

A REGULAR MEETING

Of The

TRAVERSE CITY LIGHT AND POWER BOARD

Will Be Held On

TUESDAY, May 22, 2012

At

5:15 p.m.

In The

COMMISSION CHAMBERS
(2nd floor, Governmental Center)
400 Boardman Avenue

Traverse City Light and Power will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audio tapes of printed materials being considered at the meeting, to individuals with disabilities at the meeting/hearing upon notice to Traverse City Light and Power. Individuals with disabilities requiring auxiliary aids or services should contact the Light and Power Department by writing or calling the following.

Stephanie Tvardek
Administrative Assistant
1131 Hastings Street
Traverse City, MI 49686
(231) 932-4543

Traverse City Light and Power
1131 Hastings Street
Traverse City, MI 49686
(231) 922-4940

Posting Date: 5-18-12
4:00 p.m.

AGENDA

Pledge of Allegiance

1. Roll Call

Recognition of Linda Johnson
Recognition of Mike Coco

2. Consent Calendar

The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with by one Board motion without discussion. Any member of the Board, staff or the public may ask that any item on the consent calendar be removed therefrom and placed elsewhere on the agenda for full discussion. Such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in parentheses on the agenda is approved by a single Board action adopting the consent calendar.

None.

Items removed from the Consent Calendar

None.

3. Old Business

None.

4. New Business

- a. Consideration of approving minutes of the Regular Meeting of May 8, 2012. (McGuire)
- b. Consideration of approving proposed Traverse Bay Economic Development Corporation Management and Operations Audit Request for Qualifications. (McGuire)
- c. Consideration of authorizing a Site Preparation Contract for the East Hammond Substation Property. (Dine)
- d. Pine Street Overhead to Underground Distribution Conversion project authorization. (Dine)

5. Appointments

None.

6. Reports and Communications

- a. From Legal Counsel.
- b. From Staff.

1. Annual Energy Optimization report. (Cooper)
- c. From Board.
1. Evaluation of the Executive Director. (McGuire)

7. Public Comment

/st

**TRAVERSE CITY
LIGHT AND POWER BOARD**

Minutes of Regular Meeting
Held at 5:15 p.m., Commission Chambers, Governmental Center
Tuesday, May 8, 2012

Board Members -

Present: Barbara Budros, Jim Carruthers, Patrick McGuire, John Snodgrass, Bob Spence, John Taylor, Mike Coco

Absent: John Snodgrass

Ex Officio Member -

Present: R. Ben Bifoss

Others: Ed Rice, W. Peter Doren, Tim Arends, Stephanie Tvardek, Karen Fehar, Tom Olney, Rod Solak, Jessica Wheaton

The meeting was called to order at 5:15 p.m. by Secretary Ed Rice.

Secretary Ed Rice opened the floor to nominations for Chairperson of the Light and Power Board:

Taylor nominated McGuire, Budros seconded.

Roll call to accept the nomination of McGuire as Chairman:
Yes – Budros, Carruthers, McGuire, Spence, Taylor, Coco
No – None

CARRIED unanimously. (Snodgrass absent)

Ed Rice turned the meeting over to Chairman McGuire.

Chairman McGuire thanked Mike Coco for his service as Chairman, and Linda Johnson as Vice Chairperson of the Light and Power Board. He also welcomed new Board member Bob Spence.

Chairman McGuire opened the floor to nominations for Vice Chairperson of the Light and Power Board:

Coco nominated Taylor, Carruthers seconded.

Roll call to accept the nomination of Taylor as Vice Chairman:
Yes – Budros, Carruthers, McGuire, Spence, Taylor, Coco
No – None

CARRIED unanimously. (Snodgrass absent)

Chairman McGuire recommended Ed Rice be appointed the Secretary for the Light and Power Board. Taylor moved and Coco seconded the nomination of Ed Rice as Secretary of the Board.

Roll call to accept the nomination of Ed Rice as Secretary:
Yes – Budros, Carruthers, McGuire, Spence, Taylor, Coco
No – None

CARRIED unanimously. (Snodgrass absent)

McGuire recommended he be removed from the Human Resource Ad Hoc Committee and take the vacant seat on the Executive Director Review Ad Hoc Committee.

Moved by Budros, seconded by Carruthers that McGuire be appointed to the Executive Director Review Ad Hoc Committee to serve along with Coco and Taylor.

CARRIED unanimously. (Snodgrass absent)

Moved by Carruthers, seconded by Taylor that Spence be appointed to the Human Resource Ad Hoc Committee to serve along with Budros and Taylor.

CARRIED unanimously. (Snodgrass absent)

Item 2 on the Agenda being Consent Calendar

Moved by Carruthers, seconded by Budros, that the following actions, as recommended on the Consent Calendar portion of the Agenda, be approved:

- a. Minutes of the Regular Meeting of April 24, 2012.

CARRIED unanimously. (Snodgrass absent)

Items removed from the Consent Calendar

None.

Item 3 on the Agenda being Old Business

None.

Item 4 on the Agenda being New Business

- 4(a). Consideration of authorizing a License to Use Coal Dock and Bottomlands with MHA.

The following individuals addressed the Board:

Ed Rice, Executive Director
W. Peter Doren, General Counsel
Tim Arends, Controller

Moved by Carruthers, seconded by Taylor, that the Board adopt the Resolution Certifying Limited License Interest In The Coal Dock To Be Surplus and approve the License Agreement with Maritime Heritage Alliance, Inc.; subject to the City Commission concurrence in the certification of surplus status.

The following individuals from the Public addressed the Board:

Rod Jones, President of Maritime Heritage Alliance

Roll call:

Yes – Carruthers, McGuire, Spence, Taylor, Coco

No – Budros

CARRIED. (Snodgrass absent)

4(b). 2012 Distribution Circuit Rehabilitation Circuit BW-22 project authorization.

The following individuals addressed the Board:

Ed Rice, Executive Director

Tom Olney, Operations Manager

W. Peter Doren, General Counsel

R. Ben Bifoss, City Manager

Bob Spence announced he would abstain from voting.

Moved by Coco, seconded by Carruthers, that the Light and Power Board authorize staff to proceed with the 2012 Distribution Rehabilitation Project, Circuit BW-22, and seek the necessary Board approvals for expenditures.

Roll call:

Yes – Carruthers, McGuire, Taylor, Coco

No – Budros, Spence

CARRIED. (Snodgrass absent)

Bob Spence departed the meeting at 6:10 p.m.

4(c). Consideration of authorizing a contract for the 2012 Distribution Circuit Rehabilitation Circuit BW-22.

The following individuals addressed the Board:

Ed Rice, Executive Director

Tom Olney, Operations Manager

W. Peter Doren, General Counsel

Tim Arends, Controller

Moved by Coco, seconded by Taylor, that the Light and Power Board authorize the Chairman and Secretary to enter into an Agreement with CC Power, LLC to perform described work on the Light and Power electrical system for a total cost not to exceed \$657,280.00 for up to a 52 week period, based on hourly rates; subject to approval as to substance by the Executive Director and approval as to form by Counsel; and authorize the Executive Director to administer amendments and change orders that are in the best interests of the Light and Power Department.

Moved by Budros to table the motion until the next regular board meeting.

Motion failed due to lack of second.

Therefore, the motion before the Board is as follows: “That the Light and Power Board authorize the Chairman and Secretary to enter into an Agreement with CC Power, LLC to perform described work on the Light and Power electrical system for a total cost not to exceed

\$657,280.00 for up to a 52 week period, based on hourly rates; subject to approval as to substance by the Executive Director and approval as to form by Counsel; and authorize the Executive Director to administer amendments and change orders that are in the best interests of the Light and Power Department.”

Roll call:

Yes – Carruthers, McGuire, Taylor, Coco

No – Budros

CARRIED. (Snodgrass, Spence absent)

Item 5 on the Agenda being Appointments

None.

Item 6 on the Agenda being Reports and Communications

A. From Legal Counsel.

None.

B. From Staff.

1. Jessica Wheaton spoke re: online utility bill payment system.

The following individuals addressed the Board:

Karla Myers-Beman, Deputy Treasurer Assistant Finance Director

2. Karen Feahr spoke re: LBW&L annual power purchase.

With the consensus of the Board, McGuire asked to table the discussion until a later date when all Board members are present.

3. Ed Rice spoke re: possible tour of Campbell 3 Generating Facility on June 8, 2012.

The following individuals addressed the Board:

Karen Feahr, Energy Supply Manager

C. From Board.

1. Mike Coco spoke re: Executive Director Evaluation process discussion.

2. Mike Coco spoke re: Quarterly Budget Status Report.

The following individuals addressed the Board:

Ed Rice, Executive Director

Tim Arends, Controller

3. Pat McGuire spoke re: Operations Audit Task Force.

Item 7 on the Agenda being Public Comment

No one from the public commented.

There being no objection, Chairman McGuire declared the meeting adjourned at 6:39 p.m.

