



Northeast Energy Efficiency Partnerships

REGIONAL GUIDE TO EECBG IMPLEMENTATION

Maximizing Energy Efficiency in Communities

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White Paper of the NEEP High Performance Buildings Project



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I. INTRODUCTION

This document is targeted to cities, towns and states that are in the process of applying for or utilizing federal Energy Efficiency and Conservation Block Grants (EECBG) funds, as part of the American Recovery and Reinvestment Act (ARRA). Among its provisions, ARRA authorized the funding of the EECBG program, which had originally been established under the Energy Independence and Security Act (EISA) of 2007, but which had never been funded.

EISA authorized 14 activities communities could undertake with the EECBG funds, which include a range of energy efficiency, renewable energy, materials conservation and greenhouse gas emission reduction strategies. This memo is meant to focus specifically on the energy efficiency activities eligible for EECBG funding, including:

1. Development and implementation of an energy efficiency and conservation strategy;
2. Retaining technical consultant services to assist in the development of such a strategy, including:
 - (A) Formulation of energy efficiency, energy conservation, and energy usage goals;
 - (B) Identification of strategies to achieve those goals:
 - (i) Through efforts to increase energy efficiency and reduce energy consumption; and,
 - (ii) By encouraging behavioral changes among the population served by the eligible entity;
 - (C) Development of methods to measure progress in achieving the goals;
 - (D) Development and publication of annual reports to the population served by the eligible entity describing:
 - (i) The strategies and goals; and
 - (ii) The progress made in achieving the strategies and goals during the preceding calendar year; and
 - (E) Other services to assist in the implementation of the energy efficiency and conservation strategy;
3. Conducting residential and commercial building energy audits;
4. The provision of grants to nonprofit organizations and governmental agencies for the purpose of performing energy efficiency retrofits;
5. Development and implementation of energy efficiency and conservation programs for buildings and facilities within the jurisdiction of the eligible entity, including:
 - (A) Design and operation of the programs;
 - (B) Identifying the most effective methods for achieving maximum participation and efficiency rates;
 - (C) Public education;
 - (D) Measurement and verification protocols; and
 - (E) Identification of energy efficient technologies;
6. Development and implementation of building codes and inspection services to promote building energy efficiency.

As the regional non-profit energy efficiency organization serving the Northeast states, NEEP has spent considerable time tracking the various provisions of the ARRA and attempting to analyze their applicability to the various energy policy objectives in the states, as well as their relationship to



existing programs or policies that can be leveraged for the most effective use of those funds to provide the and maximum impact.

Included in the document are five general guidelines for municipalities directly implementing energy efficiency measures across their building stock, with specific emphasis on maximizing the energy efficiency of public facilities. These guidelines are based on best practices within the fields of energy efficiency and high performance building design, and are as follows:

1. **Leverage existing incentives, including ratepayer energy efficiency funds as administered by utilities and other agencies**
2. **Establish a community energy policy**
3. **Implement building operations and maintenance practices to ensure energy savings**
4. **Commit to advanced building energy codes, including investments in training and compliance resources**
5. **Utilize high performance building criteria for school energy efficiency projects**

Each of the guidelines contains a brief overview, best practices, examples of the guideline in action and further resources. The guidelines are applicable to one or several of the activities outlined in the eligible energy efficiency activities as listed above.

Whether towns are utilizing EECBG funds to upgrade lighting or invest in renewable technologies, these guidelines will provide useful suggestions and remind municipalities of the overarching tenets of energy efficiency. Recovery Act funding is temporary, and making good investments now will ensure that the benefits last for years to come.

II. GUIDELINES

1. **Leverage existing incentives: Involve your local utility or program administrator**

(Applicable to all eligible EECBG energy efficiency activities)

OVERVIEW:

Before beginning any energy efficiency project utilizing EECBG funds, NEEP strongly recommends that parties reach out to their local utility providers or state energy efficiency program administrators, which offer valuable rebates and incentives that can substantially lower project costs. In 2010, the utilities and energy efficiency program agencies serving the Northeast have budgeted more than \$1.7 billion for energy efficiency activities, including rebates and incentives for eligible communities.

