

GOVERNMENT OF THE DISTRICT OF COLUMBIA
District Department of the Environment



February 14, 2013

The Honorable Phil Mendelson
Chairman
Council of the District of Columbia
1350 Pennsylvania Avenue NW, Suite 504
Washington, DC 20004

RE: DC Sustainable Energy Utility's First Quarterly Report

Dear Chairman Mendelson:

Pursuant to Section 201 of the Clean and Affordable Energy Act of 2008, D.C. Law 17-250, the District Department of the Environment ("DDOE") is pleased to submit the first Quarterly Report for Fiscal Year 2013 on behalf of the District of Columbia Sustainable Energy Utility ("DC SEU"). The report details the activities undertaken and the accomplishments of the energy efficiency and renewable energy programs administered during October 1, 2012 – December 31, 2012. The report was prepared by the DC SEU. DDOE, the designated contract administrator, has fully reviewed the attached report.

Please feel free to contact me or Dr. Taresa Lawrence at 202-671-3313 if you have any questions regarding this report.

Sincerely,

Keith A. Anderson, Acting Director
District Department of the Environment

Attachments

cc: Councilmember Mary Cheh, Chairperson, Committee on the Environment, Public Works, and Transportation
DC Councilmembers
Nyasha Smith, Secretary of the Council





DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

First Quarter Report for Fiscal Year 2013

October 1 – December 31, 2012

January 30, 2013

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MESSAGE FROM THE MANAGING DIRECTOR

The DC SEU has aggressive and meaningful contract goals for FY 2013: to deliver more energy savings than ever before, and to create more green jobs for District residents than it did last year. One of the key objectives for meeting those goals is to promote the DC SEU as the District's one-stop-shop for energy efficiency and renewable energy—something we will do by bringing our existing initiatives to the next level with strategic enhancements to our programming. These enhancements, including incentives, are described below.

The DC SEU now offers the residential marketplace new rebates for LED lighting and increased incentives for duct sealing. Although the high initial costs associated with LEDs and duct-sealing measures are significantly offset by the long-term energy savings they provide, customers have been slow to adopt these measures. To make LED lighting and duct sealing for residential homes more attractive to customers, the DC SEU now offers new incentives to residential initiatives to install these energy-saving measures.



Following the successful CFL lighting promotion in FY 2012, the DC SEU is now offering rebates on ENERGY STAR® qualified LEDs. Rebate forms for \$5 and \$10 off certain LEDs are now available at seven participating retail locations or online at www.dcseu.com/lighting. Starting in early 2013, the DC SEU will also offer \$50 appliance rebates for ENERGY STAR qualified refrigerators and clothes washers.

In homes, faulty ductwork can be a major cause of heat loss, accounting for more than 25% of heat loss in the average American household. DC SEU customers who select duct sealing as part of a Home Performance with ENERGY STAR package of services can benefit from significant energy savings and improved home comfort. The DC SEU will offer an incentive for 50% of the cost of a duct sealing project, up to \$500, in addition to a baseline \$500 incentive for customers spending at least \$1,500. These additions to existing initiatives will increase natural gas and electricity savings and offer customers a wider selection of services and products at reduced prices.



With these strategic enhancements to established programs, the DC SEU is helping customers participate more fully in sustainable energy programs; in the process, their participation helps us to meet our contract performance goals.

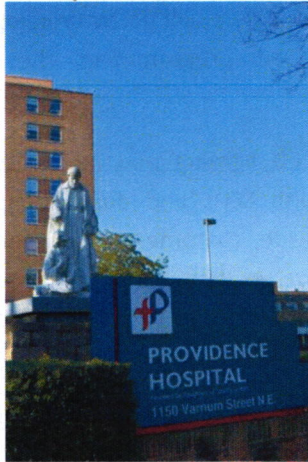
Ted Trabue

Managing Director

DECEMBER FEATURE

Providence Hospital: Helping DC SEU Customers Succeed through Energy Savings

Commercial and Institutional Custom Project



In 1861, President Abraham Lincoln chartered Providence Hospital, now the longest continuously operating hospital in the District. A vital medical services provider in northeast DC, Providence Hospital is a nonprofit health care complex that focuses on holistic care and assistance to persons most in need.

