



ELEVATE ENERGY

2014

Annual Report

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## **ABOUT ELEVATE ENERGY**

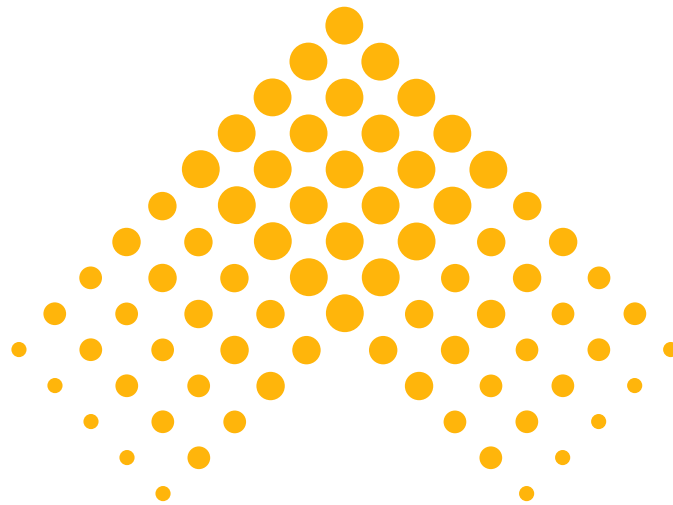
*Elevate Energy is a mission-focused organization that designs and implements efficiency programs that lower costs, protect the environment, and ensure the benefits of energy efficiency reach those who need them most.*

**773.269.4037**  
**ElevateEnergy.org**  
**Info@ElevateEnergy.org**

# Our Mission and Vision

Elevate Energy is dedicated to promoting smarter energy use for all. We design and implement efficiency programs that lower costs, protect the environment, and ensure the benefits of energy efficiency reach those who need them most. We apply our strong research and analysis capabilities to continually improve our

programs and maximize our impact. Our team builds strong connections in the places where we work, and we are leaders at reaching groups that have typically been underserved by energy efficiency programs. We continually strive to deliver high quality programs and services that contribute to healthy, thriving communities.



## **ELEVATE** ENERGY

Smarter energy use for all

# From the Team

Elevate Energy had a big year in 2014. We have grown, moved to a new location, expanded our programs, and started new initiatives in Illinois and beyond.

Our team now numbers more than 100 staff members with a broad range of expertise. We are engineers, construction specialists, data analysts, urban planners, energy analysts, project managers, writers, designers, marketing and outreach specialists, accountants, and more. We are also cycling enthusiasts, recycling and composting advocates, and enthusiastic teammates.

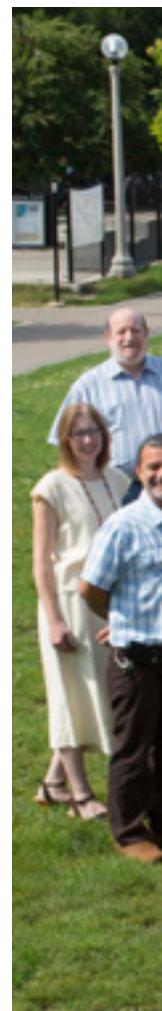
In early 2014, we introduced a new name in order to more clearly communicate our work. CNT Energy became Elevate Energy. Along with the new name, we introduced the phrase “smarter energy use for all” as a means of quickly summing up our mission and vision. As you’ll see in the following pages, the vision of “smarter energy use for all” underlies everything we do.

In order to accommodate our growing team, we moved to a larger office space located at 322 S. Green Street in the vibrant West Loop neighborhood of Chicago. Our new space was designed to be green, and we are working toward Leadership in Energy and Environmental Design certification for commercial interiors.

Just as our team has grown, so has our impact and reach. We are expanding into new markets, working with partners in Michigan, Louisiana, and Pennsylvania and beyond to expand energy efficiency programs for affordable housing. In Illinois, we are educating people across the state about the smart grid and how it impacts their energy choices. You’ll read about all of this and more in the following pages.

Although we’ve grown, moved, and changed our name, we still work closely with the Center for Neighborhood Technology (CNT), our founder. A leader in promoting urban sustainability and the more effective use of existing resources and community assets, CNT blazed a trail that has enabled us to get where we are today and will be an important partner in our future success.

As we grow, our team remains dedicated to pursuing our mission, and to providing the highest quality programs and services. We look forward to bringing the benefits of energy efficiency to even more communities in the years to come.