/st

Edward E. Rice, Secretary
LIGHT AND POWER BOARD

DRAFT



To: Light & Power Board
From: Patrick McGuire, Chairman
Date: May 18, 2012
Subject: TCL&P Management and Operations Audit Request for Qualifications

The Traverse City Area Chamber of Commerce is under contract to develop a Request for Qualifications/Proposals (RFQ) for a management and operations audit of Traverse City Light & Power (TCL&P). The RFQ needs to be approved by both the TCL&P Board and City Commission. The City Commission will consider this item at its meeting on Monday, May 21, 2012.

Attached is the proposed RFQ; once approved, the Chamber will distribute the RFQ and will ultimately recommend a consultant for consideration by the TCL&P Board and City Commission.

I recommend the following motion:

**MOVED BY _____, SECONDED BY _____,
THAT THE BOARD APPROVES THE MANAGEMENT AND OPERATIONS AUDIT
REQUEST FOR QUALIFICATIONS, WITH A PROPOSED CONTRACT WITH THE
SELECTED CONTRACTOR TO BE SUBMITTED TO THE BOARD FOR ITS APPROVAL
IN THE FUTURE.**

**MANAGEMENT AND OPERATIONS AUDIT
REQUEST FOR QUALIFICATIONS**

**By the Traverse Bay Economic Development Corporation
On behalf of the City of Traverse City and
Traverse City Light & Power**

May _____, 2012

INTRODUCTION & INTENT

The Traverse Bay Economic Development Corporation (TBEDC) is soliciting responses to this Request for Qualifications (RFQ) from qualified firms to provide a Management & Operations Audit (“the audit”) of Traverse City Light & Power (TCLP) to measure the overall financial strength and the efficiency of the organization as benchmarked against industry best practices and standards. As a result of the audit, the TBEDC anticipates receiving a snapshot in time of TCLP’s current management and operations practices, and specific recommendations designed to make TCLP more efficient and cost effective.

The overall objectives of this audit are to identify opportunities for achieving efficiency, improving effectiveness and reducing costs, including strategies for reducing or maintaining customer rates.

To accomplish these objectives, it is anticipated that the selected consultant will interview TCLP and City management personnel and staff; review and analyze TCLP financial, planning, staffing, contract, and organizational documentation; review TCLP Board, City Commission and other public records pertaining to TCLP’s operations; and, collect and review data from other municipal utilities in similar communities for benchmarking and comparison purposes.

Based on the research and analysis, it is anticipated that the consultant will develop findings and recommendations to enhance overall efficiencies and practices commensurate with industry best practices, taking into account the unique characteristics of the community served by TCLP. Once the audit document is complete, it is further anticipated that the consultant will submit its findings to the TCLP Board and the City Commission for review and acceptance. An exit conference will be required with management to ensure factual accuracy and to discuss the findings, conclusions and recommendations contained in the audit.

BACKGROUND

TCLP is a wholly-owned public utility of the City of Traverse City (City), Michigan. It operates as an independent Department within the City. The City is a Home Rule City and has a Commission/City Manager form of government. The Commission is the legislative and policy making branch of local government. The Commissioners appoint a City Manager to execute and administer policies.

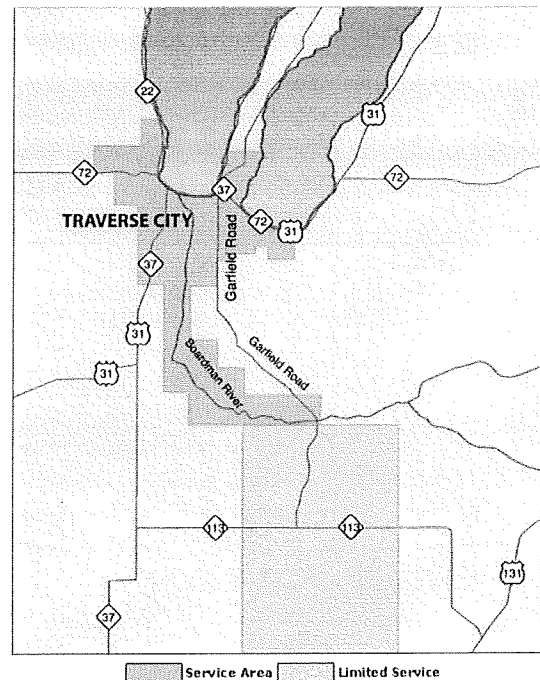
The City first acquired an electric utility company in 1912 that later became TCLP. Today, TCLP serves more than 11,000 customers and manages an approximately \$32 million annual budget. The company employs 42 workers (29 are unionized). Nearly 80% of the utility’s customers are residential, but nearly 80% of its revenue is derived from commercial and industrial customers. TCLP undergoes annual, independent financial audits at the end of each fiscal year (June 30). It is the impression of the TCLP Board that the utility is financially

stable. This audit is not being undertaken as a result of crisis, but rather in a spirit of ensuring the utility is being managed for maximum efficacy and value.

The TBEDC has entered into an agreement with TCLP and the City to conduct a national search of qualified firms capable of providing a Management & Operations Audit of TCLP. The TBEDC will manage the solicitation process, receive qualifications statements from responding firms, and recommend one or more of them for further consideration and selection by TCLP and the City.

SELECTION

With the release of this RFQ, the TBEDC is soliciting qualification statements from responsible firms to potentially provide the audit. Qualified firms will have a substantial track record providing audit services to similarly situated public utility companies owned and operated by similar sized communities as Traverse City, Michigan. Respondents should make every effort to highlight their previous audit experience for similar public electric utility companies at similarly sized communities with similar characteristics. This is an imperative underlying this RFQ. As noted in the evaluation section of this RFQ, respondents with similar experience will be given significant deference.



Additionally, the TBEDC is looking for a consultant that can provide innovative recommendations related to management and operational practices. The goal is to measure current management and operations against industry standards and best practices. The TBEDC is looking for a firm that can provide new solutions, performance measures, and practices that will best position TCLP as a highly efficient and effective operating entity. It is anticipated that these recommendations will be derived from industry best practices, but may also come from outside the electric power and distribution industry. As required by this RFQ, respondents should make every effort to highlight their approach in measuring the status quo but also in developing innovative recommendations designed to heighten operational capacity and effectiveness.

SEALED QUALIFICATION STATEMENTS

The TBEDC will receive sealed Qualification Statements in the Office of the President/CEO, 202 East Grand River Parkway, Traverse City, Michigan 49682 by close of business fifteen (15) working days after initial posting on May____, 2012. Qualification Statements must include the phrase **“Management & Operations Audit Qualifications Statement for TCLP Audit,”** and must be compliant with the instructions provided in this RFQ. Although the TBEDC is managing the selection process, all materials reviewed are considered public records of TCLP and the City of Traverse City. No assurances are being made that any information received will be reserved as confidential.

The TBEDC reserves the right to accept or reject any or all Qualification Statements, waive irregularities,

and to accept them either in their entirety or as severable component parts as it deems is in the best interest of TCLP and the City. The TBEDC accepts no responsibility for any expense incurred by the Respondent in the preparation and submission of a Qualifications Statement. Such expenses shall be borne exclusively by the Respondent.

Qualifications Statements that are submitted late, that are non-compliant, or that are telefaxed will not be accepted. **Qualifications may be sent via email, as long as a hard copy of the contents is submitted within five working days of the email submission.**

If you have any questions, please contact Doug Luciani, President and CEO of the Traverse Bay Economic Development Corporation, at (231) 995-7108.

SUBMIT QUALIFICATIONS STATEMENT TO:

Mr. Doug Luciani
President & CEO
Traverse Bay EDC
202 East Grand River Parkway
Traverse City, Michigan 49682
luciani@tcchamber.org

RESPONSE DUE DATE:

June _____, 2012 at close of business. Proposals will then be opened and distributed for appropriate review and recommendations.

SCOPE OF WORK TO BE PERFORMED

This is an RFQ soliciting Qualification Statements from qualified firms to provide the required audit. Based on the Statements received by the TBEDC, it will recommend one or more firms to the TCLP Board and the Traverse City Commission as qualified to fulfill the described Scope of Work. The TCLP Board and Traverse City Commission must agree on and select the preferred firm, finalize a detailed, contractual scope of work consistent with that outlined herein, and negotiate final terms and conditions for the work to be performed. Proposals submitted will not result in a final contract until approved in the manner described above.

