeration controls			<input type="checkbox"/> Walk-in Cooler <input type="checkbox"/> Walk-in Freezer
		Pre-rinse spray valve			<input type="checkbox"/> Electric HW <input type="checkbox"/> Gas HW
		Boiler reset control (gas only)			
		Faucet aerators			<input type="checkbox"/> Electric HW <input type="checkbox"/> Gas HW
		Showerheads			<input type="checkbox"/> Electric HW <input type="checkbox"/> Gas HW
		Pipe insulation			<input type="checkbox"/> Electric HW <input type="checkbox"/> Gas HW
		Duct sealing/insulation			Heating: <input type="checkbox"/> Electric <input type="checkbox"/> Gas <input type="checkbox"/> Other Cooling: <input type="checkbox"/> Electric <input type="checkbox"/> Gas <input type="checkbox"/> None
		Setback thermostat			Heating: <input type="checkbox"/> Electric <input type="checkbox"/> Gas <input type="checkbox"/> Other Cooling: <input type="checkbox"/> Electric <input type="checkbox"/> Gas <input type="checkbox"/> None
Other ECMs					
ECM Applies	Already exists	Measure	Proposed	Referred to other resource	Notes
		Premium efficiency motors			
		A/C replacement			
		VFD			
		Compressed air			
		Energy management system			
		Kitchen equipment			<input type="checkbox"/> Hood vents <input type="checkbox"/> Fryers <input type="checkbox"/> Steamers <input type="checkbox"/> Ovens <input type="checkbox"/> Griddles
		Heating system replacement			
		Water heating replacement			
		Building envelope			Heating: <input type="checkbox"/> Electric <input type="checkbox"/> Gas <input type="checkbox"/> Other Cooling: <input type="checkbox"/> Electric <input type="checkbox"/> Gas <input type="checkbox"/> None
		Other			
Comments:					

EE-600 (10/10)