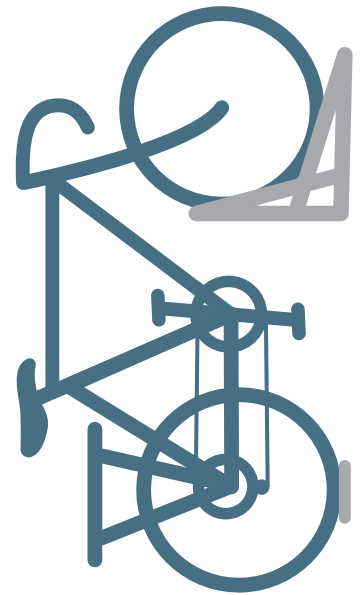


# Our Organization

**108**  
employees

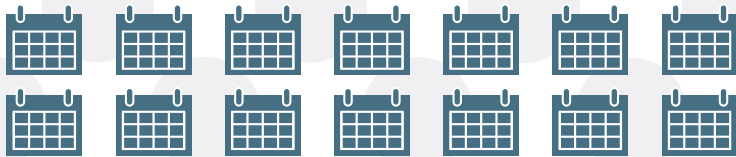
**26**

bike parking spots inside the office space on Green Street




**697**  
quality inspections completed


**1,676**  
**TWITTER**  
followers



**14**

years serving communities since the organization was founded by the **Center for Neighborhood Technology** in 2000

 **97%**  
of new office equipment and appliances are **ENERGY STAR** rated

 **90%**  
of construction waste was **recycled or reused** during the remodeling of the new office space

**10**  
CONSECUTIVE  
**BIKE TO WORK WEEK**  
**WINS**  
(with Elevate Energy and Center for Neighborhood Technology)

# Elevate Energy Board of Directors

**David Shryock,  
Chair**

SB Partners

**Robert  
Weissbourd,  
President**

RW Ventures LLC

**Chinwe Onyeagoro,  
Treasurer**

FundWell

**Kathryn Tholin,  
Secretary**

Center for  
Neighborhood  
Technology

**John Cleveland**

Innovation Network  
for Communities

**Martin Cohen**

Martin Roth Cohen  
& Associates

**Susan Page Estes**

DesignHouseChicago

**Anne Evens**

Elevate Energy

**Doug Farr**

Farr Associates

**Anne Hallett**

Grow Your Own Illinois

**Patricia Saldaña  
Natke**

UrbanWorks

**Dan York**

American Council for  
an Energy-Efficient  
Economy

# Supporting Dynamic Elect

- Elevate Energy supports more than 20,000 Illinois households enrolled in hourly electricity pricing programs.
- We are working with ComEd and Ameren Illinois to support new peak time rebate programs that reward customers who conserve electricity during high demand.

Elevate Energy is a leader in designing and administering dynamic electricity pricing programs. We currently administer residential hourly pricing programs for both ComEd and Ameren Illinois, supporting more than 20,000 participating households. We are also expanding our dynamic pricing services to support new peak time rebate programs being introduced by ComEd and Ameren Illinois.

Hourly pricing is a type of dynamic electricity pricing that lets customers pay the hourly market price of electricity. Participants can cut their costs by shifting some electricity use to off-peak times when the price of electricity is low. Historically, the prices have remained low most of the time during the fall, winter, and spring. However, during 2014, extreme weather resulted in unusually high winter electricity prices. Elevate Energy helped program participants manage these

difficult market conditions by keeping them informed about prices and offering tips on managing energy use. The dynamic pricing team also introduced new tools and services to help hourly pricing customers understand and manage their electricity costs.

In addition to hourly pricing programs, we are working with ComEd and Ameren Illinois to support their new peak time rebate programs. These programs offer rebates to customers who reduce their electricity usage during high demand times. Elevate Energy was also selected to administer the Ameren Illinois peak time rebate program, which is currently in the planning phase and will get underway in the fall of 2015. We are also working with ComEd's Peak Time Savings team to pilot a program that uses thermostats and air conditioning switches that adjust based on electricity prices.





# Electricity Pricing



*“RRTP has been a definite positive for us!  
I can lower my bill by adjusting the time  
I use energy without changing my lifestyle.”*

**CHICAGO-AREA RESIDENT KAREN TAUBMAN**

Has been enrolled in ComEd Residential Real-Time Pricing (RRTP) since the fall of 2012.

# Educating Communities about Energy

- Elevate Energy uses community-based outreach to educate people across Illinois about how they can harness the benefits of smart grid technology.
- We educate homeowners about energy efficiency and help connect them with the resources they need to make energy-saving home improvements.

In January 2014, the Illinois Science and Energy Innovation Foundation awarded Elevate Energy a grant to help educate people about the smart grid and smart meters being installed in their communities. This effort involves several field organizers who are using a community-based approach to empower Illinois residents to harness the benefits of this new technology. The organizers meet with local community leaders, give presentations at community meetings, and organize house parties to promote efficiency.

Organizers encourage consumers to take advantage of programs made possible by smart meters, such as dynamic electricity pricing programs. They also help homeowners make energy-saving home improvements by connecting them with qualified contractors and helping them identify and apply for rebates and other



In-home energy demonstrations give homeowners and their friends and neighbors a chance to learn about energy-saving home improvements.

incentives. Krista Grimm worked with Elevate Energy to complete energy upgrades in her house in LaGrange Park, Illinois.

“I really appreciate the changes that resulted in our home,” she said. “The house is noticeably warmer, and places that

used to be very cold, such as the master bathroom, are no longer cold.”

The Elevate Energy organizers serve as trusted advisors throughout the process of completing home energy improvements, making the process easy and stress-free.



As a part of our state-wide outreach efforts, Elevate Energy opened an office in Litchfield, Illinois.