Using the format prescribed in this RFQ (below), respondents shall detail their specific approach to addressing the following areas of focus:

1. **Management & Operations.** The consultant shall examine the operations and practices of TCLP and determine if opportunities exist for improving efficiency, effectiveness, and economy. This review shall include an examination of all aspects of TCLP, including staffing; organization structure; business practices; planning and decision making; communications; contracting; marketing and advertising; and the use of equipment and resources, among other areas of inquiry typical for the industry. The following serve as examples of areas to be assessed, but may not necessarily limit the consultant's review:

- a. **Utility Planning.** The consultant shall review integrated resource planning measures to address demand and production planning; the effectiveness of efforts to reach renewable standards; review plans to ensure maintenance, system safety, and system reliability; review system maps and operating diagrams; review safety plans and monitoring and reporting protocols; review capital project plans; and review compliance initiatives consistent with North American Electric Reliability Corporation (NERC) standards.
 - b. **Contract Management.** The consultant shall review oversight and management protocols related to contract administration by ensuring that formal procedures are in place to review and approve purchases; assess contract compliance measurement and reporting efforts; and review competitive bidding and alternative contracting scenarios.
 - c. **Support Services.** The consultant shall review the risk management, legal, facilities management, purchasing and materials management, transportation, information technology, records management, emergency restoration of power, line clearance, i.e., tree trimming and vegetation management.
 - d. **Customer Services.** The consultant shall review the quality of customer service, meter reading, complaints and inquiries, credit and collections, service theft, customer support systems, and the like, focusing on TCLP's management of planning and implementation, including all costs incurred.
 - e. **Human Resources.** The consultant shall review staffing, TCLP's wage and salary policies, compensation programs, incentive programs, employee benefits including pensions and other post retirement employee benefits, employee development and training, performance evaluation, labor relations, manpower planning, and process management. This will include an analysis tracking staff productivity and costs; and a review of management succession planning.
2. **Findings & Recommendations.** The consultant shall report its findings, and include specific recommendations related to enhancing its financial strength, accounting controls, compliance, rates, staffing levels and job descriptions, and organization structure as measured against industry best practices and standards.

QUALIFICATIONS

The TBEDC seeks to recommend a consultant and/or auditing firm (or together a team) with specific experience providing similar Management, Operational, and Financial Auditing to similarly situated municipally owned power companies serving similar sized communities with a similar mix of residential and commercial/industrial customer base. The lead firm shall have demonstrated experience providing similar audits and must have established, credible experience providing such audits to municipally owned power companies. The firm must demonstrate a strong understanding of governing regulatory requirements. It must demonstrate a proven, quantifiable track record of making specific, action-oriented recommendations leading to actual cost savings and efficiencies.

RESPONSE TO THE RFQ

Firms responding to this RFQ should organize their responses as follows:

1. **Introductory Letter** – identify the principal corporate entity serving as the audit lead and warrant that the information contained in the RFQ Response is accurate and truthful; also include the project lead person by name, address, phone number, and email address. **One Page.**
2. **Entities Participating on Team** – identify the company or companies participating in the RFQ response by providing corporate name, address, telephone number, and website; Also, for each company participating, identify the lead person from each company by name, address, telephone number, and email address. **Not More than Two Pages.**
3. **Resumes** – for each individual actively and directly participating in the audit, provide detailed resumes and warrant that they are, in fact, available to provide the work described in the RFQ response. Also, include within each resume a detailed description of the work that each person will perform. **Not More than Ten Pages.**
4. **Corporate Description** – provide an overview of the company or companies responding to this RFQ, including size, specialty, financial strength, industry licensure, and previous work history. **Not More than Ten Pages.**
5. **Response: Approach and Timing** – for each of the elements of this RFQ noted in the section “Scope of Work” the consultant shall provide a detailed description of the intended process and methodology to be deployed in achieving the proposed scope of work, including:
 - a. Management & Operations Audit. **Not More than Five Pages.**
 - b. Findings & Recommendations. **Not More than Five Pages.**

For each of the discrete components noted above, the Consultant shall provide the estimated time required to initiate and complete the described approach.

6. **Similar Work History** – the consultant shall provide five (5) examples of similar audits completed in the last three years that depict scope of work, timeframes, size of the organization audited, key results, and a contact person from the organization audited, with phone number, that oversaw the work performed. **Not More than Five Pages.**
7. **Pricing** – the firm shall provide pricing guidance related to their response, including an estimate of the time and cost required to complete its proposed process/methodology for completing the tasks identified in Point 5 (above), “Response”. Time and Cost estimates shall be broken down to reflect:
 - a. Management & Operations Audit; and
 - b. Findings & Recommendations.**One Page**
8. **References** – for each corporate entity participating (or in the case of individual consultants supporting a larger team), provide five (5) references from previously completed projects, including name, organization, telephone number, and email address. **One Page per Entity.**
9. **Respondent Certification** – The Respondent is required to complete and return the attached Respondent Certification with its Qualifications Statement.

DECISION MATRIX

A consultant shall be selected based upon the following grading scale:

1. Previous Experience Auditing Similar Publicly Owned Municipal Power Companies. Personnel Assigned to Complete the Scope of Work and their professional qualifications.
2. Approach (process and methodology) To Completing the Scope of Work.
3. Price.
4. Timing.

OPENING OF QUALIFICATION STATEMENTS

Qualification Statements received by the TBEDC by the deadline date will be opened and available for review on _____, June _____, 2012. The TBEDC has formed an ad hoc review task force (Task Force) comprised of qualified individuals to review the Qualification Statements, make recommendations, and forward selected respondents' proposals on to TCLP and the City. The Task Force reserves the right to request that finalists appear in person for interviews prior to selection and recommendation.

RESPONDENT CERTIFICATION

Respondent certifies that as of the date of this submission the Company or he/she is not in arrears to Traverse City Light & Power or to the City of Traverse City for debt or contract and is in no way a defaulter as provided in Section 152, Chapter XVI of the Charter of the City of Traverse City.

Respondent understands and agrees, if selected as the successful firm, to accept a purchase/service order or binding contract to be negotiated, and to provide proof of the required insurance.

The Respondent shall comply with all applicable federal, state, local laws, rules and regulations and obtain any required permits or certifications for this work.

The Respondent certifies that it is in compliance with the City's Nondiscrimination Policy as set forth in Administrative Order No. 47 and Chapter 605 of the City's Codified Ordinances.

The Bidder certifies that none of the following circumstances have occurred with respect to the Bidder, an officer of the Bidder, or an owner of a 25% or more share in the Bidder's business, within 3 years prior to the bid:

- (a) conviction of a criminal offense incident to the application for or performance of a contract;
- (b) conviction of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense which currently, seriously and directly reflects on the Respondent's business integrity;
- (c) conviction under state or federal antitrust statutes;
- (d) attempting to influence a public employee to breach ethical conduct standards; or
- (e) conviction of a criminal offense or other violation of other state, local, or federal law, as determined by a court of competent jurisdiction or an administrative proceeding, which in the opinion of the City indicates that the bidder is unable to perform responsibility or which reflects a lack of integrity that could negatively impact or reflect upon the City of Traverse City, including but not limited to, any of the following offenses or violations of:
 - i. The Natural Resources and Environmental Protection Act.
 - ii. A persistent and knowing violation of the Michigan Consumer Protection Act.
 - iii. Willful or persistent violations of the Michigan Occupational Health and Safety Act.
 - iv. A violation of federal, local, or state civil rights, equal rights, or non-discrimination laws, rules, or regulations.

- v. Repeated or flagrant violations of laws related to the payment of wages and fringe benefits.

- (f) the loss of a license or the right to do business or practice a profession, the loss or suspension of which indicates dishonesty, a lack of integrity, or a failure or refusal to perform in accordance with the ethical standards of the business or profession in question

Respondent understands that the TBEDC and/or TCLP and the City reserve the right to accept any or all Qualification Statements in whole or part and to waive irregularities in any Statement I in the best interest of TCLP and the City. The Qualification Statement will be evaluated and awarded on the basis of the best value to TCLP and the City. The criteria used by TCLP and the City may include, but will not be limited to: ability, qualifications, timeframe, experience, price, type and amount of equipment, accessories, options, insurance, permits, licenses, other pertinent factors and overall capability to meet the needs of the City. The City and TCLP are sales tax exempt – Government.

The Respondent certifies and warrants that the statements contained in its Qualification Statement are factual, accurate, and truthful.

Respondent agrees that its Qualification Statement may not be withdrawn for a period of sixty (60) days from the actual date of opening.

Submitted by:

Signature

Company Name

Name and Title (Print)

Company Address

Date



To: Light & Power Board
From: Glen Dine *[Signature]*
Date: May 15, 2012
Subject: East Hammond Substation Property – Site Preparation Bid and Award

Staff has obtained sealed lump sum bids for the East Hammond Substation property SITE PREPARATION work. This work will include construction of the driveway, earth moving and grading, landscaping and retaining wall installation. Work will begin in early June with substantial completion by July 20th. Immediately thereafter, a separate qualified electrical contractor (under separate bid/contract) will be mobilizing to begin construction of the electrical substation.