BEST PRACTICES:

Cities and towns should leverage all existing utility and state programs and integrate them into their project plans from the start. Participation in these programs not only leads to possible financial incentives, but often provides valuable information regarding best practices in the local area and local



expert design and consultation services. All customers of investor-owned utilities in the Northeast region are eligible to participate in energy efficiency programs that offer either technical assistance or incentives for efficient equipment and practices. Incentives may include:

- Free energy audits
- Technical analysis
- Rebates for efficient lighting or heating, ventilation, and air conditioning (HVAC) control systems
- Reduced costs for any number of efficient or renewable technologies
- Water conservation incentives

In addition to local utility incentives, federal tax credits and deductions are available for energy efficient products, homes and commercial buildings. While communities are not eligible for federal tax incentives, professional design and construction practitioners are eligible and often pass those savings on to communities. For more information about specific federal tax incentives, visit the federal ENERGY STARR® website: www.energystar.gov/taxcredits.

CASE STUDIES:

Chittenden, Vt. Elementary School: Efficiency Vermont worked as part of the design team on the \$3.2 million renovation of Frederic DuClois Barstow Memorial High School. Their role was to help identify and analyze energy efficiency opportunities and to provide financial incentives to support the construction of the energy efficient design. Efficiency Vermont contributed \$30,000 (over a third of the energy efficiency project costs) toward a system that controls HVAC and lighting to save energy by automatically responding to changes in use. In 2003, the estimated annual savings were \$26,200 and the payback period was 2.2 years. For more profiles of Efficiency Vermont's projects, visit <http://www.encyvermont.org/pages/Business/ResourceLibrary/ProjectProfiles/>.

Johnsburg, N.Y. Community Center: The Tannery Pond Community Center in Johnsburg, N.Y. received financial and technical assistance through the New York Energy Smart New Construction Program, administered by NYSERDA. The community center is owned by the Town of Johnsburg and includes entertainment and meeting spaces, a catering kitchen, and office space for the Johnsburg Chamber of Commerce. Before construction began, the town received technical assistance through NYSERDA to complete a design evaluation. The evaluation recommended that the project include: a geothermal heat pump system, super-insulated building shell, high-efficiency windows, and an air-to-air heat recovery system. NYSERDA offered an incentive of \$93,852 for these measures that resulted in:

- An estimated 140,733 kWh reduction in annual energy use
- A savings of approximately \$24,000 in annual energy costs
- A payback of 3 years to the Town of Johnsburg on its energy-efficiency investment

Read the entire case study at:

http://www.nyserda.org/programs/New_Construction/Case_Studies/tannerypond.pdf

Project managers should contact their electric and gas utility companies or program administrators as well as their state energy office for specific program information.



RESOURCES:

Energy efficiency programs available by state and utility service territory include those administered by:

Massachusetts

Cape Light Compact, <http://www.capelightcompact.org/>
NSTAR Electric and Gas, <http://www.nstaronline.com/business/>
National Grid, <https://www.nationalgridus.com/masselectric/index.asp>
Unitil, <http://www.unitil.com>
Western Mass Electric, <http://www.wmeco.com>

Connecticut

Connecticut Light and Power, <http://www.cl-p.com/>
United Illuminating, <http://www.uinet.com/>

Maine

Efficiency Maine, <http://www.energymaine.com/>

Vermont

Efficiency Vermont, <http://www.energivermont.com/>

New York

Long Island Power Authority (LIPA), <http://www.lipower.org/>
National Grid, <https://www.nationalgridus.com/niagaramohawk/>
NYSERDA, <http://www.nyserda.org/>

New Jersey

New Jersey Board of Public Utilities Clean Energy Program, <http://www.state.nj.us/bpu/>

New Hampshire

Public Service of New Hampshire, <http://www.psnh.com/>
National Grid, <https://www.nationalgridus.com/granitestate>
Unitil, <http://www.unitil.com/>
New Hampshire Electric Co-op, <http://www.nhec.com/>

Rhode Island

National Grid, <https://www.nationalgridus.com/narragansett/>

A complete list of programs offered by state is available online at:

<http://www1.eere.energy.gov/femp/financing/energyincentiveprograms.html>

2. Establish a local energy policy

(Applicable to all eligible EECSG energy efficiency activities)

OVERVIEW:

An energy policy is an important foundation on which to base energy efficiency improvements in your town or city. Establishing an energy policy is a useful way to formalize your local government's commitment to energy efficiency, which can help secure support from elected officials and other



agencies and stakeholders. An energy policy can also set goals that will help evaluate the progress of your energy efficiency program. Some communities adopt an energy policy as part of a comprehensive climate action plan. NEEP recommends establishing a policy that outlines your goals and commitments to energy efficiency as part of your ARRA/EECBG-funded efforts.