## Transforming the Real Estate Market

Elevate Energy continues to transform the single family marketplace by helping the real estate community to fairly and consistently value energy efficient homes. Energy efficiency improvements, such as insulation upgrades, can be invisible to home buyers. Through the Value for High Performance Homes Campaign, we're bringing real estate and energy efficiency professionals together to make these upgrades visible. Previously, there was no one forum where these groups

came together to identify barriers and test solutions in the market. We worked with the multiple listing services in the Chicago region and the Washington D.C. area to add energy cost disclosure fields to real estate listings, and we are working to do the same in other parts of the country. Disclosing home energy performance will ultimately allow home buyers, sellers, appraisers, and lenders to recognize the value of energy efficiency in the sales transaction.

# Making Buildings More Ener

- Elevate Energy's program for affordable, multifamily buildings has improved energy efficiency in more than 20,000 housing units.
- We expanded our multifamily program to serve central and southern Illinois and are working with partners to develop programs in Michigan, Pennsylvania, Virginia, Louisiana and elsewhere.
- We work with nonprofit organizations to cut utility costs, freeing up resources that organizations can devote to their missions.
- Building owners who implemented improvements through our energy efficient buildings programs have cut energy costs by an average of 30 percent.

Elevate Energy's full-service energy efficient buildings programs help building owners and managers make energy-saving improvements that dramatically reduce utility bills. As a part of our mission to bring the benefits of energy efficiency to those that need them most, we focus on improving affordable multifamily buildings and facilities operated by nonprofit organizations.

Our multifamily buildings program helps to preserve high quality affordable housing by reducing energy costs while making apartments more comfortable. During 2014, the multifamily building program expanded its reach and introduced several new initiatives. We launched an effort aimed at Chicago apartment buildings with all electric heat; continued to integrate water efficiency

into our building assessment process; and added to our services specifically for smaller buildings with two to four units. In 2014, we also expanded our multifamily energy efficiency services to communities in central and southern Illinois. And thanks to the success of our full-service program model, we are now working with partners across the country to accelerate the growth of energy efficiency programs for multifamily buildings. In addition to multifamily buildings, Elevate Energy works with nonprofit organizations to lower utility bills, helping to reduce operating costs. This frees up resources that organizations can devote to their missions. In 2014, we offered energy efficiency services to childcare centers, houses of worship, community centers, and other nonprofits located in the Chicago region and the city of Rockford.

The total number of housing units improved through the program has exceeded

**20,000**

# Energy Efficient



# Making Buildings More Ener

## Preserving Affordable Housing

The Hometown Cooperative in the Chicago suburb of Hometown, Illinois was built in 1953 with the intention of making affordable rental housing available for service people returning from World War II and the Korean War. When the owner of the apartments planned to sell the 384-unit complex in 1964, the community came together and created the Hometown Cooperative in order to preserve and maintain the buildings. In 2014, Hometown Cooperative worked with Elevate Energy to complete energy-saving improvements that will preserve affordable housing in the community while creating cozier and healthier homes for the residents.

The Elevate Energy buildings team evaluated the heating and cooling systems in the units and detected energy loss and comfort issues throughout the 22 buildings that make up the site. They found that there was no insulation in the walls and very little in the ceilings. Elevate Energy and the Hometown Cooperative then worked with a local contractor to add insulation to the walls and attics and seal gaps and cracks where air was being



Energy efficiency improvements at the Hometown Cooperative included insulating walls and attics.