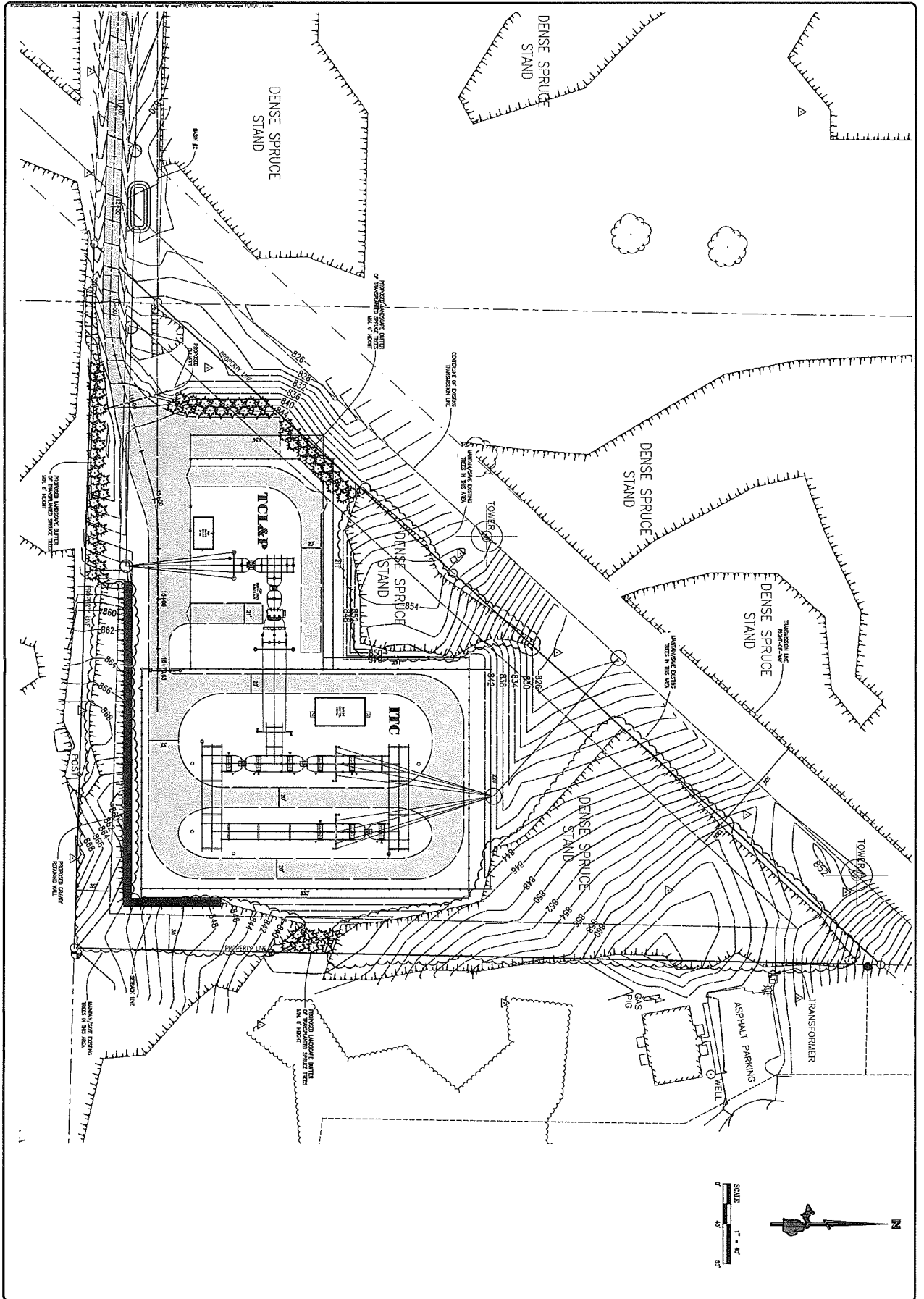
Bids were received from pre-qualified bidders as follows:

Elmer's Crane and Dozer Inc.	\$ 400,000.00
Molon Excavating, Inc.	\$ 479,225.00
Popp Excavating	No Bid
S Basch and & Son, Inc.	No Bid
Alper's Excavating	No Bid
Belanger's Excavating	No Bid
J&N Excavating	No Bid
MDC Contracting	No Bid
Rieth-Riley	No Bid

Staff recommends entering into a lump sum contract agreement with low bidder Elmer's Crane and Dozer Inc., in the amount of \$ 400,000.00 for property site preparation for the East Hammond Substation project.

If the Board concurs, the following motion is recommended:

MOVED BY _____, SECONDED BY _____,
THAT THE LIGHT AND POWER BOARD AUTHORIZE THE CHAIRMAN AND SECRETARY TO EXECUTE A SITE PREPARATION CONTRACT AGREEMENT WITH ELMER'S CRANE AND DOZER, INC., IN THE AMOUNT OF \$ 400,000.00, FOR PROPERTY SITE PREPARATION FOR THE EAST HAMMOND SUBSTATION PROJECT, SUBJECT TO APPROVAL AS TO SUBSTANCE BY THE EXECUTIVE DIRECTOR AND APPROVAL AS TO FORM BY COUNSEL; AND FURTHER AUTHORIZE THE EXECUTIVE DIRECTOR TO ADMINISTER AMENDMENTS AND CHANGE ORDERS THAT ARE IN THE BEST INTERESTS OF THE LIGHT AND POWER DEPARTMENT.



	<p align="center">LANDSCAPE PLAN EAST SIDE SUB-STATION Traverse City Light and Power</p>	<p>Location: Part of the NW 1/4 of section 22, T27N, R10W East Bay Township, Grand Traverse County, Michigan</p>	<p>Date: 11-2-11</p> <p>Scale: AS NOTED</p>	<p>Drawn By: WVP</p> <p>Checked By: WVP</p>	<p>No. Date:</p> <p>Revised:</p>	<p>By:</p>	<p>Goshing & Associates, Inc. 1200 Academy Park Blvd. Traverse City, MI 49782-3007 616-946-8111 Fax: 616-946-1562 www.goshing.com</p> <p>Engineers Surveyors Landscape Architects</p>
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TRAVERSE CITY
LIGHT & POWER

To: Light & Power Board
From: Glen Dine *[Signature]*
Date: May 16, 2012
Subject: Project Authorization Request – Pine Street Overhead to Underground Distribution Conversion

Staff has prepared a packet of information and is requesting authorization from the TCL&P Board for staff to proceed with the future conversion of overhead distribution facilities to underground along Pine Street in order to coordinate with the City's Pine/State Street improvement project scheduled to begin in the Fall 2012. As streets and sidewalks are being redone by the City, TCL&P would be installing conduit systems for future use.

In 2013, depending on the construction status of a pedestrian bridge across the Boardman River, TCL&P would further extend the conduit system across the Boardman River and tie into existing distribution facilities located behind Hall Street Substation.

Once all the conduit system is completely connected, the underground electrical cables would be installed, energized, and overhead facilities removed. This work would likely take place in 2014. Enclosed are preliminary drawings that show the City project area as well as information on TCL&P facilities. Staff will be prepared to answer any questions.

Staff recommends TCL&P Board approval of the Pine Street Overhead to Underground Conversion project, and necessary expenditures so as to coordinate with various City projects. If the Board concurs, the following motion is appropriate:

MOVED BY _____, SECONDED BY _____,
THAT THE LIGHT AND POWER BOARD AUTHORIZE STAFF TO PROCEED WITH
THE PINE STREET OVERHEAD TO UNDERGROUND CONVERSION PROJECT
AND SEEK THE NECESSARY BOARD APPROVALS FOR EXPENDITURES.

Project Name: Pine Street – Overhead to Underground Distribution Conversion

Date of Board Presentation/Consideration: May 22, 2012

Board Action: Approved Not Approved No Action

Budgeted in Capital Plan: Yes **CIP:** \$1,000,000

Objective:

Target Completion date of November 1, 2013 for conduit installation only. Date for installation of underground cable and removal of overhead facilities TBD, but likely to occur in 2014.

Project Description:

The project generally consists of the conversion of 13.8kV distribution lines from overhead to underground along Pine Street. In 2012, the focus will be to install a 13.8kv distribution conduit system in coordination with the CITY Pine Street and State Street project areas.

Also, a limited amount of street light/decorative light conduit would be installed. The CITY is NOT planning on installing a “streetscape” project and will be installing new sidewalk only with no new low level lighting or brick pavers.

In 2013, assuming the pedestrian bridge is constructed across the Boardman River, further conduit would be installed to extend the conduit system north across the Boardman River and tie into existing facilities behind Hall Street Substation.

Once the conduit system is fully connected, the underground cable can be installed and put into service. Only then can the overhead facilities be removed. Installation of the 13.8kv cable and overhead removals is likely to occur in 2014.

The major distribution equipment consists of padmount switchgear and transformers, approximately two new distribution riser poles, conduit, manholes, and various size electric cables.

Project Purpose and Necessity (Problem We Are Solving):

The major purpose is for the conversion of overhead to underground distribution facilities. Project need and timing is based on the CITY’s Pine/State Street project planned to begin after Labor Day 2012, AND construction of the pedestrian bridge (2013- subject to change) across the Boardman River. Conduit installation would be coordinated with these CITY projects.