When the DC SEU met with Providence Hospital to discuss the Hospital's objectives and energy goals, it was clear that its highest priority was to improve campus safety and reduce energy costs. Technical experts at the DC SEU reviewed the campus for a large-scale lighting upgrade to improve safety across the campus' four-level parking garage and loading dock, and at three of its largest parking lots, and to enhance lighting at Emergency Department entrances.

By the project close-out in December, the DC SEU helped Providence Hospital replace 472 fixtures with high-quality LEDs. As a result of DC SEU incentives, Providence Hospital will begin to see substantial cost savings after just one year of operation. The resulting savings will help the hospital meet its goal of reducing campus-wide energy usage by 20% over the next five years. The hospital will also benefit from reduced maintenance costs, since LEDs are more durable and longer-lasting than conventional metal halide and halogen lighting applications for these structures. Further, LEDs last up to 20 years, they produce less heat, and they offer more reliable light quality in cooler nighttime and wintertime temperatures.



Patients, medical staff, students, and other staff walking back to their cars now have a well-lit pathway in winter evenings or after a long night shift. They also now see well-lit signs and brighter entryways. The improved lighting is expected to provide safer working conditions and more user-friendly facilities for employees and patients.



DISTRICT OF COLUMBIA SUSTAINABLE ENERGY UTILITY

This report of the District of Columbia Sustainable Energy Utility covers the period from October 1, 2012 through December 31, 2012 and provides highlights and data from the first quarter of FY 2013. The report contains information about the DC SEU's activity to date in FY 2013 in the four core service areas: Residential Services, Low-Income Multifamily (LIMF), Renewables, and Commercial and Institutional (C&I).

The use of the term *DC SEU* throughout this report indicates an integrated collaboration among the members of the Sustainable Energy Partnership, under the leadership of the DC SEU Contractor, the Vermont Energy Investment Corporation: Groundswell, Institute for Market Transformation, L.S. Caldwell & Associates, PEER Consultants, PES Group, Skyline Innovations, and Taurus Development Group.

1. At a Glance: Progress against Benchmarks

Table 1. Performance to date, measured against benchmarks and contract requirements¹

December data shows an increase in natural gas savings accompanied by an improvement in the ratio of electric to gas annual expenditures.

Category	Item	Description	Metric Unit	Benchmark Minimum	Period Results	Year-to-Date
Performance Benchmarks	1a	Reduce per-capita consumption - Electricity	MWh	103,700	5,068	14,453
	1b	Reduce per-capita consumption - Natural gas	Mcf	272,000	807	-2,864
	2	Increase renewable energy generating capacity	Cost / kWh			
	3	Reduce growth in peak demand	kW	2,000	600	2,280
	4	Improve energy efficiency in low-income housing	% of annual budget	\$ 4,620,000	\$ 274,383	\$ 1,233,206
	5	Reduce growth in energy demand of largest users				
Minimum Requirements	6	Increase number of green collar jobs ¹	Green job hours directly worked by DC residents, earning at least a Living Wage	128,128	5,041	24,852
	7	Expenditure of annual SETF dollars allocated to DC SEU services	Fiscal year dollars	\$ 15,400,000	\$ 908,234	\$ 5,392,455
	8	Expenditures with Certified Business Enterprises	50% of expenditures on Implementation Contractors	\$ 2,400,000	\$ 161,091	\$ 2,248,260
	9a	Annual expenditures related to electric energy efficiency	Program expenditures that reduce electrical energy consumption, allocated to sustainable energy activity	\$ 12,320,000	\$ 661,768	\$ 5,046,075
	9b	Annual expenditures related to natural gas energy efficiency	Program expenditures that reduce natural gas consumption, allocated to sustainable energy activity	\$ 3,080,000	\$ 246,466	\$ 346,380

¹ Period results are estimates subject to final verification of green job hours.

