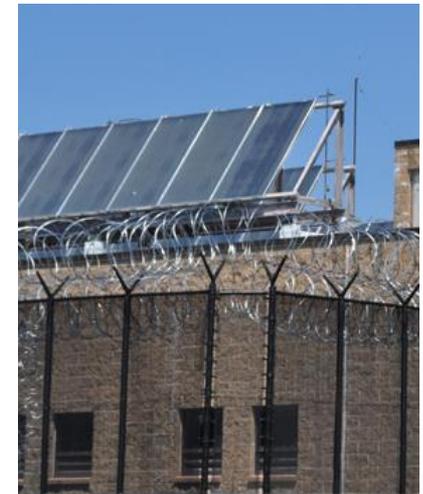


The Commonwealth of Massachusetts  
Accelerated Energy Program  
2012-2014



Governor Deval Patrick  
Secretary Jay Gonzalez  
Commissioner Carole Cornelison

Leadership Steering Committee Kick-Off Meeting  
March 16, 2012



Division of Capital Asset Management



# Kick-Off Meeting Agenda

1. Introductions	Commissioner Cornelison	10:00 – 10:20
2. Member Responsibilities	Commissioner Cornelison	10:20 - 10:30
3. Program Overview	Sandra Duran	10:30 – 11:00
4. Accomplishments to Date	Sandra Duran	11:00 – 11:10
5. Implementation Plans	Jenna Ide	11:10 – 11:30
6. Performance Management	Kevin Bernier (MOCA)	11:30 – 11:45
7. Planning for Next Meeting	Commissioner Cornelison	11:45 – 12:00

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Introduction

Progress to date

Accelerated Energy Program (AEP) Overview

Program Goals, Objectives and Scope

Leadership Steering Committee

Implementation Plans

Outreach and Communication

Tracking and Reporting

Points of Contact

Since 2000, DCAM's Energy and Water Program has retrofitted, or is in the process of retrofiting, approximately 45% of the Commonwealth's facilities on a square foot basis.

Results to date include:

- Advertisement of 72 energy efficiency and renewable energy projects at a cost of \$350 million that achieved an annual savings of \$32 million.
- Installation of 13 MWs of renewable power sources, including co-generation, wind and solar.

Since Governor Patrick signed E.O. 484 in 2007, DCAM and DOER have made tremendous progress helping agencies comply with the targets.

- Reduce energy consumption as measured by kBtu per sq. ft.; 20% by 2012, 35% by 2020.
- Increase the use of renewable energy resources; 15% by 2012, 30% by 2020.
- Reduce Greenhouse Gas emissions; 25% by 2012, 40% by 2020.
- Reduce potable water usage from 2006 levels by 10% by 2012 and 15% by 2020.

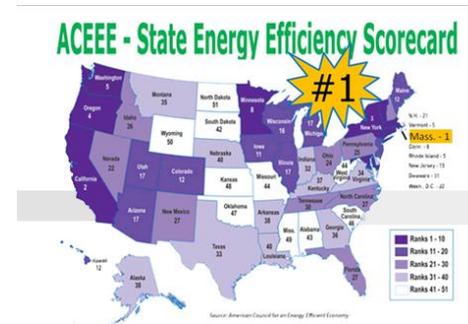
In addition to the above statewide goals, E.O. 484 specifically directs DCAM to:

- Retrofit every facility over 100,000 sq. ft.
- Retro-commission every facility over 50,000 sq. ft.

# 2011 National Recognition

## #1 in Energy Efficiency

The American Council for an Energy Efficient Economy (ACEEE) ranked Massachusetts number one in the nation for energy efficiency.



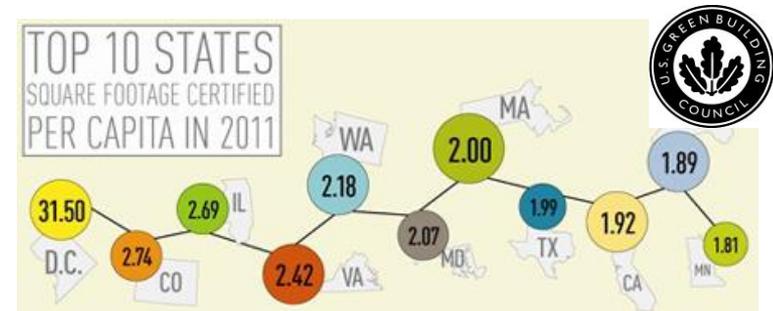
## #3 in Energy Performance Contracting

The Energy Services Coalition (ESC) ranked Massachusetts third in the most performance contracting dollars spent per capita.



## #7 in LEED Certified Building Space

The US Green Building Council (USGBC) ranked Massachusetts in the top 10 states for the most square feet of space to earn LEED certification per capita.