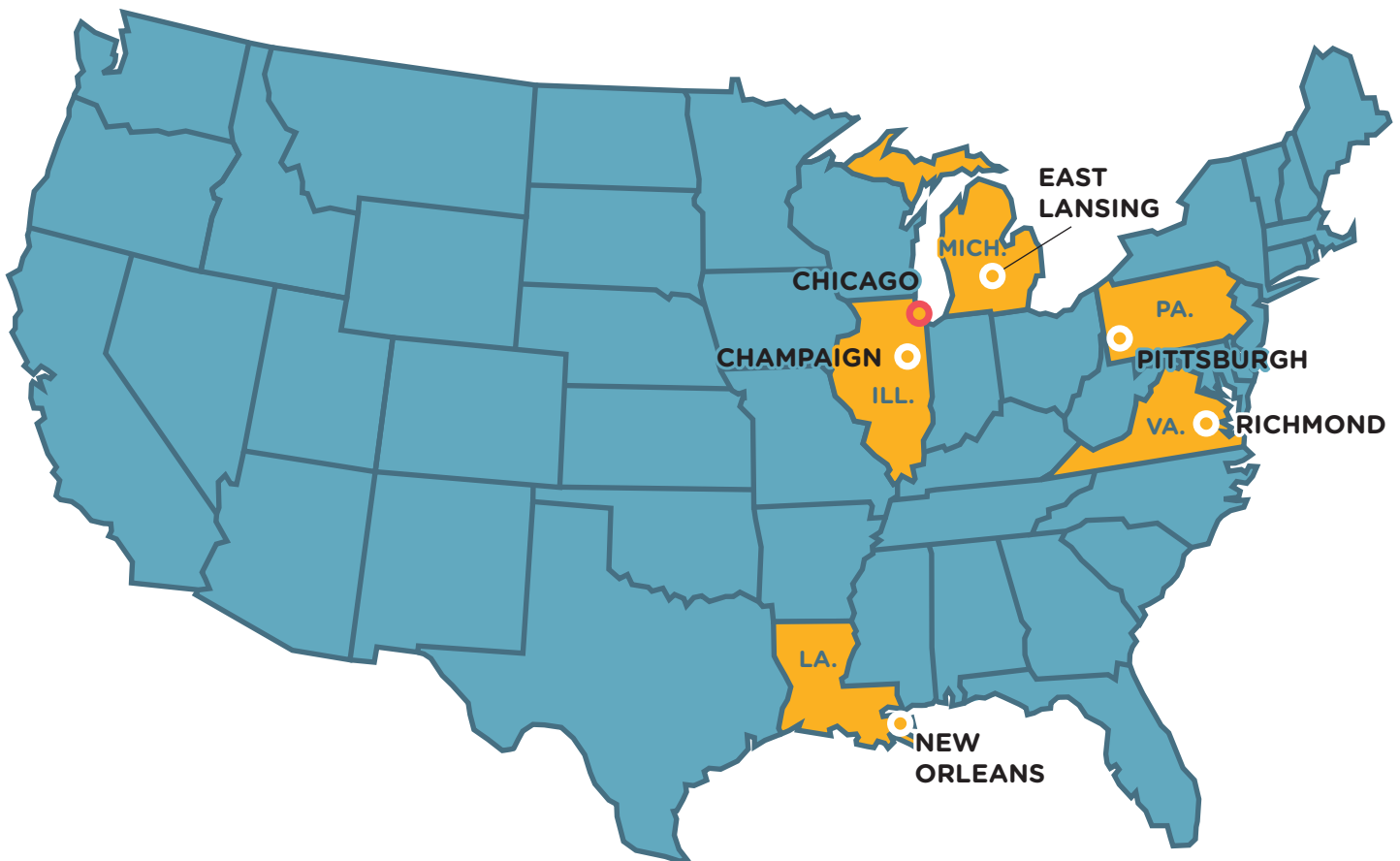
lost. The Illinois Department of Commerce and Economic Opportunity (DCEO) was a crucial partner in this effort, providing significant incentives to help cover the cost of the improvements. The project is expected to reduce energy usage by 64 percent, and cut utility bills for the Hometown Cooperative by more than \$235,000 per year.

# Energy Efficient

## Expanding to New Markets

Elevate Energy is working to accelerate the growth of multifamily energy efficiency programs across the nation. In collaboration with New Ecology, Inc., we are developing full-service multifamily programs in key markets, modeled after our successful Northern Illinois program. We connect local organizations with start-up capital and help design energy efficiency programs for the hard-to-reach affordable multifamily housing sector.

During 2014, Elevate Energy supported projects in Michigan, Pennsylvania, Virginia, Louisiana, and Central and Southern Illinois. In Michigan, Elevate Energy worked with Michigan Energy Options and Consumers Energy to launch a new energy efficiency program for multifamily buildings. The program already has 1,400 units signed up, and the first projects are slated to be completed in early 2015.



# Making Buildings More Ener

## Creating Healthier Homes

Healthy housing work is a natural outgrowth of Elevate Energy's core programs and our commitment to sustainability. In more than 15 percent of the buildings where we have conducted energy assessments, we have found health and safety concerns that must be addressed before energy efficiency improvements can be completed. We look for ways to address health hazards in buildings in coordination with energy efficiency work. We connect building owners with resources and contractors to help them complete the improvements. For example, over the past three years, we administered the Comprehensive Lead Education and Window Replacement Program



(CLEAR-WIN) in Chicago. This effort to reduce lead paint hazards was funded by the Illinois Department of Public Health. Through the CLEAR-WIN program, we assisted 332 households

in 248 residential buildings in Chicago. In 2014, we completed this three-year project and expanded our healthy housing services for two to four unit multifamily buildings.



Through the CLEAR-WIN program, we assisted  
**332**  
households in  
**248**  
residential buildings in Chicago.





# Energy Efficient

## Cutting Energy Bills for Nonprofits



Upgrades will save the nonprofit

**\$36,000**

annually on utility bills, a reduction of nearly

**20%**

in electricity costs.

Little City works to ensure that people with intellectual and developmental disabilities have options and opportunities, providing comprehensive services, including supportive housing, employment counseling, recreation, health, art, foster care, and adoption. The facilities are in use around-the-clock, which results in high energy use and expenses. Little City worked with Elevate Energy to identify cost-effective energy efficiency improvements across the 22-building campus located in Palatine, Illinois. Elevate Energy recommended energy efficient lighting upgrades for all facilities and worked with Little City to develop a phased plan for additional improvements that worked within the organization's budget and timeframe.