¹ The DC SEU provides services under a performance-based contract that contains a broad array of performance benchmarks and other contract requirements. These benchmarks are derived goals established in the District's Clean and Affordable Energy Act of 2008. The DC SEU contract contains additional minimum contract requirements, beyond the contract performance goals.

Energy savings values presented in Table 1 represent the first year's savings at the customer meter, with generally accepted utility adjustment values for: (1) free-ridership (action by customers who make efficiency improvements without program assistance); (2) spillover effects (action by customers who are influenced by the existence of the program to make efficiency improvements, but who are not program participants), and (3) energy losses (losses from electricity generation and distribution [line losses] and losses from natural gas generation and distribution).

Savings also include interactive effects across energy types. For example, an energy-efficient light bulb generates less heat than a standard, incandescent light bulb. Installing this energy-saving measure lowers the need for air conditioning in lighted spaces (lowers the summer cooling load), but it increases the winter heating load. Using an example of a customer who heats a space in the winter with natural gas and cools the space in summer with air conditioning: After installing energy-saving bulbs, that customer will experience an increase in gas use, but will also save electricity from the reductions in the lighting and cooling loads.

2. Core Area Performance

Table 2. Core area expenditures and energy savings, to date²

	Residential	Low-Income Multifamily	Commercial and Institutional	Renewable Energy	Total
DC SEU Expenditures					
Expenditures for this period	\$ 90,450	\$ 66,849	\$ 543,949	\$ 206,986	\$ 908,234
Expenditures for quarter	\$ 345,849	\$ 878,610	\$ 3,639,505	\$ 528,491	\$ 5,392,455
Year-to-date expenditures	\$ 345,849	\$ 878,610	\$ 3,639,505	\$ 528,491	\$ 5,392,455
Annual budget estimates	\$ 2,871,000	\$ 3,143,000	\$ 6,629,000	\$ 1,156,000	\$ 15,400,000
Percent of the annual budget spent	12%	28%	55%	46%	35%
Annual Savings, MWh					
Electricity savings (MWh) for this period	1,309	155	3,604	0	5,068
Electricity savings (MWh) for quarter	3,523	1,490	9,371	69	14,453
Year-to-date savings (MWh)	3,523	1,490	9,371	69	14,453
Percent of annual MWh savings goal met	14%	28%	18%	8%	17%
Summer Peak Demand Savings¹, kW					
Summer peak demand reduction (kW) for this period	182	5	413	0	600
Summer peak demand reduction (kW) for quarter	487	261	1,520	12	2,280
Year-to-date summer peak demand reduction (kW)	487	261	1,520	12	2,280
Percent of summer peak demand reduction goal met	79%	199%	123%	57%	114%
Annual Savings, Mcf					
Natural gas savings (Mcf) for this period	-1,382	0	1,712	477	807
Natural gas savings (Mcf) for quarter	-3,546	1,176	-971	477	-2,864
Year-to-date savings (Mcf)	-3,546	1,176	-971	477	-2,864
Percent of annual Mcf savings goal met	-11%	5%	-1%	1%	-1%
Lifetime Economic Benefit²					
Lifetime Economic Benefit for this period	\$ 667,200	\$ 123,951	\$ 5,268,562	\$ 371,726	\$ 6,431,439
Lifetime Economic Benefit for quarter	\$ 1,843,117	\$ 2,208,233	\$ 11,975,447	\$ 644,988	\$ 16,671,785
Year-to-date Lifetime Economic Benefit	\$ 1,843,117	\$ 2,208,233	\$ 11,975,447	\$ 644,988	\$ 16,671,785
Participants Served³					
Participants served, for this period	3,007	0	23	102	3,132
Participants served, for quarter	7,962	2,179	57	124	10,322
Year-to-date participants served	7,962	2,179	57	124	10,322

¹ Summer peak demand savings represent the avoided electrical demand at the time of summer peak.