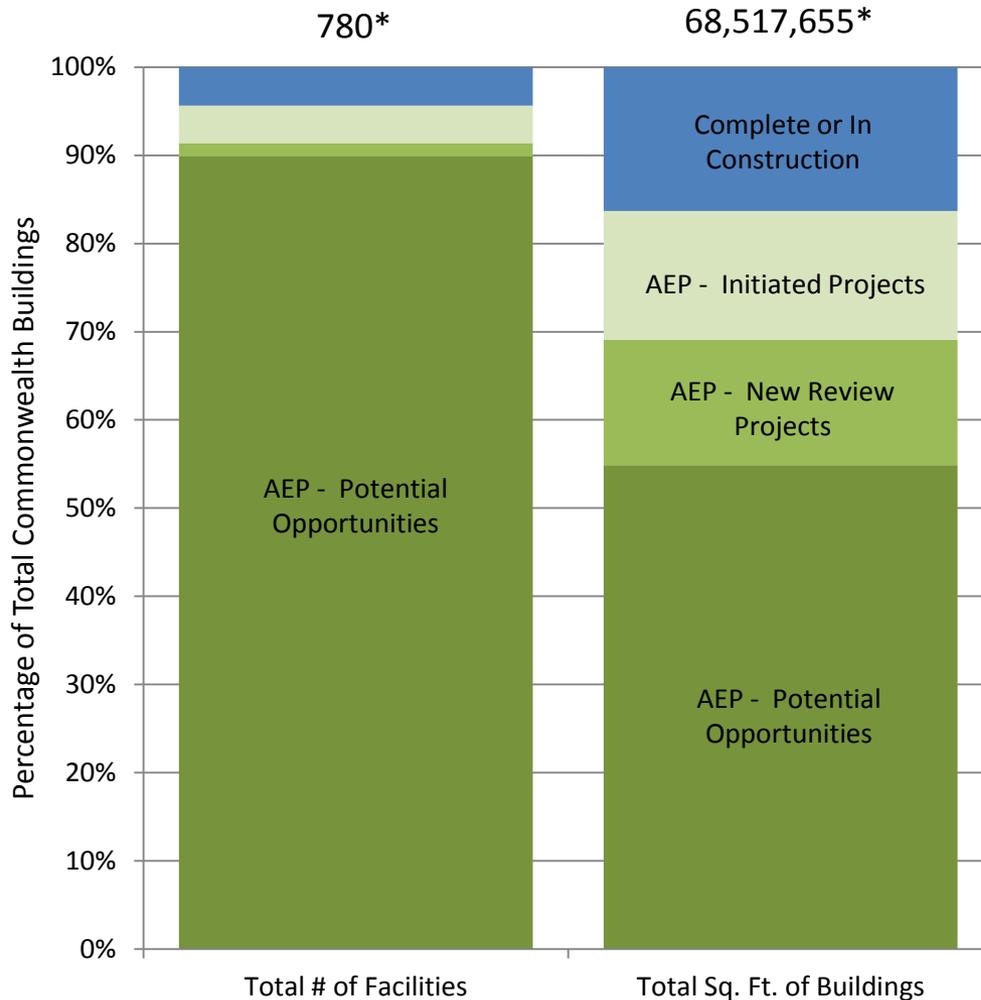


In December 2011, the Accelerated Energy Program was established to enable DCAM to accelerate and expand upon its existing Program to include all facilities large and small in the Commonwealth that have not been retrofitted by DCAM since 2000.

The Goals of the 3-year Program include:

- To expand the energy program to touch / green every facility over three years while meeting long term E.O. 484 targets.
- To communicate more effectively with employees and the public to inform and encourage participation.
- To ensure that the Commonwealth maintains its top national energy efficiency ranking through innovative and economical energy solutions.
- To employ continuous commissioning to improve facility Operation & Maintenance.
- To create sustainable job opportunities across the Commonwealth as a result of this initiative.

# AEP Facilities



DCAM has retrofitted or is in the process of retrofitting approximately 45% of the Commonwealth’s facilities on a square foot basis.

The Accelerated Energy Program includes all facilities where energy work has not been done (“Potential Opportunities”).

Additional facilities will be “touched” to review new potential projects and to complete work that has already been initiated.

\* Defined as buildings in use and active

# AEP Size and Scope – Base

Commonwealth facilities that haven't been retrofitted -  
“Potential Opportunities”

- 700 facilities including 4,031 buildings
- 36.6 million square feet

Estimated project investment of \$350 million from public and private partnership and other sources of funds

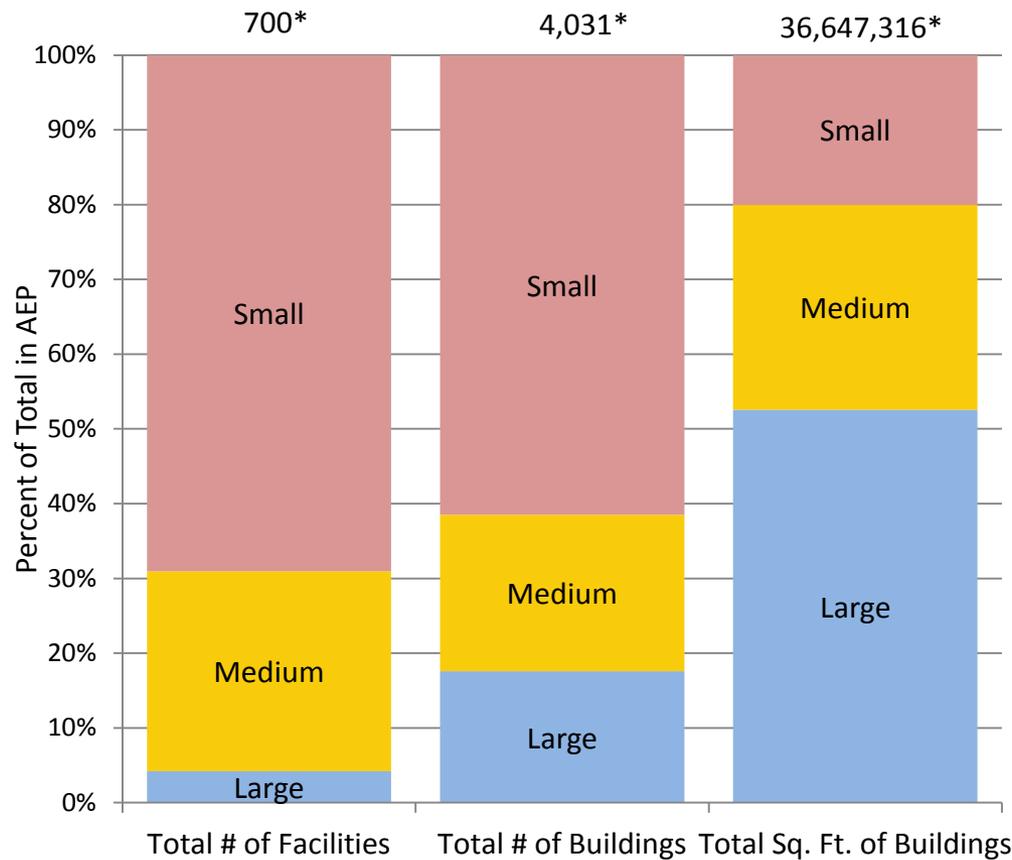
- Utility funding
- Special G.O. Bonds for energy project
- Clean Energy Investment Program (CEIP) bond funds
- Revolving Loan Fund
- Agencies' Operating Budget Funds
- Renewable Energy Certificates (RECs)
- Grants and other resources

Estimated annual savings of \$35 million



# Implementation Plans

Implementation plans are being developed to address the 36.6 million square feet of untouched buildings (“Potential Opportunities”) based on their size.



**Small Facilities:** New partnerships with utilities and facility maintenance staff for “quick fix” implementation of O&M energy measures.

**Medium Facilities:** Perform retrofits and work with utilities for “quick fix” ECMs, leverage funds for larger upgrades / renewables and retro-commissioning.

**Large Facilities:** Accelerate DCAM’s current comprehensive project model and retro-commissioning.

\* Defined as buildings in use and active

# AEP – Additional Project Groups

1. “Initiated” Projects. Projects that were in the study or procurement phases prior to commencing the AEP will be accelerated.