The Elevate Energy team also connected Little City to resources to help offset the cost of the first phase of improvements. This

included rebates from ComEd's Smart Ideas for Your Business® program and a grant from the Illinois Clean Energy Community Foundation. Together, these resources reduced the initial project price tag by nearly 65 percent. The comprehensive lighting upgrades completed in the first phase of upgrades will save the nonprofit organization \$36,000 annually on utility bills, a reduction of nearly 20 percent in electricity costs.

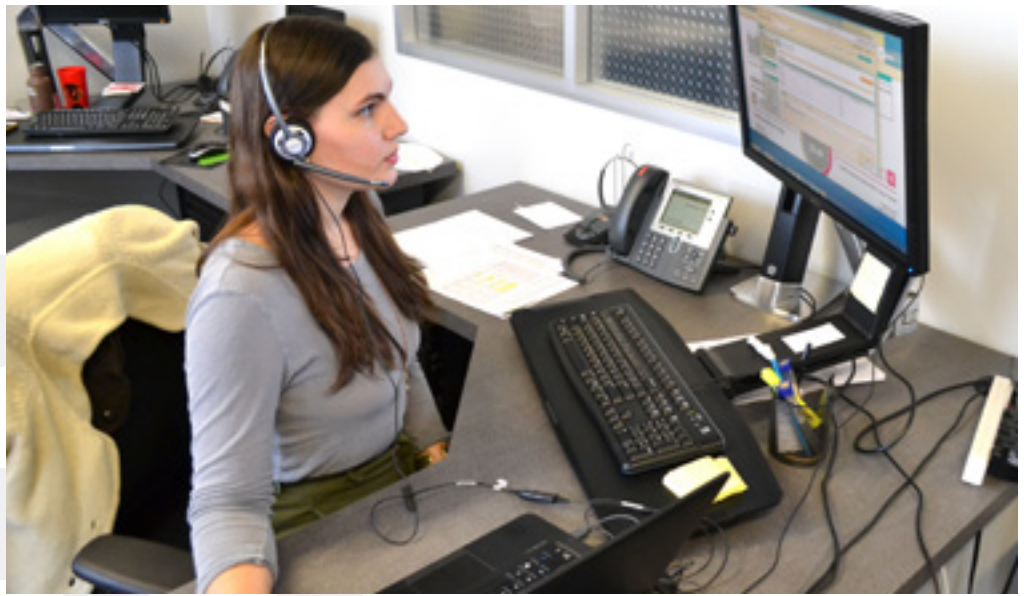
"Saving tens of thousands of dollars yearly is huge for us," said Shawn Jeffers, Little City's executive director. "We can use that money to continue to improve the programming and supportive services offered to our clients and their families."

Elevate Energy values our ongoing partnership with Little City and will be assisting with additional HVAC improvements in 2015, which will further reduce the organization's operating costs.

# Working with the Public S

- Elevate Energy helps communities develop and implement energy plans. During 2014, we supported energy planning projects for the City of Madison, Wisconsin and the state of Missouri.
- We helped the City of Chicago implement the first phase of its citywide energy benchmarking ordinance by operating a help center and leading data analysis.

Elevate Energy works with public sector entities to facilitate energy efficiency actions that have an impact across the communities they serve. In 2014 we helped the City of Chicago implement the first phase of its citywide energy benchmarking ordinance.



This year also saw a resurgence of communities interested in energy planning. We completed an initial energy plan for the City of Madison, Wisconsin, and have been invited to lead the implementation efforts in 2015 and 2016. We are also engaged in the development of Missouri's Comprehensive Statewide Energy Plan.