² Lifetime Economic Benefit is the present value of the avoided cost of energy over the life of installed efficiency measures.

³ Participants Served represents the number of customers with installed efficiency measures across residential, commercial, or institutional sectors in the reporting period.

² The DC SEU develops market-based initiatives to serve District customer groups. Savings goals for core service areas are measured in megawatt hours (MWh) for electricity consumption savings, kilowatts (kW) for reduced coincident demand, and thousand cubic feet (Mcf) for natural gas consumption savings.

3. First Quarter FY 2013 Highlights

Since the close of FY 2012 at the end of September, the DC SEU has been on a steady track toward maturity. The DC SEU kicked off FY 2013 with a portfolio of initiatives, all with networks and teams in place, and many with established pipelines of projects.

One indicator of our organizational development is our growing staff—up from 4 full-time staff members at the beginning of FY 2012 to 24 full-time employees at the close of the first quarter of FY 2013. Emerging as a District resource for energy efficiency, the DC SEU's work can be seen on shelves in retail stores, in mechanical rooms, and across parking lots throughout the city, helping District residents, businesses, and institutions save energy and money.

Market-based initiatives continue to gain traction, as evidenced by the impressive rate of activity in the early months of FY 2013. This time last year, the DC SEU was engaged in a high volume of Quick-Start projects. Now, with the transition to market-based programs, the DC SEU is realizing higher savings through fewer projects, making efficient and effective use of rate-payer funds.

Both residential and commercial service offerings have been enhanced to provide greater gas savings through incentives for duct sealing projects, solar thermal installations on multifamily buildings, and rebates on ENERGY STAR qualified clothes washers starting in the second quarter. Additional rebates and incentives for water heaters, furnaces and boilers, and programmable thermostats are under review for launch later this year.

The DC SEU has moved beyond the first phase of early organizational maturity—program development and launch—into a second phase—proactive process improvement and strategic programming. Over the past three months, the DC SEU streamlined reporting and compliance processes, enhanced programming for residential customers, and began the development of a comprehensive brand strategy.

Looking ahead at the second quarter of FY 2013, the DC SEU will stay on track to spend at a steady rate, grow project pipelines, complete staffing, and launch market-based initiatives in all sectors.


4. Sector Highlights in the Core Areas

4.1 Residential Services


- **Building contractor capacity.** To meet the increasing demand for Home Performance with ENERGY STAR services, the DC SEU developed a training curriculum in December for incoming Implementation Contractors who have qualified for inclusion as service providers in the Residential Services initiatives. Training sessions with incoming Implementation Contractors will begin in January

and will take place at the DC SEU. Attendees will become familiar with DC Home Performance with ENERGY STAR (DCHP), develop an understanding of roles as defined in the Participation Agreement that contractors sign with the DC SEU, sign the Agreement, review compliance requirements, and learn the processes and protocols for customers who qualify for enrolling in the DCHP via the Federal Home Loan Bank program.

- Moving the market.** Contractors can promote and benefit from DC SEU initiatives by marketing services that are packaged with DC SEU incentives. The DC SEU began development of a sales workshop for contractors in December to help them market energy efficiency to customers. The workshop will provide contractors with tailored strategies on how to sell “the whole job” by consolidating services and rebates in an effort to maximize opportunities with each customer.
- Preparing for rollout.** The second tier of incentives for Home Performance with ENERGY STAR customers— 50% of the cost of a duct sealing project up to \$500, in addition to a baseline \$500 incentive for customers spending \$1,500—make duct-sealing projects more affordable. The DC SEU is working closely with Implementation Contractors to ensure that they understand the new incentives and have the tools to market these enhanced offerings to potential customers.
- Launching the promotion.** The DC SEU expanded its Residential Services offerings with the launch of the LED promotion in December 2012. DC utility ratepayers are now eligible to return mail-in rebates on ENERGY STAR qualified LEDs.