Project Benefits:

The overhead to underground conversion of distribution facilities will:

- coordinate with CITY projects
- eliminate portions of the overhead distribution poles and wire
- continue to support existing and future load growth in a critical section of TCL&P's service area

Other Alternatives:

None viable as the conversion involves critical distribution circuits exiting Hall Street Substation. Circuit routing is confined to existing Street right-of-way. Routing is impacted by the physical location of Hall Street Substation, the Boardman River, and routing of the existing distribution grid.

Timing of Project (Why Now):

This project has been in the capital plan for several years, waiting on coordination with CITY projects. CITY projects involved include the Pine/State Street project (Fall 2012) and the pedestrian bridge across the Boardman River (possible 2013 project). Conduit installation would begin in the Fall 2012 and possibly continue through portions of 2013 in order to coordinate with CITY projects.

Project Timeline

2012 (Conduit Installation – Pine/State Street)

Project Authorizations	May 2012
Preliminary Design	May – June 2012
Easement Acquisition	May – July 2012
Final Design	June – July 2012
Material Procurement	June – August 2012
Conduit Installation Out for Bid	July 2012
Conduit Installation Bid Opening	August 2012
Conduit Installation Award	August 2012
Conduit Installation	September – November 2012

2013 (Assuming Fall schedule for construction, *Dependent on Bridge Schedule*)

Material Procurement	June – August 2013
Conduit Installation Out for Bid	July 2013
Conduit Installation Bid Opening	August 2013
Conduit Installation Award	August 2013
Conduit Installation	September – November 2013

2014 (Electric cable installation and removals)

Material Procurement	December 2013 – March 2014
Cable & Equipment Install Bid	January 2014
Cable & Equipment Install Opening	February 2014
Cable & Equipment Install Award	February 2014
Cable & Equipment Install	April – September 2014
Overhead Removals	October 2014

Critical Items

The most critical item in this project is the ability to obtain easements on private and City property for the installation of conduit, manholes and equipment. TCL&P is preparing draft easement requirements and will work through the CITY and others in order to secure areas required for equipment placement.

Preliminary Engineering Cost Estimate: \$1.2 M

This is a preliminary cost estimate, as the design is conceptual in nature. The conduit system for low level/street lighting is approximately \$100,000. The cost estimates do NOT include any low level lighting fixtures or concrete bases as a “streetscape” is not planned. The conduit associated with the low level lighting would be available for future use.

Items that may require Board approval include purchase of conduit, pad mount equipment, electric cable; Approval of construction contracts and professional engineering design/inspection services.

Financing Method:

Cash from TCL&P fund balance as planned for. Bonding will not be required.

Additional Revenues:

Additional revenues will be based on any future load growth that may occur in the downtown area that would be served from the distribution grid being impacted.

Impact on O&M Expenses:

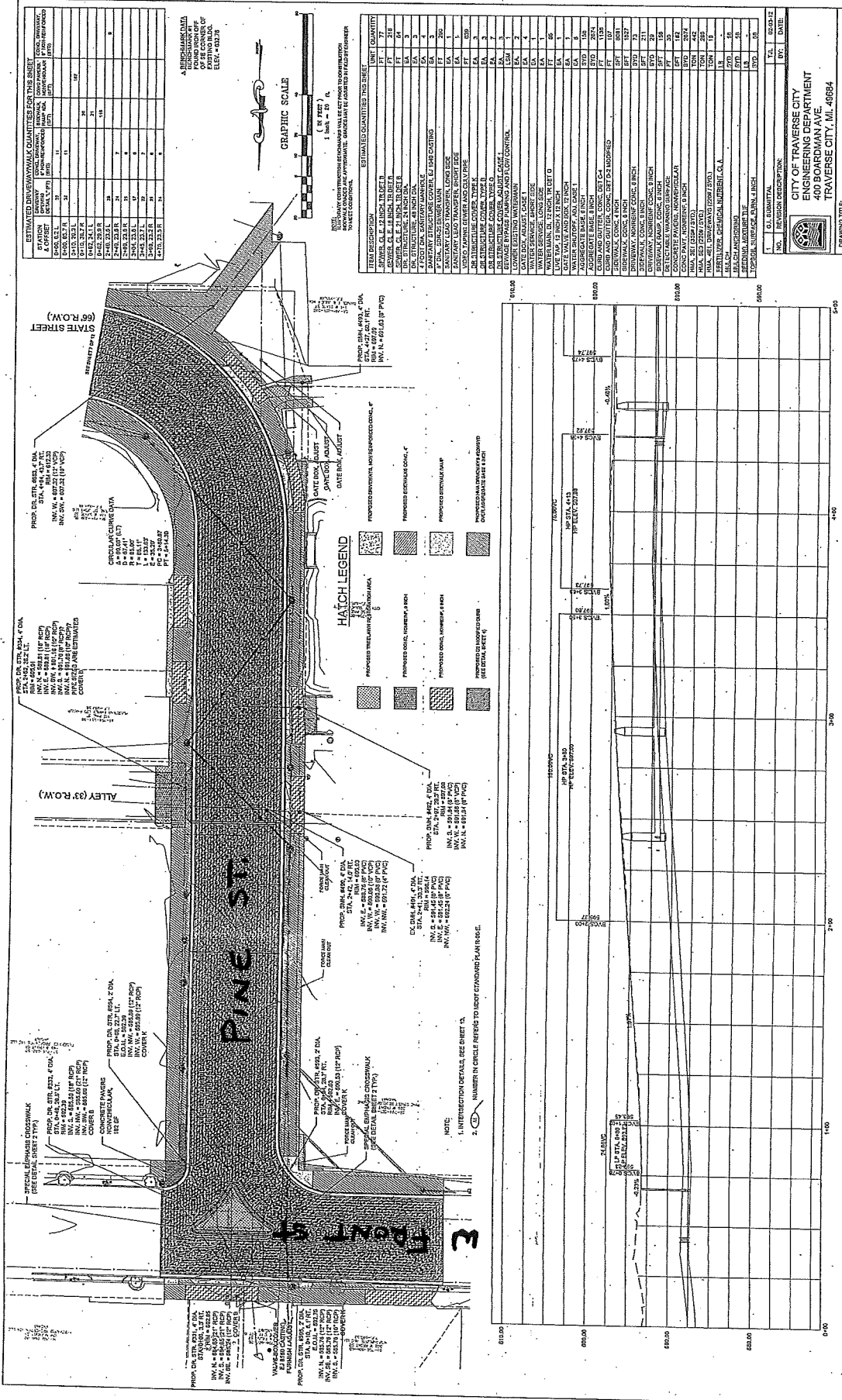
Existing labor force will perform normal monthly maintenance and connect new or upgraded customer service requests. On a year by year basis normal O&M is minimal. Once the underground cable begins to experience failures then cable replacement cost will become more significant as will replacement of aging major padmount switchgear.

Staff Recommendation:

Staff recommends L&P Board approval of the installation of conduit system, underground cable installation and removal of overhead facilities with the timing based upon coordination with related CITY projects.

Attachments:

Drawings of project area.



ITEM DESCRIPTION	UNIT	QUANTITY
1. 4" CONC. SIDEWALK	SF	77
2. 4" CONC. DRIVEWAY	SF	54
3. 4" CONC. DRIVEWAY	SF	54
4. 4" CONC. DRIVEWAY	SF	54
5. 4" CONC. DRIVEWAY	SF	54
6. 4" CONC. DRIVEWAY	SF	54
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99. 4" CONC. DRIVEWAY	SF	54
100. 4" CONC. DRIVEWAY	SF	54

NO.	REVISION DESCRIPTION	DATE
1	PREPARED FOR SUBMITTAL	01-20-12
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4	REVISION DESCRIPTION	01-20-12
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48	REVISION DESCRIPTION	01-20-12
49	REVISION DESCRIPTION	01-20-12
50	REVISION DESCRIPTION	01-20-12

CITY OF TRAVERSE CITY
 ENGINEERING DEPARTMENT
 400 BOARDMAN AVE.
 TRAVERSE CITY, MI 49684

DRAWING TITLE:
 PINE & STATE STREET RECONSTRUCTION
 PLAN & PROFILE

SCALE:
 HORIZONTAL: 1"=40'
 VERTICAL: 1"=20'
 DATE: JANUARY 2012
 DESIGNED: DDD
 DRAWN: JRD
 APPROVED: JRL
 COUNTY: TOSCOCK