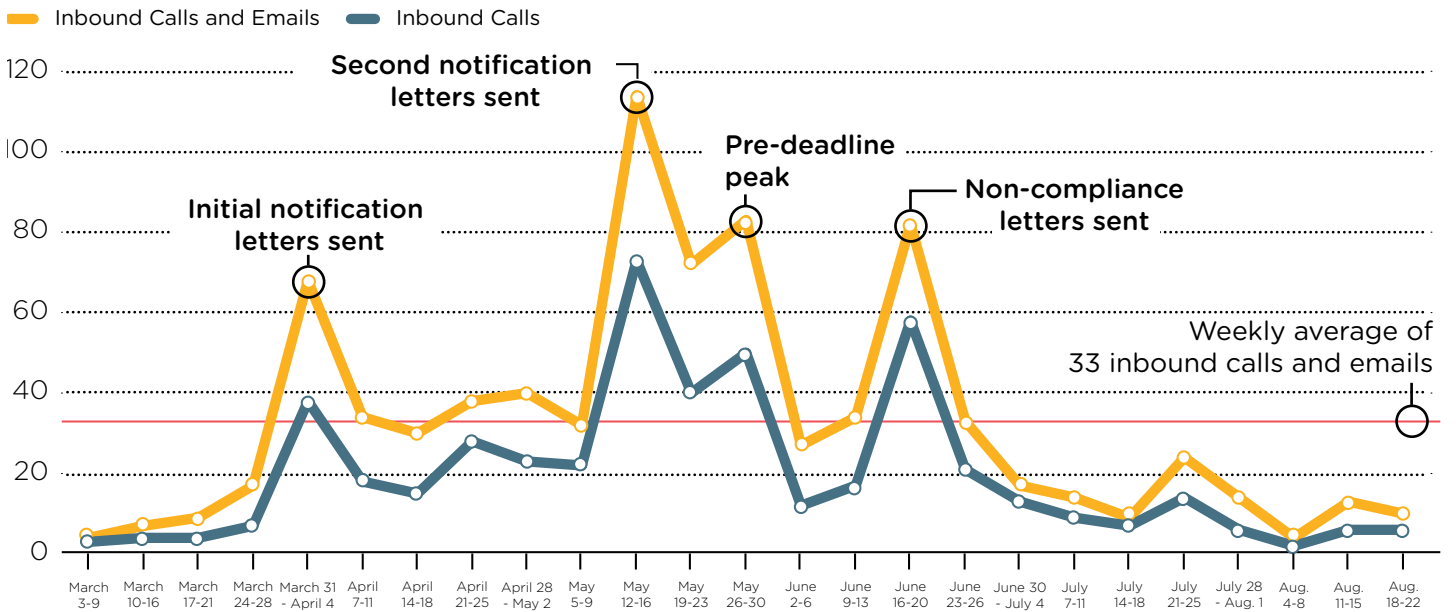
## Supporting Energy Benchmarking

Elevate Energy played a key role in implementing the Chicago Energy Benchmarking Ordinance. The ordinance, enacted in 2013, requires large commercial, residential, and municipal buildings (those more than 50,000 square feet in size) to measure, verify, and report their energy use data to the City. During the first year the ordinance was in place, only large commercial buildings with more than 250,000 square feet were required to report, and compliance reached more

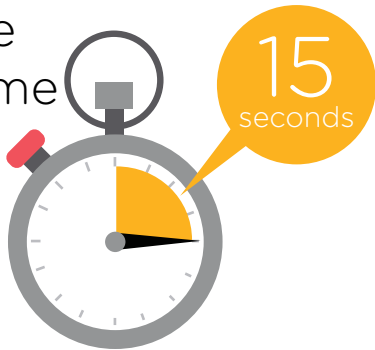
than 90 percent. This exceeded first-year compliance rates in other cities with similar local requirements. The Elevate Energy team helped achieve this by providing a high level of service to the City and to building owners and managers. We operated the help center and answered more than 800 calls and email messages from building owners, managers, and service providers. We also led the data analysis for the City, which provided key insights to drive future energy efficiency investment.

## Inbound Calls and Emails Handled by the Help Center

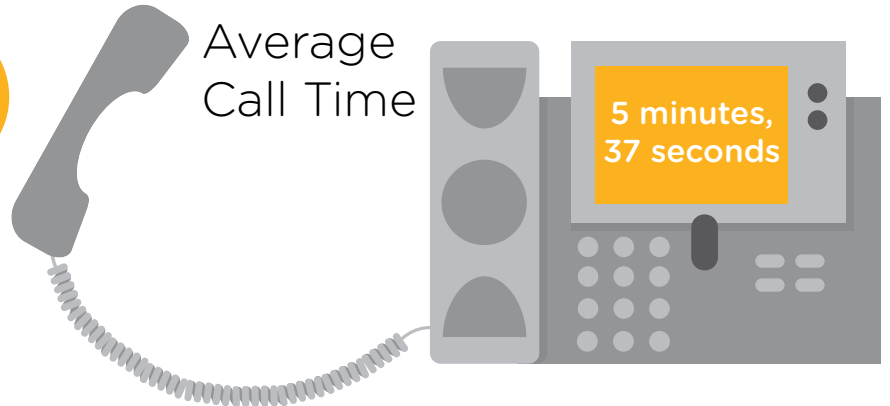
Regarding the compliance, building information, and exemption processes of the benchmarking ordinance



Average Wait Time



Average Call Time



Total Talk Time (inbound calls only)



# Promoting Smarter Energy Policies

- Elevate Energy promotes energy policies that maximize community and environmental benefits.
- We are advocating for energy efficiency as a primary strategy for reducing carbon pollution in Illinois.
- During 2014, we worked in support of state regulations that allow for responsible access to energy data.

Elevate Energy's policy team works to promote federal, state, and local laws and policies that maximize the community and environmental benefits of energy efficiency and dynamic pricing. Informed by Elevate Energy's experience as an energy program administrator, we offer a unique perspective and work across constituencies to solve problems. During 2014, the Elevate Energy policy team worked on issues including proposed federal carbon pollution rules and regulations around access to consumer energy use data.

In June, 2014, the U.S. EPA proposed a plan to cut carbon pollution from existing power plants. The Clean Power Plan (also known as "111d," after its section in the Clean Air Act) sets carbon reduction goals for each state, and the Elevate Energy policy team is working with a variety

of stakeholders to shape carbon emission policies in Illinois. We are advocating for energy efficiency as the primary strategy to meet carbon emission goals set by proposed federal rules. These strategies are cost-effective, and provide benefits to communities and local economies.