\$5 OFF
(minimum package)



\$10 OFF
(minimum package)

Select ENERGY STAR® qualified LED products
Just three steps to savings:

- 1 Receive \$5 off when you buy 4 or more over 100 lumens: (LED holiday)**
• Candelabra • Globe • MR16
- 2 Complete Form (incomplete forms will not be accepted)**
Electric Utility Company _____
Name _____
Home or Business Address _____
Phone Number _____
Bulb Type (Check those that apply) **UPC #**
 Interior Exterior
 Home Business
 Interior Exterior
 Home Business
 Interior Exterior
 Home Business
- 3 Mail in completed rebate form with original UPC labels from product packaging. (See details below)**

Select ENERGY STAR® qualified LED products
Just three steps to savings:

- 1 Receive \$10 off when you buy any of the following ENERGY STAR® LEDs:**
• Screw-Based Directional Flood • Downlights • A19 PAR (20, 30, 38), BR (30, 40), R30
- 2 Complete Form (incomplete forms will not be accepted)**
Electric Utility Company _____ Electric Utility Account # _____
Name _____
Home or Business Address _____ Washington, DC _____
City, ST _____ Zip Code _____
Phone Number _____ Email Address (optional) _____
- | Bulb Type | UPC # | Quantity Purchased | Original Price |
|---------------------------------------------------------------------|-------|--------------------|----------------|
| <input type="checkbox"/> Interior <input type="checkbox"/> Exterior | | | \$ |
| <input type="checkbox"/> Home <input type="checkbox"/> Business | | | \$ |
| <input type="checkbox"/> Interior <input type="checkbox"/> Exterior | | | \$ |
| <input type="checkbox"/> Home <input type="checkbox"/> Business | | | \$ |

- **Mailing in the rebates.** A \$5 rebate is available for all ENERGY STAR qualified decorative LEDs with a visible light factor of 100 lumens or more. A \$10 rebate is available for non-decorative ENERGY STAR LEDs. This offer excludes pin-based directional flood LEDs, decorative LEDs, non-ENERGY-STAR LEDs, and holiday LEDs. The purchase limit is 12 packages of LEDs per DC residential electric utility ratepayer per calendar year and 25 packages of LEDs per commercial electric utility ratepayer per calendar year. To receive their rebate check, customers mail in a completed rebate form, along with a copy of their dated sales receipt, and the original UPC labels from product packaging. Mail-in rebates are offered for LEDs rather than a buy-down similar to the CFL promotion because the incentive amount per package is higher for LEDs than for CFLs. The average incentive per CFL through the DC SEU promotion is \$3.85 and LED incentives are \$5 to \$10 per package. To ensure that District ratepayers benefit from these rebates, the DC SEU requires customers to provide a valid DC address and utility account number on all LED rebate forms.
- **Participating retailers.** Customers can buy qualifying LEDs from any retailer and receive a DC SEU rebate. To encourage shoppers to buy LEDs from local vendors, the DC SEU has placed LED rebate forms on the lighting aisle at participating LED retailers: Annie's Ace Hardware, Brookland True Value, Capitol Locksmith, District True Value, Home Depot, Frager's Hardware, and True Value on 17th.

4.2 Low-Income Multifamily

- **Supporting Sustainable DC.** As part of the DC SEU's effort to support Mayor Vincent Gray's Sustainable DC objectives, the DC SEU reached out to recipients of Sustainable DC funds immediately following the Mayor announcement of Sustainable DC Budget Challenge winners on December 14. The DC SEU is coordinating with the low-income multifamily grant winners to offer technical assistance as it pertains to energy efficiency and renewables.

4.3 Renewables

- **Solar thermal.** The first installation of a solar thermal system at a cooperative multifamily building was completed in December at Capital Manor Cooperative. The organizational structure of cooperatives generally results in difficulties with project approval, leaving the multifamily cooperative market underserved by renewable energy installations. This installation marks the first of many other efficiency improvements that the DC SEU expects to provide to low-income cooperatives in the District through incentives and technical assistance.