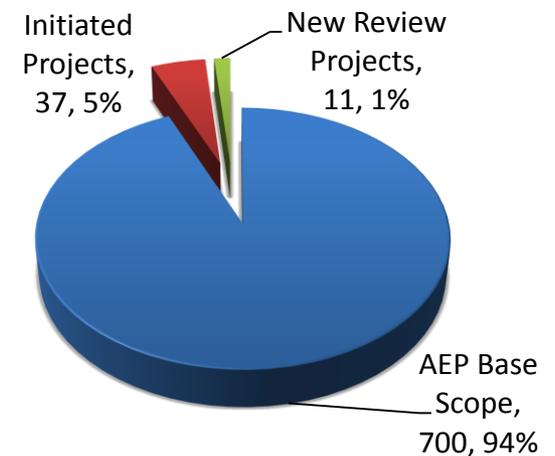
- 37 facilities comprising over 600 buildings
- 17.2 million square feet
- Estimated project investment of \$190 million from public and private partnership and other sources of funds
- Estimated annual savings of \$17 million



2. “New Review” Projects. Energy audits will be conducted at Commonwealth facilities that were retrofitted between 2000-2007, to determine if new opportunities are applicable.

- 11 facilities comprising over 250 buildings
- 3.9 million square feet
- Estimated cost and savings TBD

## AEP Scope - Total Facilities



# Leadership Steering Committee

Meets every quarter

Comprised of:

- DCAM as lead agency for the Accelerated Energy Program
- DOER as lead agency for energy policy and E.O. 484
- Agencies with the most buildings in the Program (Environmental Affairs, MassDOT, Health and Human Services, Higher Education)
- Utilities that supply the most energy in the Program (National Grid, NSTAR and WMECO)
- All agencies and utilities are welcome to participate

Chartered to:

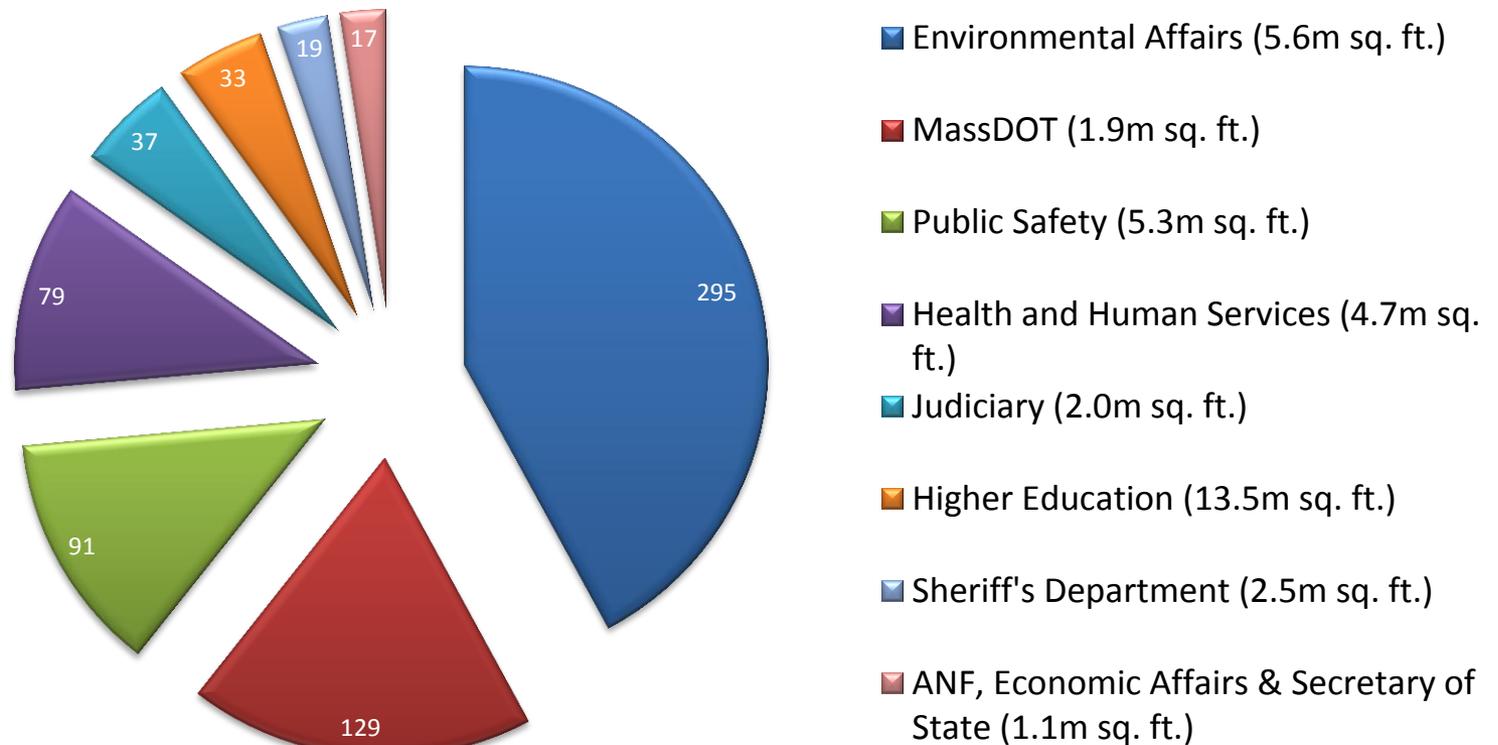
- Provide strong leadership and creative solutions
- Oversee AEP to insure accountability and transparency
- Create and direct additional committees and working groups as needed



DCAM and DOER will work with each agency to implement energy projects.

## AEP Facilities by Program Area

Total = 700 Facilities



## Utility Programs for small facilities

- Green Communities Act for when work is less than \$100k

## Energy Conservation Programs

- Operations & Maintenance Staff and Building Occupant Training and Outreach

## Comprehensive Energy Efficiency Projects

- Performance Contracts
- Energy Design Build

## Renewable Energy Projects

- On-site Renewables (solar, wind, biomass, etc)

## New Building Construction Programs

- LEED certification
- Ultra-low design and “neutral energy”

All innovative approaches are being considered



# Comprehensive Energy Efficiency Project

(example)