SHEET
6
 OF 18 SHEETS

CITY PROJECT AREA

1 of 3

CITY PROJECT AREA
3 of 3

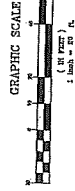
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CONCRETE (C30) IN PLACE	12.00	CY	12.00
CONCRETE (C20) IN PLACE	12.00	CY	12.00
REINFORCING BARS (4#) IN PLACE	12.00	CY	12.00
REINFORCING BARS (3#) IN PLACE	12.00	CY	12.00
REINFORCING BARS (2#) IN PLACE	12.00	CY	12.00
REINFORCING BARS (1#) IN PLACE	12.00	CY	12.00
FORMWORK (FORM) IN PLACE	12.00	CY	12.00
FORMWORK (FORM) REMOVAL	12.00	CY	12.00
FORMWORK (FORM) STORAGE	12.00	CY	12.00
FORMWORK (FORM) REPAIR	12.00	CY	12.00
FORMWORK (FORM) MAINTENANCE	12.00	CY	12.00
FORMWORK (FORM) DISPOSAL	12.00	CY	12.00
FORMWORK (FORM) CLEANING	12.00	CY	12.00
FORMWORK (FORM) OILING	12.00	CY	12.00
FORMWORK (FORM) PATCHING	12.00	CY	12.00
FORMWORK (FORM) STRIPPING	12.00	CY	12.00
FORMWORK (FORM) STORAGE	12.00	CY	12.00
FORMWORK (FORM) REPAIR	12.00	CY	12.00
FORMWORK (FORM) MAINTENANCE	12.00	CY	12.00
FORMWORK (FORM) DISPOSAL	12.00	CY	12.00
FORMWORK (FORM) CLEANING	12.00	CY	12.00
FORMWORK (FORM) OILING	12.00	CY	12.00
FORMWORK (FORM) PATCHING	12.00	CY	12.00
FORMWORK (FORM) STRIPPING	12.00	CY	12.00

HATCH LEGEND

- PRECAST CONCRETE (FORMWORK)
- FORMWORK WITH ABSORBENT SATE
- FORMWORK (WOOD)
- FORMWORK (STEEL)
- FORMWORK (ALUMINUM)
- FORMWORK (FIBERGLASS)
- FORMWORK (PLASTIC)
- FORMWORK (CARBON FIBER)
- FORMWORK (CONCRETE)
- FORMWORK (STEEL) - POINT
- FORMWORK (STEEL) - POINT

NOTE: VERIFY CONTRACTOR DIMENSIONS AND FIELD DIMENSIONS SHALL BE APPROVED BY THE CITY ENGINEER.

BENCHMARK DATA:
COURTNEY ST. AND
STATE ST. AND UNION ST.
ELEV. = 608.50



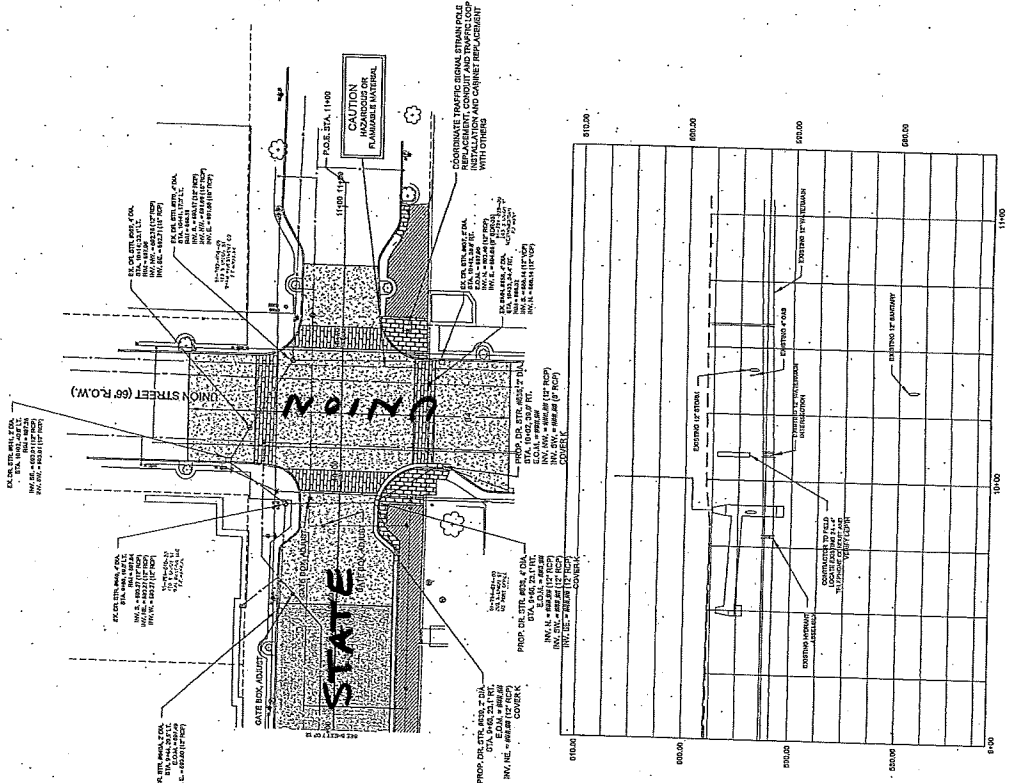
NO.	DATE	BY	DESCRIPTION
1	03/14/2012	DAVID J. BUCKLEY	ISSUED FOR PERMIT

CITY OF TRAVERSE CITY
ENGINEERING DEPARTMENT
400 BOARDMAN AVE.
TRAVERSE CITY, MI. 49884

DRAWING TITLE:
FINE & STATE STREET RECONSTRUCTION
PLAN & PROFILE

PROJECT NO.	20090000
DATE	JANUARY 2012
DESIGNED BY	DAVID J. BUCKLEY
DRAWN BY	DAVID J. BUCKLEY
CHECKED BY	DAVID J. BUCKLEY
IN CHARGE	DAVID J. BUCKLEY

SHEET 8 OF 12 SHEETS

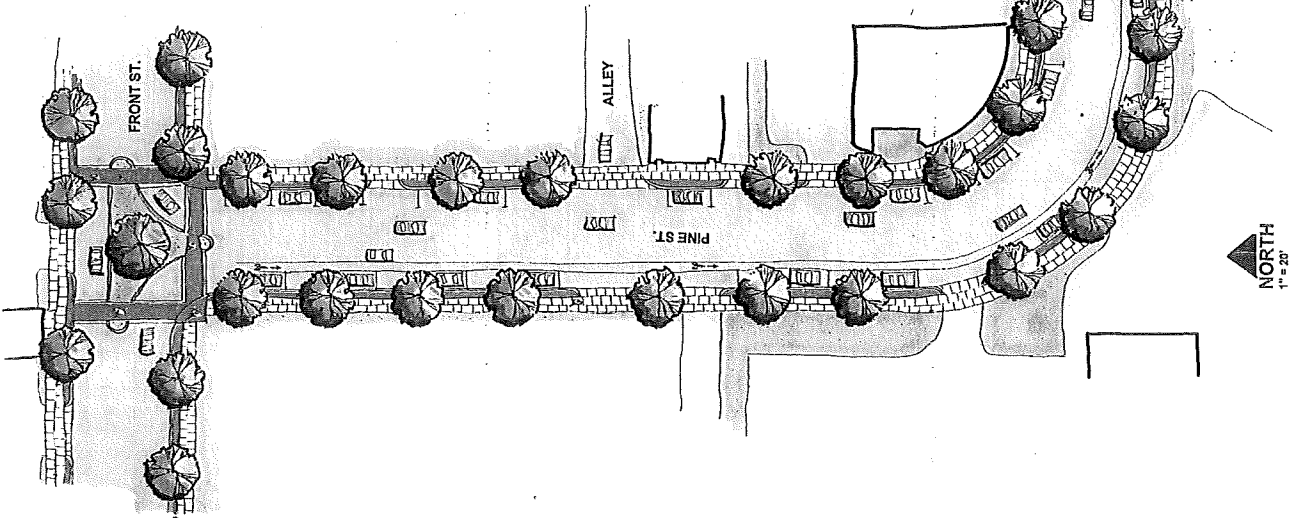


ELEVATION	STATIONING
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597.72	10+02
597.70	10+03
598.07	10+04
598.09	10+05
598.11	10+06
598.09	10+07
598.07	10+08
598.09	10+09
598.13	10+10

SCALE: H, 1" = 20'; V, 1" = 5'

This streetscape plan is NOT included
in the CITY's 2012 Pine and State Street
Project

STREETSCAPE CONCEPTUAL PLAN
PINE AND STATE STREET
(Future?)