At the state level, regulations that allow for responsible access to customer energy use data are essential if we are to unleash the full potential of the smart grid and create more effective energy efficiency programs. In 2014, Elevate Energy successfully protected access to anonymous energy use data through our work at the Illinois Commerce Commission. We continue work to ensure that customers have the right to share their personal energy data with energy service providers and researchers.





Elevate Energy staff members work to inform policy makers and public officials such as Illinois EPA Director Lisa Bonnett (above, right) about the environmental, financial, and societal benefits of energy efficiency.

# Putting Data to Work

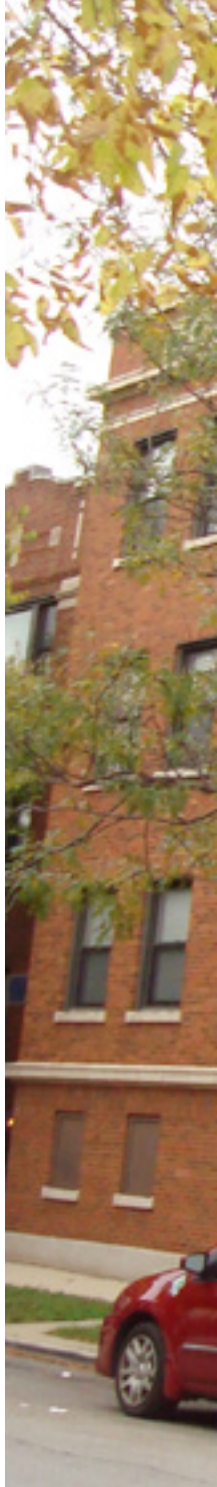
- Elevate Energy's work is driven by real-world data. We put our data analysis and research capabilities to work to drive innovation and continually improve our programs.
- During 2014, our research team published and presented on topics including dynamic pricing, energy benchmarking in buildings, and the non-energy benefits of energy efficiency upgrades.

The Elevate Energy research team produces high-impact applied research that informs energy efficiency program design and innovation, and helps drive investment in energy efficiency. During 2014, the team conducted research and analysis focused on topics including dynamic electricity pricing, energy benchmarking in buildings, community wide sustainability strategies, and how energy efficiency is valued in the real estate market. The team also studied how energy efficiency upgrades can produce benefits that go beyond simple reductions in energy bills.

## Valuing the Financial Benefits of Energy Efficiency in the Multifamily Sector

During 2014, the Elevate Energy research team completed several projects focused on quantifying the non-energy benefits of energy efficiency upgrades in multifamily housing. These non-energy benefits include financial benefits, health benefits, and improvements to the value and quality of homes and buildings. A project completed in December analyzed how efficiency upgrades affect the financial performance of multifamily buildings, as well as building owners' motivations for investing in energy efficiency. The report looked at 13 buildings that were improved through the Elevate Energy buildings program.

It compared them with 21 buildings that underwent an energy assessment through the program, but where improvements were not completed. The analysis found a 1.6 percent median increase in net operating income in buildings where improvements were completed (\$29.10 per unit). In the interviews about the motivations for completing improvements, building owners emphasized the burden of turnover costs and the importance of maintaining a core group of stable, happy tenants. Overall, the results highlight the financial benefits of energy efficiency retrofits among owners who choose to complete them.





A 2014 Elevate Energy study compared the financial performance of buildings that underwent energy efficiency improvements with the performance of buildings that were not improved. In one Chicago apartment building included in the study (pictured above), net operating income increased by \$4,000 annually (3.3 percent) after upgrades were completed.

Buildings that completed a retrofit experienced:

**1.6%**  
median increase  
in net operating  
income  
(\$29.10 per unit).

**\$0.12**  
per square  
foot decrease  
in gas costs.

**\$0.34**  
per square foot increase  
in rental income six  
months to a year after  
the retrofit.

# Measuring Our Impact

Icons represent 2014 numbers

Homes Upgraded:<sup>1</sup>

**4,317**

**25,192**

 Equals 500 units



Jobs Created:<sup>2</sup>

**127**

**739**

 Equals 20 jobs



Energy Efficiency Investment:

**\$11,519,773**

**\$68,069,270**

 Equals \$1 million



Gas Therms Saved:

**1,116,152**

**6,645,184**

 Equals 150,000 gas therms saved



Metric Tons CO<sup>2</sup> Saved:

**9,222**

**52,104**

 Equals 1,250 tons of CO<sup>2</sup> saved

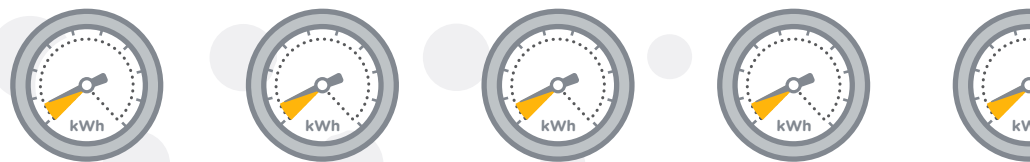


Kilowatt Hours Saved:

**3,513,734**

**17,925,042**

 Equals 500,000 kWh saved



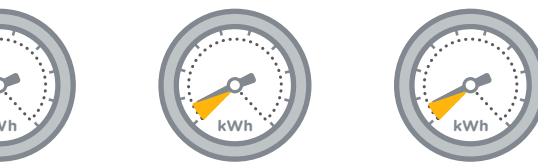
<sup>1</sup> Includes apartments and single-family homes

<sup>2</sup> Estimated based on job hours and cost of measures





**KEY:**  
Category  
**2014 total**  
Cummulative total  
*Scale*



# Elevate Energy Funders

**AmazonSmile  
Foundation**

**Charter One  
Foundation**

**Chicago  
Metropolitan  
Agency for  
Planning**

**Citi Foundation**

**City of Chicago**

**City of Madison,  
Wisconsin**

**Cook County,  
Illinois**

**The Crown Family**

**Energy Foundation**

**Enterprise Community  
Partners, Inc.**

**Illinois Department  
of Commerce and  
Economic Opportunity**

**Illinois Science &  
Energy Innovation  
Foundation**

**Institute for Market  
Transformation**

**John D. and Catherine  
T. MacArthur  
Foundation**

**The Joyce  
Foundation**

**The JPB  
Foundation**

**The Kresge  
Foundation**

**Midwest Energy  
Efficiency Alliance**

**Natural Resources  
Defense Council**

**Northern Illinois  
Energy Project**

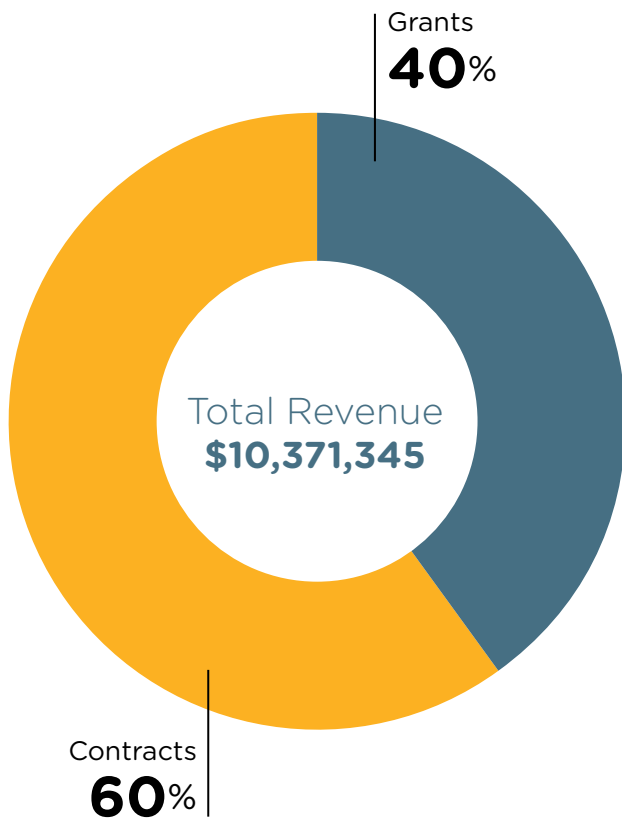
**Pierce Foundation**

**Polk Bros.  
Foundation**

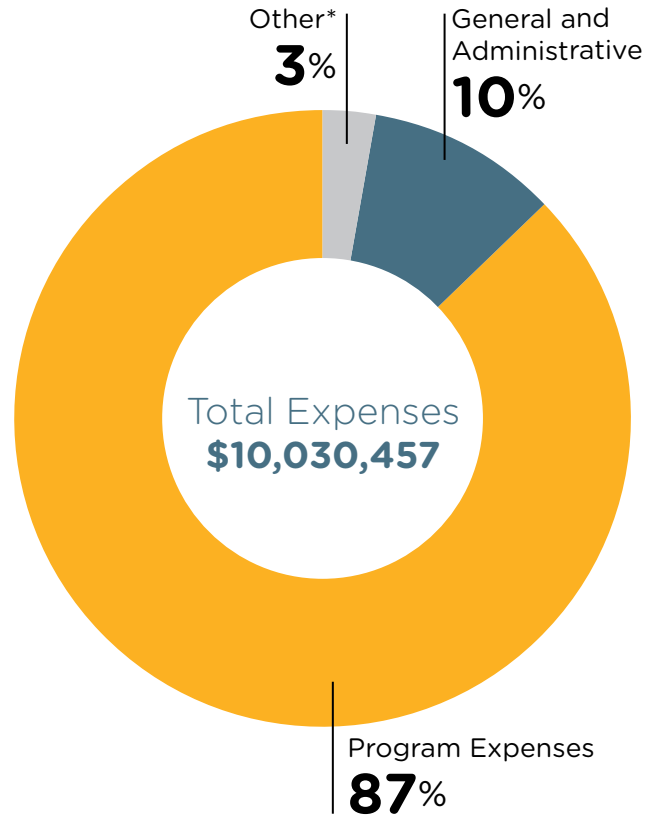
**The Rockefeller  
Foundation**

# 2013 Financials

Audited results



Fees from affiliate and other funding account for less than 1% of total revenue



\* Other includes fundraising and contributions to affiliate



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