## MCI Bridgewater Comprehensive Energy Efficiency Project



### Performance Contract

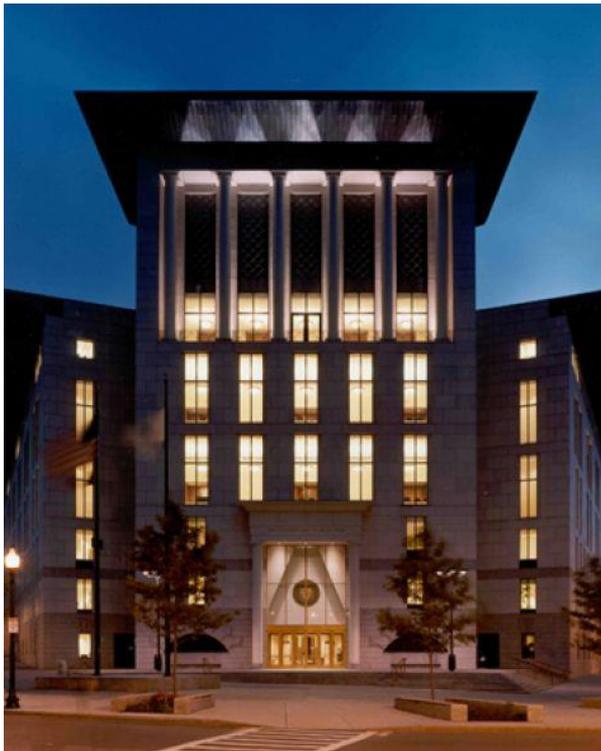
\$16.8 million in project costs

\$1.4 million estimated annual savings

### Several Efficiency Measures:

- Lighting and controls, Plug load controllers, Motors upgrade
- Installation of Energy Management System, and metering
- Steam traps, Water conservation
- Installation of new cogeneration equipment for energy and water conservation
- Thermal pane window installation

## Senator Edward Brooke Courthouse



Retro-commissioning is a process of “tuning up” Energy Management and HVAC systems of complex buildings to achieve energy savings without major retrofits.

### Brooke Courthouse:

425,300 square feet

\$1.5 million baseline energy cost

26.8% energy cost savings

# Utility Managed Project

(example)

## Commonwealth of Massachusetts - Office of Chief Medical Examiner



### NSTAR Municipal Program – Custom Energy Efficiency Project

\$24,000 project cost

\$14,500 incentives

\$ 8,000 estimated annual savings

Efficiency Measure:

- Lighting and occupancy controls

# AEP Outreach and Communication

## Collaboration with Associations and Leadership Councils

- Massachusetts Facility Management Association (MAFMA)
- Leadership By Example (LBE) Council
- Commonwealth Facilities Advisory Council

## Outreach to Facility Maintenance Staff

- Alternative delivery methods such as “train the trainer”, “lunch and learn workshops” from suppliers, and mentoring programs
- Focus on certifications, distribution of specs and guidelines, training on EEMS and participation in MAFMA University classes



## Outreach to Building Occupants

- Promote behavior modification models and practices

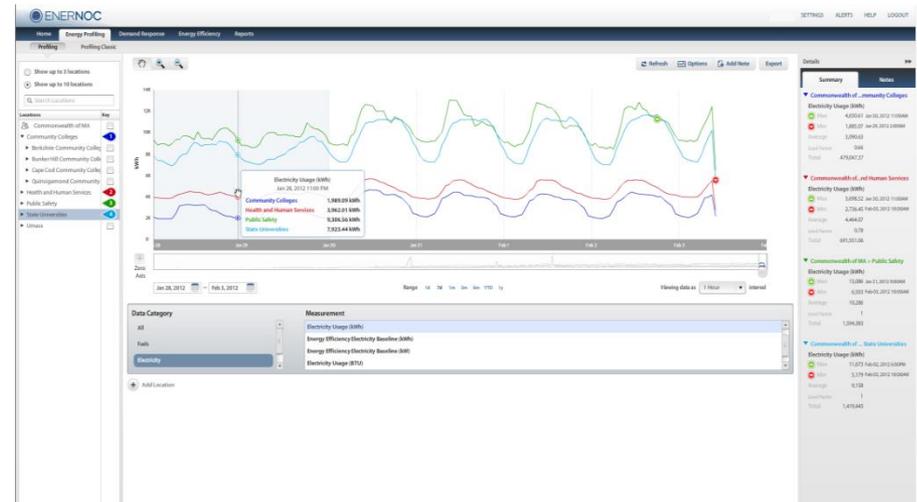
## Communication to All Employees and the Public

- Program website, public meetings, social networks and news media

DCAM and DOER will develop a comprehensive, web-based dashboard tracking and reporting system for the Accelerated Energy Program.

## Overview of Performance Metrics:

- Facilities retrofitted and square footage addressed
- Annual energy projects completed
- Annual investment in energy projects
- Annual energy & water savings
- Annual energy & water savings
- Innovative approaches used
- Energy consumption reduction
- Renewable energy production
- Greenhouse gas emission reduction
- Energy training sessions held
- Energy conservation classes offered
- Number of jobs created



## More Information on **DCAM**

*Web:* <http://www.mass.gov/dcam>

*Email:* [info.dcam@state.ma.us](mailto:info.dcam@state.ma.us)

*Phone:* 617-727-4050

## More Information on **Accelerated Energy Program**

*Web:* *Coming Soon!*

*Contact:* *Jenna Ide, Deputy Director*

*Email:* [jenna.ide@state.ma.us](mailto:jenna.ide@state.ma.us)

*Phone:* 617-727-4030 x487

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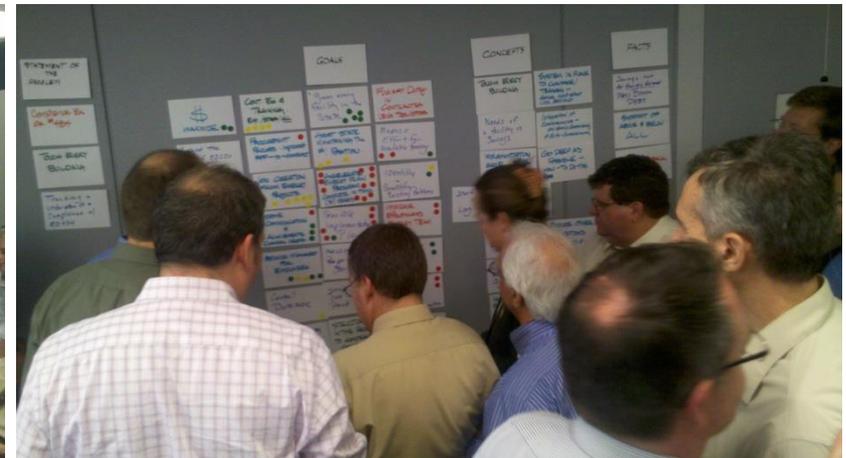
# Launch of AEP

ANF Asked DCAM for Plan in October 2011

- Hired Program Management Consultant (MOCA)
- Held Planning Charrette to Create Vision and Goals
- Developed Plan to Implement Goals

ANF Approved AEP Plan in November 2011

**DCAM Launched AEP Program in December 2011**



## Met with Agencies and Owners to Benchmark Best Practices

- DOER
- MassDOT Accelerated Bridge Program (ABP)
- MassPort Capital Investment Program (CIP)
- U.S. Army Corps of Engineers
- Partners Healthcare
- Harvard University



Met with Local Utility Companies to Identify Capabilities to Leverage

Hired a LEAN Consultant for Energy Projects

**Developed AEP Implementation “Blueprint”**

## Developed Organizational Structure

- Committees and Working Groups

## Developed Communication Materials

- Program Overview PPT and Fact-Sheet
- Interviewed PR firms

## Conducted Weekly Program Management Meetings (Since January)

## Held Implementation Committee Kick-off Meeting (March 2<sup>nd</sup>)



## Collected and Analyzed Data in Collaboration with DOER

- DCAM (CAMIS, Energy Database, PMAS)
- DOER (Peregrine Utility Bills, EnerNoc Meters, Agency LBE Reports)

## Researched Approaches to Developing Energy Efficiency Plans

- Examples: Nexamp / Retroficiency, Nxegen and Interval Data Systems (IDS)

## Finalized “Program Definition” of 700 Facilities

## Developed Performance Management Framework

## Initiated Effort to Coordinate Related Databases

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On March 2<sup>nd</sup> at the Implementation Committee Kick-off Meeting DCAM announced:

We plan to “green” **700** facilities in the next **700** working days...