4.4 Commercial and Institutional

- **Connecting with customers.** Brand research completed in FY 2012 indicated that the DC SEU needed clearer messaging for its Commercial and Institutional (C&I) customers. As a result, revisions to the “For Your Business” sections of the website began in December, and will provide customers with a clearer understanding of how to work with the DC SEU. When complete, these updates will coincide with the January launch of changes to the Business Energy Rebate initiative.
- **Business Energy Rebates.** Throughout the first quarter of FY 2013, the DC SEU completed a technical review of the measures and rebate amounts offered through the Business Energy Rebate initiative. The DC SEU reviewed rebate programs across the country to see how the DC SEU rebate and product efficiency levels compare to offerings in other states. Based on this information and local market research, the DC SEU adjusted rebate levels and the list of eligible products. Now, all rebate requests for more than \$5,000 or more than 100 products will be handled as commercial custom projects. The 2013 rebate application was revised in December and will go live on the DC SEU website by January 31.

4.5 Activity Supporting DC SEU Programming

Advanced Technical Analysis Support

- **Regional coordination.** The Northeast Energy Efficiency Partnerships (NEEP) advances the efficient use of energy in homes and C&I buildings in the mid-Atlantic and Northeast United States. As a leading sustainable energy organization in the mid-Atlantic states, the DC SEU worked closely with NEEP in December to guide and assist the ongoing development of the *Mid-Atlantic Technical Reference Manual*. By coordinating with NEEP, the DC SEU establishes itself as the primary resource for energy efficiency work in the District and receives access to technical resources developed by NEEP partners.
- **Evaluation, measurement, and verification (EM&V).** In support of the energy savings verification process for FY 2012, the DC SEU delivered the 2012 DC SEU *Technical Reference Manual* and savings verification database to Tetrattech, the third-party independent evaluator. Tetrattech will review 2012 DC SEU savings claims and is scheduled to provide a report to the DDOE by the end of March.
- **Comprehensive Analysis Tool (CAT).** The EM&V group revised the CAT, which enables C&I and Multifamily staff to demonstrate to customers the energy costs, cash flow, and benefits of various measures and bundling effects for custom projects. This round of updates and additions related to default waste heat factors, waste heat factor values for heat pumps, and savings modules (C&I lighting,

Multifamily lighting and ventilation, and refrigeration and HVAC). Because CAT data are tied to the *Technical Reference Manual*, changes to the manual are loaded into the CAT as a matter of routine.

- **DC SEU screening tool.** The EM&V team revised this cost-effectiveness tool to contain 2013 dollar values and actual values for cost-effectiveness based on recent DC SEU research. One of the benefits of this change will be to ensure that under certain conditions gas measures will more accurately pass screening for cost-effectiveness.

Finance and Leveraging

- **Foundation grants.** Grant funding is hypothesized to be a significant source of support for the DC SEU's low-income initiatives in the coming months and years. For the past several months, the DC SEU has been compiling a list of potential foundation partners, and in December, sufficient data collection enabled a broad analysis about the prospects for approaching foundations. One hundred foundations are based in the District, and more than 350 foundations have provided grants to organizations in the District. Of those 350 foundations, 62 have provided grants of \$1 million or more. This DC SEU will approach foundations in the second quarter of FY 2013 to seek additional funding for low-income initiatives.
- **Federal Home Loan Bank participation.** The DC SEU contacted several Federal Home Loan member lenders in December, to secure a second participating bank (Industrial Bank was the first) to support Home Performance with ENERGY STAR projects with low-income single-family homeowners in the District.

Public Relations

- **FY 2012 Highlights.** FY 2012 Highlights were sent to more than 140 customers, contractors, and other stakeholders, with signed letters from the Managing Director. Using the data presented in the Highlights, the DC SEU wrote a press release to be sent out to local and national media contacts in early January.
- **LED promotion.** The DC SEU wrote a plan and pitch for earned media relating to the new DC SEU LED promotion. The pitch will target neighborhood newspapers, local print media, and neighborhood blogs in January.