BEST PRACTICES:

Sections from the U.S. Environmental Protection Agency's (EPA) forthcoming guide, *Local Government Climate and Energy Strategies*, are now available online. Section 6.1 *Energy Efficiency in Local Government Facilities and Operations* is a 90-page document providing a wealth of strategies for communities, including a helpful overview of the components of a local energy policy. A community can tailor its energy policy to its priorities, but most policies include commitments to:

- Reduce energy consumption in facilities by a specific percentage portfolio-wide
- Use life cycle cost analysis when making decisions about energy efficiency investments
- Track results of energy efficiency initiatives
- Purchase energy-efficient products
- Ensure that energy efficiency is prioritized in any adopted high performance building policy or program (for example, requiring projects to achieve 20 percent greater energy efficiency above state energy code in addition to other sustainable design criteria).

For the complete guide, which includes a variety of case studies, visit:

<http://www.epa.gov/cleanenergy/energy-programs/state-and-local/local-best-practices.html#one>

CASE STUDY:

Medford, Mass: Medford joined the Cities for Climate Protection Campaign sponsored by the International Council for Local Environmental Initiatives (ICLEI) in 1999 and became the first city in Massachusetts to approve a climate action plan in 2001. The Medford Energy Task Force consists of members of various municipal departments, utilities, and representatives from state agencies and helped develop the Energy and Resource Efficiency Policy, which was signed by Mayor Michael McGlynn in 2005. The policy begins by stating its purpose: "To inform all City employees of the need to use energy and other resources efficiency in order to minimize the cost of City operations to City tax payers and to protect and preserve the natural environment and quality of life in Medford." The policy designates energy efficient practices for: lighting, HVAC, water, motor vehicle fleets, office equipment, new construction, and employee commuting. For more information, visit:

http://www.medford.org/Pages/MedfordMA_Energy/taskforce.

RESOURCES:

ENERGY STAR's Guidelines for Energy Management:

Based on the successful practices of ENERGY STAR partners, these guidelines for energy management can assist communities in improving energy and financial performance as well as provide distinction as an environmental leader.

http://www.energystar.gov/index.cfm?c=guidelines.guidelines_index

EPA Local Best Practices:

Best practices for local government climate and energy programs include strategies that deliver clean, reliable, and low-cost ways to meet energy demand while reducing peak electricity system loads and the environmental impacts of energy use.

<http://www.epa.gov/cleanenergy/energy-programs/state-and-local/local-best-practices.html#one>

**ICLEI Northeast/Mid-Atlantic Programs and State Networks:**

ICLEI is working closely with jurisdictions in the Northeast and Mid-Atlantic to provide resources and assistance for completing baseline emissions inventories and local action plans.

http://www.iclei.org/about-iclei/iclei-by_region/northeast-regional-capacity-center/northeast-initiatives-and-state-networks

3. Implement building operations and maintenance practices to ensure energy savings

(Applicable to EECBG energy efficiency activities (1), (2), (4), and (5) - energy efficiency and conservation strategy; building energy retrofits)

OVERVIEW:

The Department of Energy reports that inadequate maintenance of energy-using systems is a major cause of energy waste in the buildings sector. O&M programs targeted at energy efficiency can save 5 to 20 percent on energy bills without a significant capital investment. These savings can total up to hundreds of thousands dollars annually, and many can be achieved at no to little cost.

In order to maximize the energy efficiency of your projects and stretch your investment dollars, NEEP recommends that municipal entities implement effective operations and maintenance practices in all of their public facilities. EECBG funds can be used to provide facility staff training and certification and to purchase diagnostic equipment to identify areas of improvement and enhance maintenance practices.

BEST PRACTICES:

Train your building operators: The Building Operator Certification (BOC) program is one proven way to train and certify facilities staff. Training topics include facility electrical, HVAC and lighting systems; indoor air quality; environmental health and safety; and energy conservation. Research shows that BOC certified operators save money and energy. Each participant who completes the program can expect to save, on average, 172,000 kWh per year, equivalent to \$12,000 annually at average national electricity rates. In addition to the BOC program, many local colleges and university are now offering certification and training programs, such as Rhode Island Community College.