# Implementation Planning

The “Potential Opportunity” Facilities are currently segmented into the following groups for implementation:

Evaluated – Not Applicable	57 Facilities encompassing 160 buildings
Quick Fix	444 Facilities encompassing 2,402 buildings
Audit – Whole Building Analysis	152 Facilities encompassing 586 buildings
Audit – Retro-Commission	20 Facilities encompassing 231 buildings
Comprehensive Retrofit	27 Facilities encompassing 652 buildings
<b>Total</b>	<b>700 facilities encompassing 4,031 buildings</b>

The Implementation Committee is responsible for the following:

- Implementation Planning
- Project Oversight
- Center of Excellence
- Standards and Process Creation
- Centralized Tracking and Reporting
- Performance Metrics
- Proactive Communication
- Resource Planning

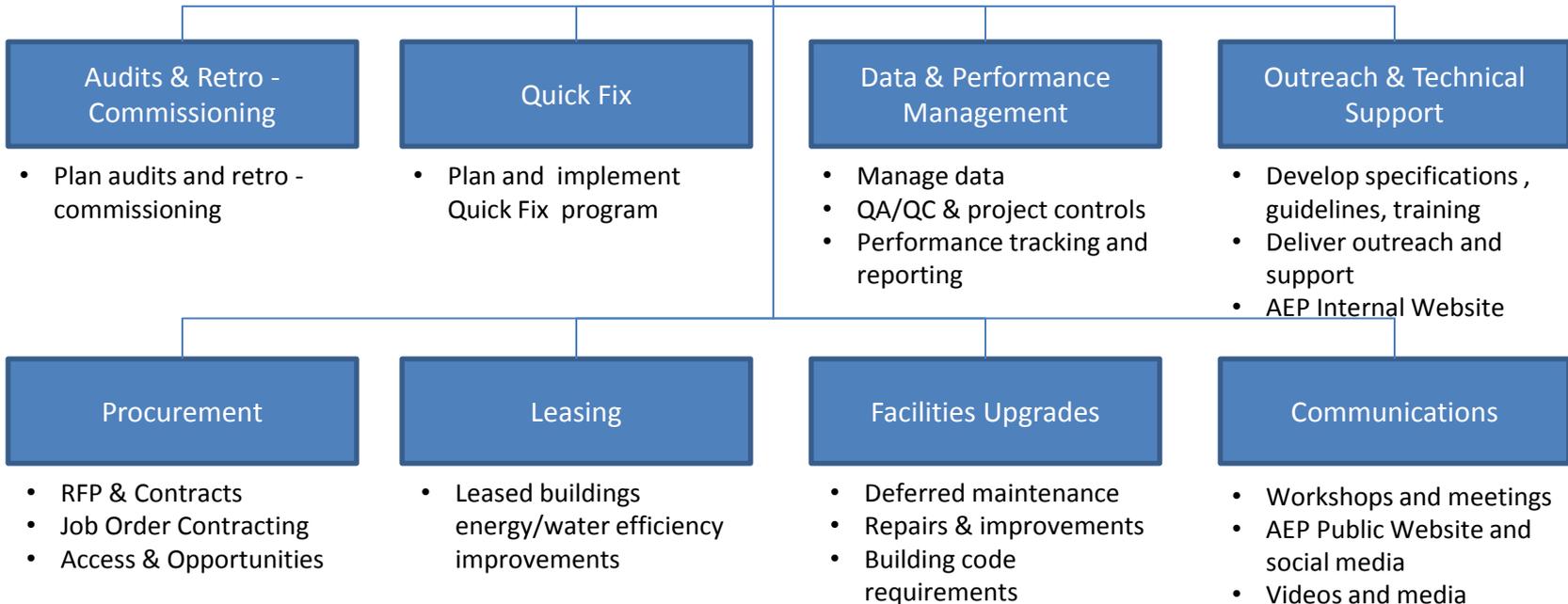
# Implementation Committee

Participants

- DCAM
- DOER LBE
- CFAC
- MassDOT/ABP
- Agencies
- Utility Companies



- Align DCAM, DOER, agencies, facility managers and other stakeholders.
- Oversee Plan and insure accountability and transparency.
- Create and direct committees as needed.
- Responsible for successfully planning and executing all aspects of the AEP to achieve the goals and performance targets.



## Goals & Objectives:

- Determine the scope of all audit groups and plan grouping of audits and retro-commissioning for all applicable facilities
  - Quick Fix
  - Whole Building Analysis
  - Retro-Commissioning
  - Comprehensive
  - “New Review”
- Advise on approaches for managing audits (bundling, data flow, etc.)
- Coordinate the use of existing utility programs for performing audits

## Current Working Group Members

<b>Mike Reinhardt - Lead</b>	Robert Dvorchik (WMECO)
Graham Knowland (DCAM)	Alex Genereux (DCAM)
Kathryn O'Rourke (DOER)	
Melissa Lucas (UMass Medical)	
Sean McGloin (NGrid)	

# Quick Fix Working Group

## Goals & Objectives:

- Quick Fix are facilities that could be retrofitted with simple measures in a short timeframe (lighting, lighting controls, etc.)
- Plan and implement the “greening” of all facilities in the Quick Fix group
- Keep Quick Fix energy projects within budget and on schedule
- Determine various project implementation methods (utility programs, direct install, maintenance)
- Advise on approaches for managing Quick Fix projects (bundling, data flow, etc.)