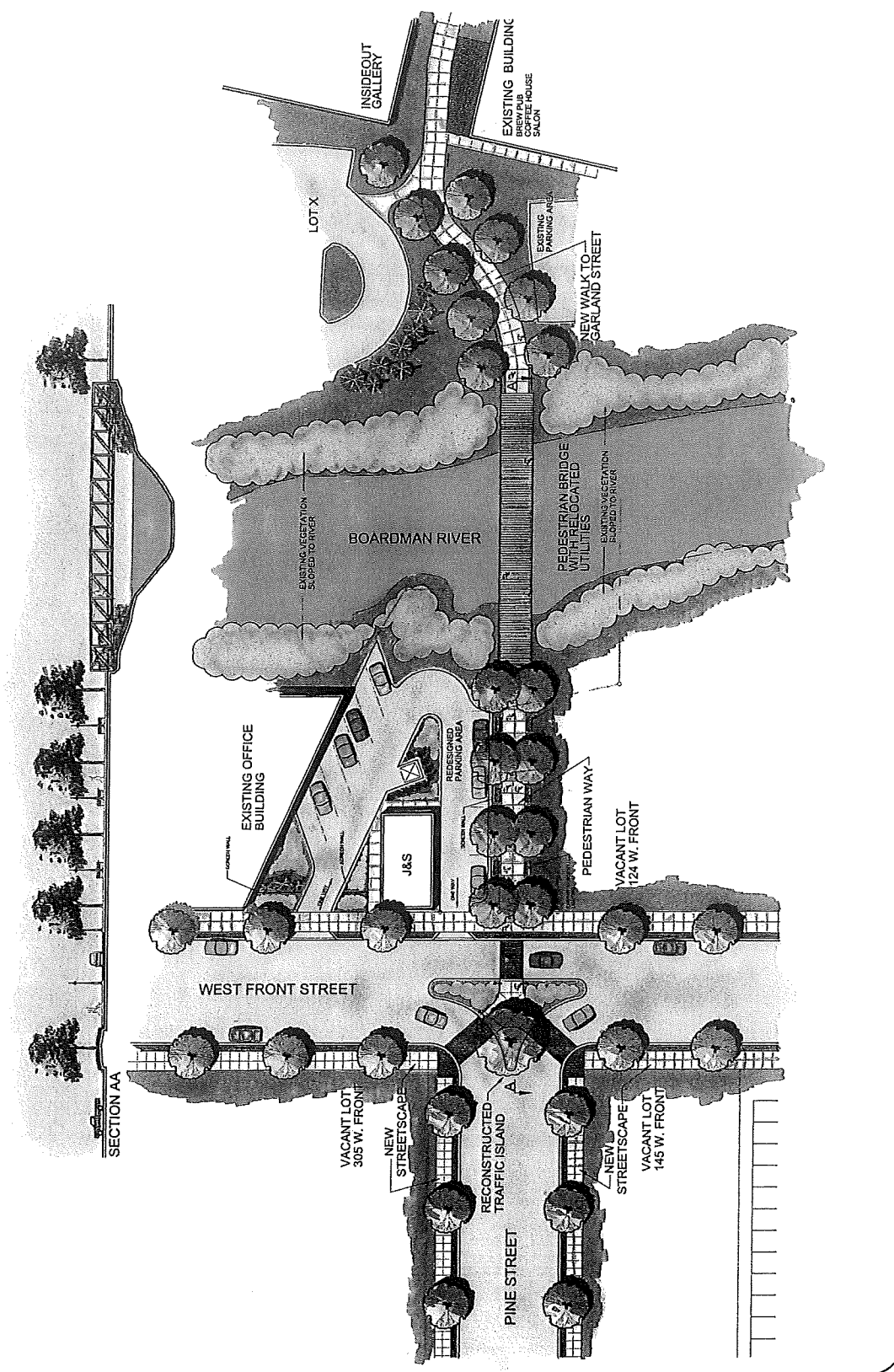


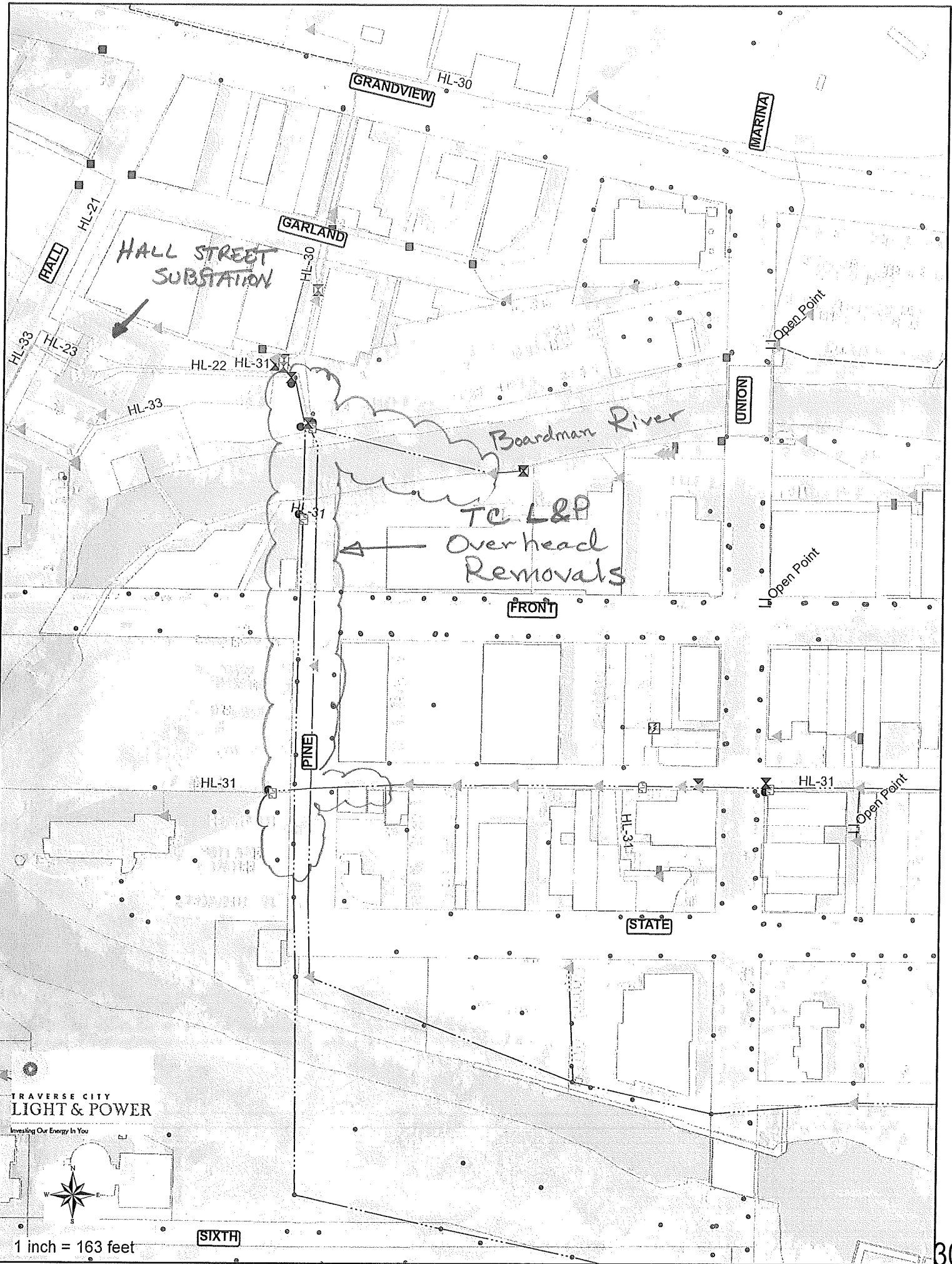
PLANNING DEPARTMENT
 200 Boardman Avenue
 Traverse City, Michigan 49782
 616.866.2200

CITY OF TRAVERSE CITY WAREHOUSE DISTRICT PEDESTRAIN CONNECTOR



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Scale	1:27.00
Project	PROJ.#
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Date	DATE
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TRaverse CITY
LIGHT & POWER

Investing Our Energy In You



1 inch = 163 feet

SIXTH



TRAVERSE CITY
LIGHT & POWER

To: Light & Power Board
From: Jim Cooper *JC*
Date: May 16, 2012
Subject: Annual Report for Energy Optimization

The following pages contain most of the required information and forms that are filed with the Michigan Public Service Commission (MPSC) for the 2011 Energy Optimization (EO) report. To provide some background I've included a history on this four year old program. The initial filing covered the years from 2009 to 2012 and required kWhr savings of .25%, .50%, .75%, and 1% as a percent of kWhr sales for those years. The subsequent program started with new data for 2012, goes to 2015, and continues energy optimization savings of 1% each year.

Public Act 295 (PA 295) allowed utilities to recoup expenses for the programs by charging customers up to 2% of revenue sales and mandates that both kWhrs saved and program expenses be proportionately allocated to each type of customer. For TCL&P that means those programs are set up at a ratio of 20% residential and 80% commercial and industrial. Currently the Board has decided not to charge customers for the cost of the program.

PA 295 history is below and I will review the attached 2011 EO program and summary sheet at the meeting. The summary sheet shows the goals for 2011, what was actually achieved, amounts that were over or under achieved, goals for 2012, and finally the revised 2012 goals based on the over or under achievement of the 2011 goals. Both the residential and commercial pilot programs took place over two years and consisted of the LED residential and street light projects. As previously reported to the Board, TCL&P received a grant for the capital costs, but contributed all the labor, truck time, and ancillary expenses. Those costs are reported to the MPSC under EO expense, but since it was a TCL&P project, they come out of the capital budget. In short, based on all categories, TCL&P customers saved over 2,650,078 kWhrs or 56% over the 2011 goal.

A new business program for 2012 involves direct installment of CFLs, programmable thermostats, LED exit signs and other energy saving measures for small businesses. The information flyers contain program listings and incentives. A list of commercial customers who participated in the program is also included.