Implement an Energy Management Plan: In order to manage and decrease energy consumption and costs, it is worthwhile for all public buildings and facilities managers to implement an energy management plan. Buildings officials should adopt a written plan that outlines specific measures to be taken to track utility bills and benchmark their building using software, such as ENERGY STAR's Portfolio Manager. Plans are achievable by all organizations and typically yield a 10 percent energy savings.

CASE STUDY:

Cranston, R.I.: The Rhode Island Office of Energy Resources set a goal for all of its municipal facility directors to be certified through BOC by January 2010. National Grid teamed up with RISEO, offering to pay BOC tuition for anyone working in a municipality. The City of Cranston offered to host the class and was given an additional two free seats for their municipal facilities employees. Since 2006, Cranston Public Schools have been working to train facilities staff and building occupants to make their school buildings more energy efficient. To date, Cranston Public Schools have seen a cost avoidance of approximately \$2 million in energy spending. In addition to being a model for providing valuable



training to ensure buildings are properly maintained, this unique partnership highlights the value of collaborating with your local utility or program administrator, as many of them will contribute funds to training. (Source: www.cranstononline.com)

RESOURCES:

Building Operator Certification:

Building Operator Certification (BOC) is a nationally recognized professional certification for facilities operations and maintenance staff.

www.theboc.info

CHPS Best Practices Manual: Maintenance and Operations of High Performance Schools:

Information in this volume will help ensure that high performance school buildings continue to operate as their designers intended, providing optimal health, efficiency, and sustainability.

<http://www.chps.net/dev/Drupal/node/39>

Community College of Rhode Island - Facility Management Certificate Program:

This Facilities Management Certificate curriculum prepares students to assume key positions of facility operation, maintenance, and management.

<http://www.ccri.edu/cwce/career/facilitymgt.shtml>

DOE: Operations and Maintenance Guide:

This Operations and Maintenance (O&M) Best Practices Guide was developed under the direction of the U.S. Department of Energy's Federal Energy Management Program (FEMP) and consist of eleven chapters with subjects ranging from computerized maintenance management systems to ten steps to initiating an operational efficiency program.

http://www1.eere.energy.gov/femp/operations_maintenance/

Energy Smart Schools: Guide to Operating and Maintenance:

The new Guide to Operating and Maintaining Energy Smart Schools is a primary resource for implementing a district or school-wide operations and maintenance program that focuses on energy efficiency.

http://www1.eere.energy.gov/buildings/energysmartschools/o-and-m_guide.html

In the recent past, the following utilities, energy companies, and municipalities in the region have offered incentives for the BOC training program and should be consulted for any existing opportunities:

- Cape Light Compact - (Massachusetts)
- Efficiency Maine - (Maine)
- Littleton Electric Light and Water Department - (Massachusetts)
- Long Island Power Authority (LIPA) - (New York)
- National Grid - (Massachusetts, Rhode Island, New Hampshire, New York)
- NSTAR - (Massachusetts)
- Northeast Utilities - (Connecticut)
- Public Service of New Hampshire (PSNH) - (New Hampshire)
- State of Massachusetts (Division of Capital Asset Management)
- State of Connecticut Office of Policy Management
- Rhode Island Office of Energy Resources
- The Vermont Energy Investment Corporation (VEIC) - (Vermont)
- NYSERDA - (New York)



4. Commit to advanced building energy codes, including investments in training and compliance resources

(Applicable to EECBG energy efficiency activities (1), (2), and (6): energy efficiency and conservation strategy; development and implementation of building codes)

OVERVIEW:

In order to receive ARRA funding, all 50 states were required to commit to adopting the latest residential and commercial building energy codes: a residential code that meets or exceeds the 2009 International Energy Conservation Code (IECC) and a commercial code that meets or exceeds ASHRAE Standard 90.1-2007. The provision also stipulates that states must achieve 90 percent compliance with the code by 2017, while measuring current compliance annually.

Full compliance with building energy codes presents one of the most cost-effective ways of reducing building energy consumption in new construction and substantial building renovation, including building additions. EECBG funds can be used to develop and implement sustainable building codes and inspection services to promote building energy efficiency.