## Current Working Group Members

<b>Jim Freeley - Lead</b>	Joe Hogan (DYS)
Celia Blue (DOT)	Marco Brancato (MassBay)
Stephen Brown (DCR)	Penni Conner (NSTAR)
Sarah Cassanego (DOER)	Al Weisz (DCAM)
John Sites (DDS)	

## Goals & Objectives:

- Implementation Planning
  - Collect and update all relevant data
  - Create a master implementation schedule
  - Develop estimated energy costs and savings
- Performance Management
  - Create an integrated dashboard for all relevant data sources
  - Define and track performance goals and metrics
  - Quality Assurance / Quality Control
  - Create a web-based data reporting and tracking tool

## Current Working Group Members

<b>Dave Lewis &amp; Ryan Bird - Leads</b>	Bill Tivnan (DCAM)
Deborah Carr (DCAM)	Eric Friedman (DOER)
Ann Chi (DCAM)	Maggie McCarey (DOER)
Mike Malia (DCAM)	Eric Teicholz (Graphic Systems)
Bill Hanson (DCAM)	Robbie Brown (DCAM)

# Outreach & Tech Support Working Group

## Goals & Objectives:

- Training & Workshops
  - Create “Center of Excellence”
  - Bring together Agency energy leaders and the energy/utility managers
  - Educate facility maintenance staff
  - Develop materials and programs that facilitate and increase energy awareness
- Guidelines & Specifications
  - Establish source for key directives and reference documents
  - Monitor emerging energy technologies
  - Establish minimum standards and policy

## Current Working Group Members

<b>Krista Lillis &amp; Tom Tagan - Leads</b>	Aditi Pain (UMass Boston)
Mukiya Baker-Gomez (DCAM)	Andrew Bakinowski (DOC)
Louise Outler (DCAM)	Donald Zanetti (BSB)
Donald Sargent (HLY)	
Richard Reney (North Shore CC)	

## Goals & Objectives:

- Develop procurement process for implementation of Quick Fix projects and job order contracting
- Develop an internal process for audits and quick-fixes
- Establish funding sources and payment mechanisms
- Streamline the existing procurement process (LEAN)
- Advise other groups on how to incorporate or increase access and opportunities for M/WBE's and small contractors

## Current Working Group Members

<b>Tony Ransom &amp; Tony Dover - Leads</b>	Mary Kaitlin McSally (DCAM)
Jack Keleher (DCAM)	Barbara Meyer (DCAM)
Carol Kemp (DCAM)	Victoria Sheehan (DOT)
Andrea Laing (DCAM)	Michael Abrahams (DCR)
John Lemay (DCAM)	James LeBlanc (ANF)
Stacey Quish (DCAM)	Camila Dinamarca (DCAM)

## Goals & Objectives:

- Collect, analyze, and update all relevant leasing data
- Determine contract variation for various types of leases
- Advise on “greening” opportunities for leased facilities
- Prioritize leased facilities for implementation

## Current Working Group Members

### Stacey Fox - Lead

Gilles Quintal (DCAM)

Arnold Sapenter (DEP)

Tom Paine (UMass Dartmouth)

Martha Goldsmith (DCAM)

## Goals & Objectives:

- Identify how deferred maintenance or other funds can be used for energy upgrade projects to address code issues
- Educate AEP program managers on deferred maintenance opportunities
- Create a road map for interpreting MA state building codes
- Advise on categories of codes most likely to impact energy projects

## Current Working Group Members

<b>John Crisley &amp; Vin Cirigliano - Leads</b>	Paul Antoniewicz (JUD)
Ann Schiro (DCAM)	Jeff Quick (DOC)
Kevin Allen (DCR)	Tom Riley (DPS)
Bill Kelleher (DPH)	Scott Calisti (DCAM)
Ed Terceiro (Higher Ed)	

## Group Goals & Objectives:

- Promote the AEP’s activities, benefits, innovations and progress through a public website, events, and education materials
- Process feedback from internal and external stakeholders
- Build the AEP brand equity to develop an attitude of openness and inclusivity
- Create visual tools for representing Program data and progress to internal and external audiences
- Maintain a positive communication flow among all stakeholders

## Current Working Group Members

<b>Sandra Duran &amp; Chris McIntosh - Leads</b>	Matthew Sepe (Middlesex CC)
Andrea Laing (DCAM)	Marcella Barrière (Paradigm Properties)
Dan Burgess (DOER)	Shirin Karanfiloglu (DCAM)
Colette Phillips (Consultant)	Ryan Bird (DCAM)

# Initial 3-Year Planning

**2012**

**2013**

**2014**

Start of AEP  
Jan 1, 2012

End of AEP  
Dec 31, 2014

## Implementation

Define Program and Performance Metrics

Start Comprehensive Projects

All Comprehensive Projects Started

Start Quick Fix, Retro-Commissioning and WBA Audits

Launch "Center of Excellence"