Consumer Education and Marketing

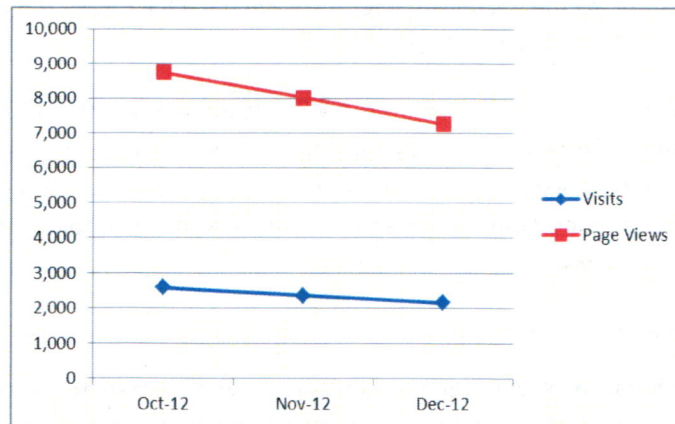


Figure 1. DC SEU website visits and page views, FY 2013

- Website visits **2,160**
- Facebook **124 Likes**
- Twitter **334 Followers**

- **enLIGHTen DC.** The DC SEU completed the December launch of the enLIGHTen DC campaign, which promotes reduced-price, energy-efficient CFL and LED products in stores around the District. In-store promotional materials consist of aisle violators, posters, window clings, and banners; also available are online materials featured on the DC SEU and participating retailer websites, primarily web banners and adlets.

Market Transformation

- **Benchmarking of public buildings.** This spring, the District will make public the energy performance data of large buildings, in accordance with a phased plan for disclosure of information specified in the Green Building Act of 2006. In December, the Department of General Services received technical assistance from the DC SEU, via the Benchmarking Help Center, to enter the Department's 2010 and 2011 data on the buildings that correspond to the size requirements for the current period.

Compliance

- **Compliance training.** Teaming Partner L.S. Caldwell and Associates presented its semi-monthly online reporting webinar sessions on the second and fourth Wednesdays to help Implementation Contractors understand the scope of all required compliance documentation and reporting, and to help them complete the documents. This regular schedule will continue throughout the year, as needed.

Workforce Development

- On-the-job training.** Data Collection Associates (DCAs) entered their ninth month of on-the-job training in December. Now in its third quarter, the training project has shifted its focus to help DCAs gain advanced job skills and to help them seek opportunities for permanent, sustainable employment—whether in the sustainable energy field or a related field. In December, the DCAs received extensive training in high-efficiency lighting products such as CFL, LED, T-12, T-8, and T-5 fixtures.
- Canvassing.** In December, DCAs canvassed 595 homes in Ward 5, spoke to 93 residents, and distributed 92 CFLs. Of the total number of residents surveyed, 41% had CFLs in their homes prior to the DCAs' canvass. To date, the DCA team has canvassed more than 1,400 homes in Ward 5 in FY 2013.
- Customer outreach.** In preparation for upcoming in-store events at area retailers, the DCAs received training in energy-efficient lighting information, customer outreach strategies, and the enLIGHTen DC campaign. DCAs will be assisting with the promotion of the DC SEU's efficient products initiatives at participating retail locations.

Table 3. Positions by Ward

Job Title	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Total
Assistants (administrative, project, and program)			1	1		1		1	4
Associates (initiative, project, and program)	2		1	2	2	3	1	2	13
Interns									
Specialists (energy, IT, and customer support)	3	1	1		1	1		1	8
Managers (account, initiative, and program)	4	1	1	1	2	3	1		13
Coordinators (project and administrative)				1				1	2
Advisors and Researchers	1								1
Directors (compliance, managing, operations)	1		1	2	1	1			6
Cumulative total positions, by Ward	11	2	5	7	6	9	2	5	47