BEST PRACTICES:

Invest in training and resources: Having a strong statewide building energy code does not guarantee energy efficient buildings. Simply improving the level of compliance with the building energy code can markedly increase the energy savings. States and localities should invest in training building officials on the latest code that complies with the Recovery Act funding provisions. Municipalities also need adequately trained and certified inspectors to ensure that buildings are inspected for and comply with the energy code.

Within the comprehensive building code, the energy code is often overlooked or misunderstood. State code offices should also consider establishing a third party enforcement system to supplement the work of municipal code officials and provide a stable of energy code inspectors specifically trained for the task.

It is also important to equip local building officials with the resources needed to inspect for the energy code. Each state code office and local building official should have a copy of the 2009 IECC and the ASHRAE Standard 90.1- 2007, as they are recognized as the benchmarks for the energy efficiency by ARRA. They have recently been published together, in one book, which is available for purchase at <http://www.iccsafe.org>. State and local code officials should also have access to and awareness of the latest code enforcement materials published by the Department of Energy. Visit www.energycodes.gov for more information.

Consider adopting a “reach” or “stretch” code: Towns and cities wishing to adopt a building energy code that is more stringent than their state’s base code, should consult their state code office about adopting such an energy code, typically referred to as a “reach” or “stretch” code. A stretch code should possess the following features:

- A building meeting this code or standard must exceed the energy efficiency of the current state building energy code by a given policy-directed minimum, e.g. 30 percent.
- The code or standard must be written in code-enforceable language, and not, for example, as a building energy rating model, i.e., LEED, Green Globes, etc.



- Building officials must be able to verify that the buildings meet the code or standard. (This may include programs to train building inspectors on how to inspect for compliance. The specific code or standard should include mechanisms for its enforcement such as it being tied, but not limited to, the Home Energy Rating System (HERS) that can provide documentation to the building official that the building meets the requirements of the code or standard being used.)
- The jurisdiction must specify within its adopted code that a building complying with a code or standard listed in the stretch code would comply with the state energy code.

CASE STUDY:

Newton, Mass: The City of Newton recently became the first community to adopt the “stretch code” in Massachusetts. Appendix 120.AA, known as the stretch code, was adopted by the Massachusetts Board of Building Regulations and Standards in May 2009, providing a local option for communities wishing to adopt a building energy code that provides greater levels of energy savings than the baseline state energy code. The commercial stretch code is based on New Building Institute’s Core Performance guide. The residential code is based on the ENERGY STAR Homes program. Both are designed to be approximately 20 percent more energy efficient than the 2009 IECC, or baseline statewide building energy code. The residential stretch code also helps move towards third party testing and rating of building energy performance. In signing the measure, Newton Mayor David Cohen noted: “The adoption of the stretch code means that Newton will begin to adhere to the most rigorous environmental standards of any Massachusetts community for residential and most commercial construction.” For more information, visit: <http://www.ci.newton.ma.us/exec/pr/2009/11162009.html>.

RESOURCES:

Massachusetts Stretch Energy Code

http://www.mass.gov/Eeops/docs/dps/inf/appendix_120_aa_jul09_09_final.pdf

NEEP’s Model Progressive Building Energy Code s Policy for the Northeast States:

The policy offers recommendations to adopt progressively more efficient building energy codes, improve the rate at which buildings and dwellings comply with the code and measure the actual energy performance of buildings and dwellings.

http://neep.org/uploads/SOAPResources/id187/neep_building_energy_codes_policy_march%202009.pdf

5. Utilize high performance building criteria for school energy efficiency projects

(Applicable to EECBG energy efficiency activities (1), (2), (3) (4) and (5) - energy efficiency and conservation strategy; building energy retrofits)

OVERVIEW:

Energy efficiency retrofits can revitalize public facilities, making them better places to work and learn. Not only do these upgrades reduce energy costs and the financial burden those place on taxpayers, but they also provide opportunities to showcase sustainable technologies in action, especially in schools where students and community members learn and interact every day. According to the National Center for Education Statistics, K-12 schools spend approximately \$12 billion annually on energy – in fact, more money is spent on energy costs in schools than on textbooks and computers combined.



Reducing energy use at school through retrofitting existing facilities can put valuable resources back into school budgets.