"New Review" Audits Started

Kick-off Implementation and Leadership Committees

On Going Quick Fix and Retro-Commissioning

All Projects Completed or In Construction

Finalize LEAN Procurement Process

All "Initiated" Projects in Construction

Launch Internal Data Tracking and Public Website

# Initial 2012 Planning

**Q1 2012**

**Q2 2012**

**Q3 2012**

**Q4 2012**

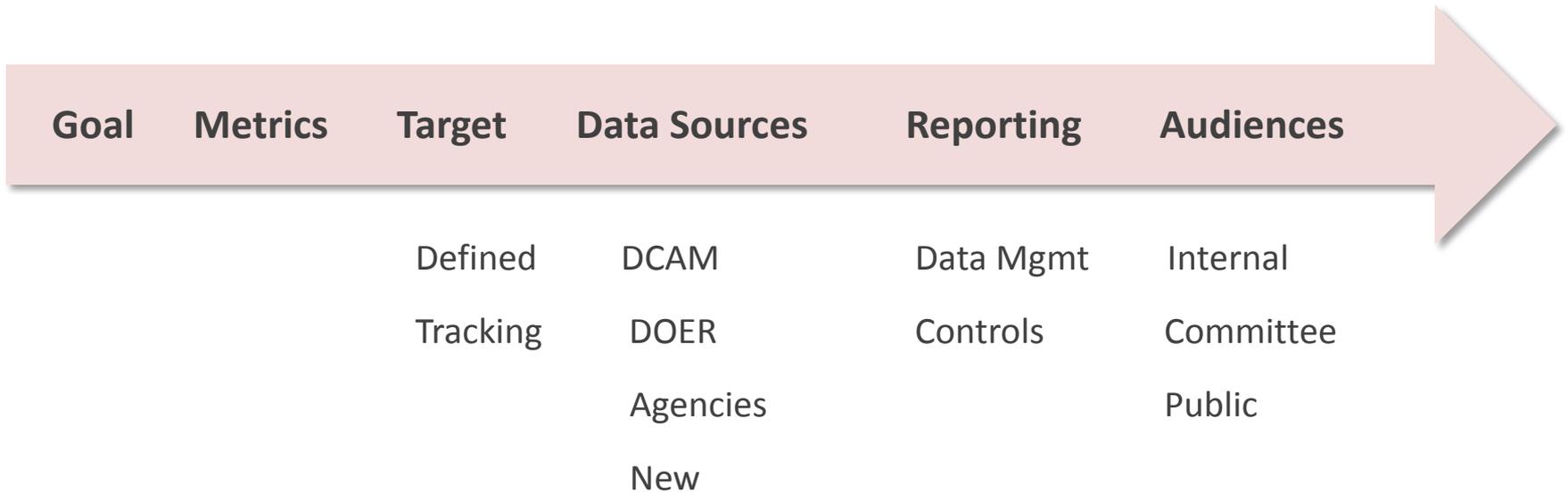
<b>Leadership Steering Committee</b>	1 <sup>st</sup> Meeting – March 16	Meeting & Quarterly Report	Meeting & Quarterly Report	Meeting & Quarterly Report
<b>Quick Fix</b>	DOER/Utility Meeting Held	Finalize Utility Program w/ utilities	Start Construction	On Going
<b>Audits</b>	Advise on First Audit Groupings	Quick Fix Audits (Start)	RCx & WBA Audits (Start)	Comprehensive Audits (Start)
<b>Data &amp; Performance Mgmt</b>	Meeting since Jan. Define program finalize Metrics	QA/QC, Project Controls & Start database work	Launch Internal Tracking	On Going Tracking & Reporting
<b>Outreach &amp; Tech Support</b>	Research & Define Program	Center of Excellence Concept Developed	On Going Outreach	Start Training
<b>Procurement</b>	Finalize LEAN scope of work	Quick Fix Procurement (MOA) & LEAN	M/WBE Outreach	Job order contracting
<b>Leasing</b>	Collect data	Develop approach	Finalize approach	Start implementing
<b>Facility Upgrades</b>	Develop Matrix	Develop advisory opinion	Outreach & research funding	On Going
<b>Communications</b>	Communications Plan	Kick-off events Press outreach	Launch Public Website	Awards Ongoing outreach

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## Performance Management Framework - Metrics Integrated and Transparent

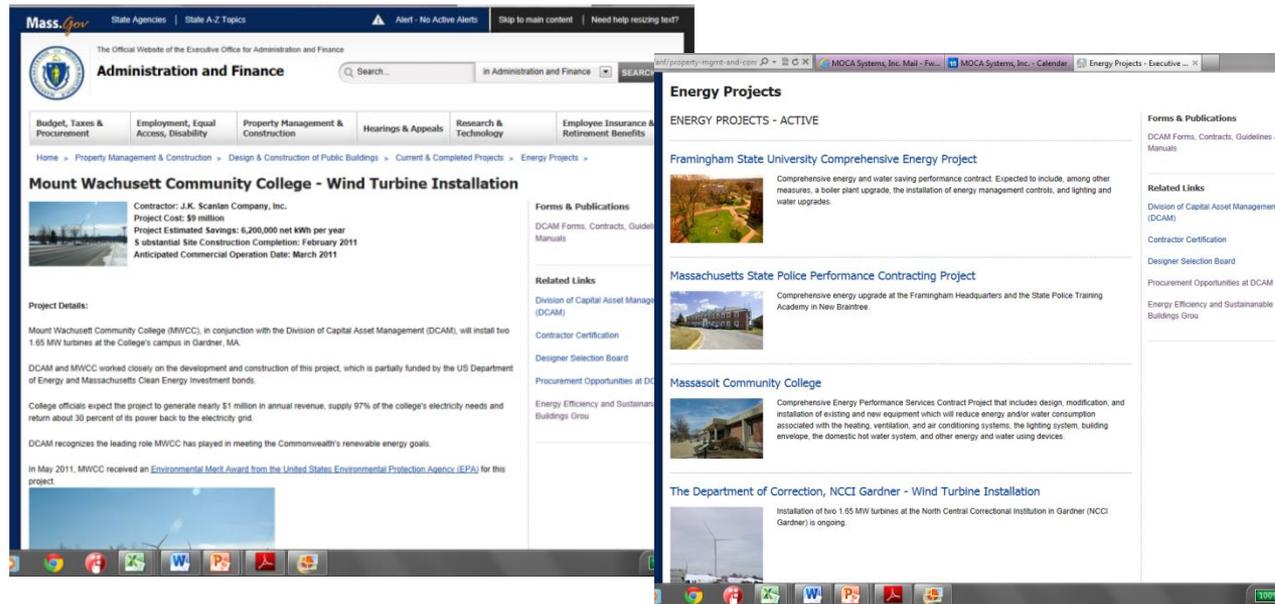


# Performance Management

Goal	Metrics	Target
Accelerate the delivery of energy projects from 5 years to 3 years.	Facilities Retrofitted ("touched") (Total # & Sq. Ft.)	700
	<i>Retrofitted Facilities over 100,000 Sq. Ft. (Total #)</i>	27
Expand energy and water savings efforts to all facilities, by "greening" every facility where feasible.	<i>Retro-Commissioned Facilities over 50,000 Sq. Ft. (Total #)</i>	20
	<i>Whole Building Analysis Facilities (Total #)</i>	152
	<i>Quick Fix Facilities (Total #)</i>	444
	Facilities where a "New Review" was Completed (Total #)	11
	Facilities with "Initiated" Retrofits Completed (Total #)	37
	Leased Spaces Retrofitted (Total #)	
	Existing Buildings Renovated to LEED Standards (Total #)	
	Energy Projects Completed (Total #) by Agency, Utility & DCAM	
	<i>Energy Studies Initiated</i>	
	<i>Energy Assessments (Audits) Completed</i>	
<i>Energy Projects RFP Issued</i>		
<i>Energy Projects Contract Signed</i>		
Investment in Energy Projects (Total \$)	\$350M	
<i>by CEIP Bond, DCAM Cap Bond, Deferred Maint, Utility Incentive, Facility Funds, Grants</i>		
Annual Energy & Water Savings (Total \$)	> \$35M	
Average Payback on Total Investment	≤ 10 Years	