BEST PRACTICES:

The Collaborative for High Performance Schools (CHPS) is a set of building and design standards for the construction or renovation of energy efficient, environmentally friendly, healthy school facilities from pre-K through community colleges. Modeled after California's pioneering CHPS guide, the protocol has been adapted specifically for the Northeast (NE-CHPS), New York (NY-CHPS), and Massachusetts (MA-CHPS). The CHPS protocol provide comprehensive criteria for building a high performance school, but individual sections of the criteria may be useful to your districts' goals. For instance, the Policy and Operations section provides a useful framework for the maintenance and operations of all schools, including ideas for implementing a carbon footprinting plan, adopting a no idling policy, or establishing an ENERGY STAR purchasing policy. Visit www.chps.net for more information or the state-specific links below.

CASE STUDY:

Nathan Bishop Middle School, Providence, R.I.: Nathan Bishop Middle School was on the top of Providence Preservation Society's 2007 Most Endangered Properties List, but was recently taken off the list after it was renovated to high performance standards using the Northeast-CHPS protocol. The newly renovated school opened in the fall of 2009 with sustainable design features such as energy efficient lighting and a 20,000 gallon rainwater collection system for toilet flushing. The project was designed to achieve 40 percent energy savings over the state energy code, with a projected savings of over \$90,000 in operating costs each year.

RESOURCES:**Northeast Energy Efficiency Partnerships & NE-CHPS**

<http://neep.org/public-policy/3/78/High-Performance-Buildings/Policy/2>

Massachusetts School Building Authority & MA-CHPS

http://www.massschoolbuildings.org/about_ektid62.aspx

New York State Education Department & NY-CHPS

<http://www.emsc.nysed.gov/facplan/news.html>

DOE Energy Smart Schools:

The program provides information and tools on topics ranging from financing to energy curricula to school districts with the following goals: to upgrade new schools to 50% better than current energy codes and improve existing schools by 30% in the next three years.

<http://www1.eere.energy.gov/buildings/energysmartschools/>

EPA - Indoor Air Quality Tools for Schools:

The IAQ Tools for Schools Program is a comprehensive resource to help schools maintain a healthy environment in school buildings by identifying, correcting, and preventing IAQ problems

<http://www.epa.gov/iaq/schools/>



III. CONCLUSION

While ARRA funding is intended to be a temporary, one-time “stimulus” to recipients, NEEP suggests that by adhering to these guidelines cities, towns and states can leverage existing resources to provide a framework for future ongoing projects that create energy efficient, environmentally friendly buildings that provide long-lasting benefits to the community.

NEEP is available to serve as an information resource and to provide advice on building energy efficiency for those states and municipalities utilizing EECBG funds for any of the above-mentioned purposes. For assistance in maximize existing resources and making a community’s buildings more energy efficient please contact:

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High Performance Building Associate
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Senior Program Manager, High Performance Buildings
csarno@neep.org 781-860-9177 x 119

IV. ADDITIONAL RESOURCES

DOE: EECBG Program Overview
<http://www.eecbg.energy.gov/>

DOE: EECBG Solution Center
<http://www.eecbg.energy.gov/solutioncenter/default.html>

DOE: Technical Assistance Project (TAP):
The Technical Assistance Project (TAP) is designed to provide state and local officials with quick, short-term access to experts at U.S. Department of Energy (DOE) national laboratories for assistance with their renewable energy and energy efficiency policies and programs.
<http://apps1.eere.energy.gov/wip/tap.cfm>

DOE: Revolving Loan Guidance:
http://www.eecbg.energy.gov/Downloads/Revolving_Loan_Funds_070609.pdf

EPA: Rapid Deployment Energy Efficiency Toolkit:
The RDEE Toolkit helps all entities choose successful programs as they advance energy efficiency program funding opportunities through the American Recovery and Reinvestment Act (ARRA) of 2009. The Toolkit focuses on programs that have extensive, proven field experience, along with documentation on program design, program cost, and results.
http://www.epa.gov/RDEE/energy-resources/ee_toolkit.html

American Council for an Energy Efficient Economy (ACEEE):
A comprehensive informational resource detailing energy efficiency measures included in the American Recovery and Reinvestment Act of 2009 (ARRA), or the economic stimulus package, including the ACEEE publication, *Energy Efficiency Program Options for Local Governments under the 2009 Stimulus Package*
<http://www.aceee.org/energy/national/recovery.htm>