# Performance Management

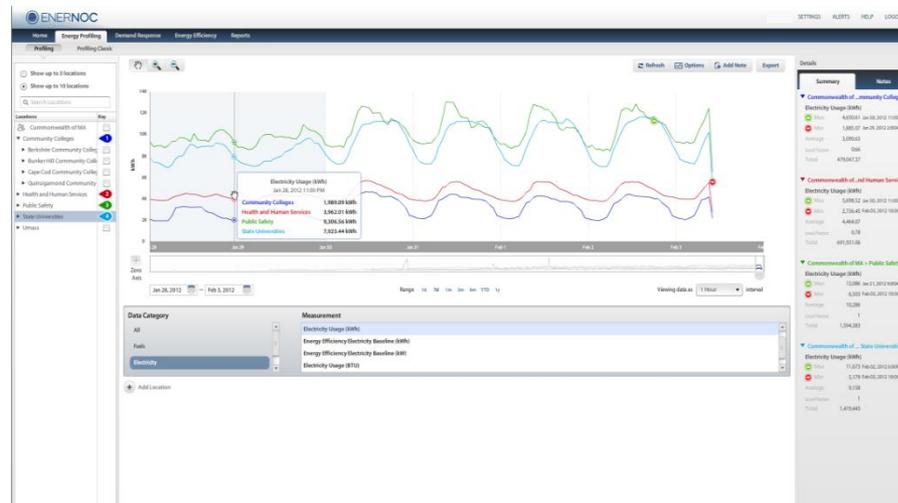
Goal	Metrics	Target
<p>Communicate progress to employees and the public to educate and encourage full participation.</p>	<p>Public Website with Quarterly Updates</p> <p>Total # of Unique Visitors per Month (Public Website)</p> <p>Commonwealth Employees &amp; Building Occupants Trained in Energy Conservation</p>	<p>Quarterly</p>



# Performance Management

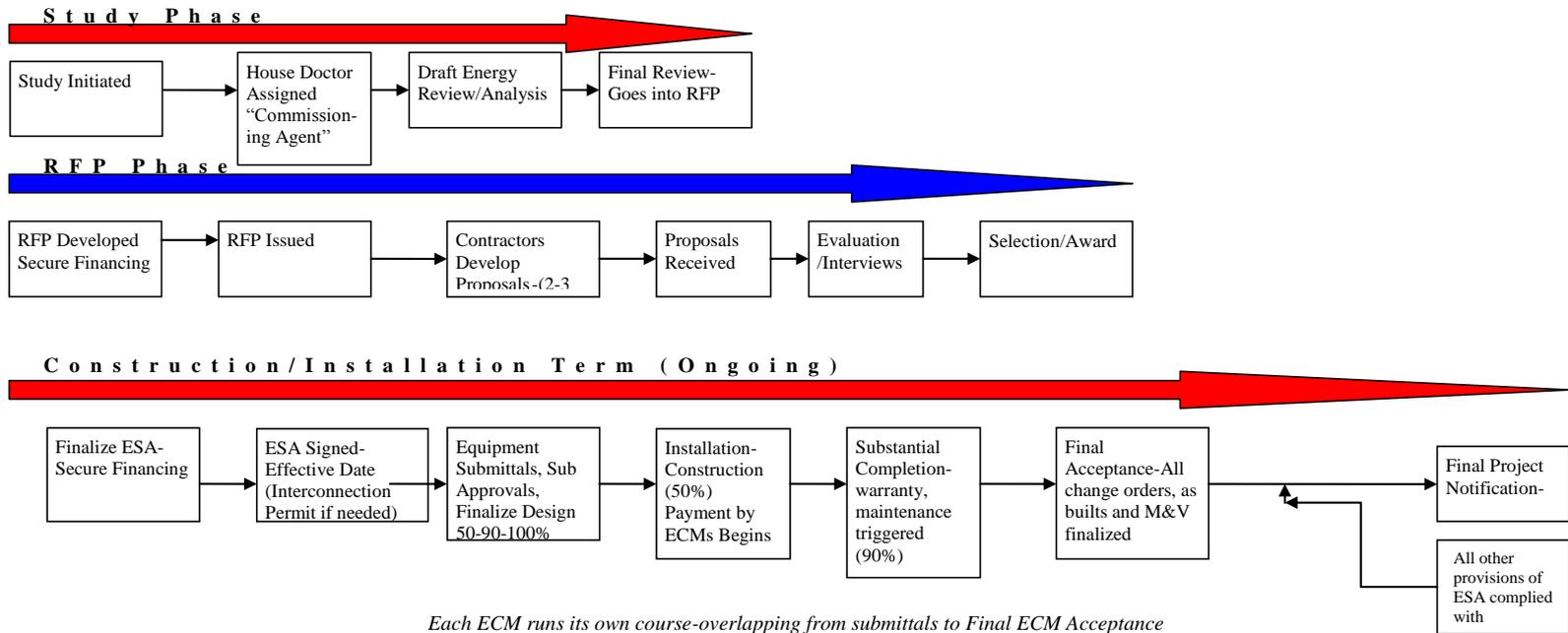
Goal	Metrics	Target
<p>Ensure that the Commonwealth maintains its top ranking in energy efficiency through implementing innovative, sustainable, and economical energy solutions.</p>	<p>Total # of Projects Using Innovative Approaches or Methods</p> <p>Energy Consumption Reduction by Program Area (% kBtu per sf. Ft)</p> <p>Renewable Energy by Program Area (% of Total Consumption)</p> <p>Greenhouse Gas Emissions by Program Area (% MTCO2 Reduction)</p> <p>Potable Water by Program Area (% of Reduction of Total potable water usage)</p> <p>Sewer/Wastewater by Program Area (% of Reduction of Total Sewage output)</p>	

Goal	Metrics	Target
<p>Improve and sustain energy and water efficiency through operations and maintenance strategies such as continuous commissioning.</p>	<p>Energy Conservation Classes Offered (Total #) Energy Training Sessions Provided (Total #) Buildings with Utility Metering or Energy Dashboards</p>	



# Performance Management

Goal	Metrics	Target
Continuously improve processes to save time, money, and insure fiduciary responsibility.	On-Time project Completion Program Exposures Energy Design Build Procurement Duration <sup>1</sup> Performance Contract Procurement Duration <sup>1</sup>	100%



# Performance Management

Goal	Metrics	Target
Create sustainable job opportunities across the Commonwealth as a result of this initiative.	DCAM Jobs created	
	- <i>Design Jobs</i>	
	- <i>Direct Construction Jobs / Indirect Jobs</i>	
	M/WBE Participation (Project Commitment / Awards)	
	- <i>Design</i>	17.9%
	- <i>Construction</i>	10.4%
	Minority and Women Workforce Participation	
	- <i>Minority</i>	15.3%
	- <i>Women</i>	6.9%

# Kick-Off Meeting Agenda

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1. Introductions	Commissioner Cornelison	10:00 – 10:20
2. Member Responsibilities	Commissioner Cornelison	10:20 - 10:30
3. Program Overview	Sandra Duran	10:30 – 11:00
4. Accomplishments to Date	Sandra Duran	11:00 – 11:10
5. Implementation Plans	Jenna Ide	11:10 – 11:30
6. Performance Management	Kevin Bernier (MOCA)	11:30 – 11:45
7. Planning for Next Meeting	Commissioner Cornelison	11:45 – 12:00

Thank you!

We greatly appreciate your time and guidance.