TCL&P received a 61 page measurement and verification report from KEMA, the firm that has been verifying the results of the EO reports for all 24 participating municipal utilities for four years. They use mail, phone, and direct field contacts to certify the findings. I can email that to Board Members if requested.

SECTION 1: PA 295 SECTION 97 SUBSECTIONS 1-3 REQUIREMENTS

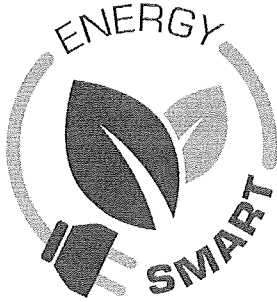
Section 97 (1) Each provider shall submit to the commission an annual report that provides information relating to the actions taken by the provider to comply with the energy optimization standards.

TCL&P has taken the following actions to comply with the EO standards:

- Filed a 4-year Energy Optimization plan with the MPSC on March 31, 2009 as required by PA 295.
- This EO plan was approved by the MPSC on July 1, 2009.
- Launched energy optimization programs for all customer classes in July, 2009.
- Overall administration of the EO programs was the responsibility of TCL&P personnel.
- In addition, an implementation contractor, Franklin Energy Inc., was selected to implement the HVAC/Efficient Appliance, Refrigerator/Freezer Turn-in and Recycling program, Business Prescriptive and Business Custom programs.
- Administration and implementation of the EO programs were the responsibility of TCL&P personnel.
- Contracted with the Traverse City Housing Commission, MCAAA, and DHS to implement the Residential Low Income program.
- Educational outreach programs, including brochures and media placement, were implemented by TCL&P in-house personnel for both Residential and Business areas.
- Contracted with KEMA, Inc. for obtaining an independent expert evaluation for the verification of incremental energy savings for each energy optimization program.

Traverse City Light and Power 2011 Energy Optimization Program Summary and 2012 Goals

	2011 Goals		2011 Actual		2011 Over/(under)		2012 Plan Filing		2012 Revised Goals	
	Gross First Year kWh Savings	Program Budget	Gross First Year kWh Savings	Program Budget	Gross First Year kWh Savings	Program Budget	Gross First Year kWh Savings	Program Budget	Gross First Year kWh Savings	Program Budget
Program Portfolio										
Low Income Services	17,399	\$15,640	18,895	\$2,298	1,496	-\$13,342	21,947	\$4,469	20,451	\$4,469
Appliance Recycling	156,599	\$31,931	195,217	\$31,931	38,618	\$0	120,707	\$28,091	120,707	\$28,091
Residential Services *	150,678	\$29,083	319,556	\$20,934	168,878	-\$8,149	278,418	\$42,375	191,629	\$70,466
Educational Services	36,392	\$5,865	154,981	\$24,997	118,589	\$19,132	47,849	\$7,265	47,849	\$7,265
Pilot Programs	48,523	\$7,820	53,544	\$71,346	5,021	\$63,526	79,748	\$12,108	74,727	\$12,108
Subtotal - Residential Solutions	409,591	\$90,339	742,793	\$151,506	332,602	\$61,167	548,669	\$94,308	334,656	\$94,308
Business Services	1,209,146	\$251,880	1,642,390	\$202,119	433,244	-\$49,761	2,513,671	\$341,578	2,080,427	\$341,578
Educational Services	36,392	\$5,865	154,981	\$24,997	118,589	\$19,132	47,849	\$7,265	47,849	\$7,265
Pilot/Emerging Technology Programs	48,523	\$7,820	110,514	\$89,396	61,991	\$81,576	79,748	\$12,108	79,748	\$12,108
Subtotal - Business Solutions	1,294,061	\$265,565	1,907,885	\$316,512	613,824	\$50,947	2,641,268	\$360,951	2,208,024	\$360,951
Total Program Portfolio	1,703,652	\$355,904	2,650,078	\$468,018	946,426	\$112,114	3,189,937	\$455,259	2,542,680	\$455,259
Program Administration 5%		\$26,325		\$68,417		\$42,092		\$19,373		\$19,373
Evaluation (EM&V) 4%		\$21,060		\$9,576		-\$11,484		\$9,686		\$9,686
Subtotal - Admin/Evaluation		\$47,385		\$77,993		\$30,608		\$29,059		\$29,059
Projected Annual Totals	1,703,652	\$403,289	2,650,078	\$546,011	946,426	\$142,722	3,189,937	\$484,318	2,542,680	\$484,318
				156%						



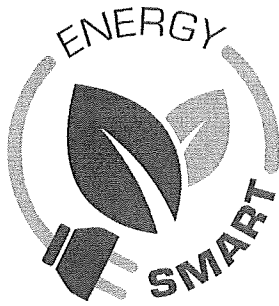
TRAVERSE CITY
LIGHT & POWER

RESIDENTIAL INCENTIVES

Traverse City Light & Power offers a variety of incentives to help residential customers save energy and money!

- **\$150 rebate** when you purchase a qualified ENERGY STAR® high efficiency heat pump water heater.
- **\$25 rebate** for upgrading to an electric water heater with an energy factor greater than or equal to .93.
- **\$25 rebate** for upgrading to a high efficiency electric clothes dryer with moisture sensor.
- **\$25 rebate** when you purchase a qualified ENERGY STAR® refrigerator.
- **\$15 rebate** when you purchase a qualified ENERGY STAR® PC (personal computer).
- **\$15 rebate** for upgrading a non-programmable thermostat with a programmable thermostat.
- **\$150 rebate** when you upgrade your furnace to an energy efficient model that includes an Electronically Commutated Motor (ECM).
- **\$15 rebate** when you install an ENERGY STAR® qualified room air conditioner.
- **\$15 rebate** when you install an ENERGY STAR® qualified dehumidifier.
- **\$10 rebate** when you install a qualified "Smart Strip" or Intelligent Surge Protector.
- **\$15 rebate on your utility electric bill** when you recycle your inefficient, yet still working, air conditioner or dehumidifier at the Clean Up and Green Up event on March 11 from 9 a.m. to 3 p.m. at the American Waste facility (280 Hughes Drive, Traverse City).
- **Get \$60 Cash Back** when you recycle your old, yet working refrigerator or freezer. Call toll free 1-877-270-3519 or visit www.jacoinc.net and enter your zip code to select a date for a FREE pickup of your old refrigerator or freezer and learn details about the program.

Rebates are first come, first served. To find out more and to obtain an incentive application visit TCL&P's Energy Smart website at tclp.org or call 1-877-674-7281



TRAVERSE CITY
LIGHT & POWER

COMMERCIAL INCENTIVES

Traverse City Light & Power offers a variety of incentives to help commercial customers save energy and money!

- **Save up to \$15,000** when installing new energy efficient light bulbs and equipment. This is called "Prescriptive Lighting" on the application form*, such as replacing old bulbs with CFLs, installing new CFL fixtures, installing high-performance T8 CEE qualified fluorescent systems, etc.
- **Save up to \$15,000** when installing new non-lighting energy efficient equipment. This is called "Prescriptive Non-Lighting" on the application form*, such as heat pumps, three-phase electric motors, an ENERGY STAR® solid door refrigerator, etc.
- **Save up to \$15,000** when installing new energy efficient equipment that is not covered by either of the programs above. This is called "Custom Measures" on the application form.*

**Regardless of the size of your project, due to limited funding and to assure compliance with Public Act 295, contact Franklin Energy toll-free (877-674-7281) to verify funds are available BEFORE you fill-out and submit applications. The total for all lighting, non-lighting and custom energy equipment incentives cannot exceed \$15,000 each year per customer.*

Funds are distributed on a first-come, first-served basis and are limited to the amount funded each year by Public Act 295 and the Michigan Public Service Commission. To find out more and to obtain an incentive application visit TCL&P's Energy Smart website at tclp.org or call 1-877-674-7281

Traverse City Light and Power
Energy Smart Program
Monthly Report
2/6/2012

Executive Summary:

This report is the final, year-end report for 2011 and lists results to date of your EO Programs implemented by Franklin Energy. This report lists revised 2011 goals and budgets based on the revised goals you submitted to the MPSC.

Participating Projects and Customers

The following customers are participating in the C&I prescriptive program

Customer	Incentive	kWh
Century Sun - 2411 Aero Park Court	\$9,979.20	138,378
Northwestern Michigan College - 1705 E Front Street	\$9,150.00	191,083
Century Specialties Inc. - 2410 Aero Park Court	\$8,177.40	113,393
Grand Traverse Industries (Traversefield Dr.) - 2883 Traversefield Dr.	\$4,097.40	70,060
Harbour Air - 1150 Airport Access Rd	\$3,811.50	52,853
Jacklin Steel Supply - 2410 Aero Park Drive	\$3,580.20	49,645
Traverse City Area Public Schools - West Middle School, 3950 Silver Lake Road	\$3,460.30	48,912
Grand Traverse Area Catholic Schools - 123 East Eleventh St	\$2,368.20	32,765
Marathon Automotive - 845 W South Airport Rd	\$1,950.00	22,854
Young Supply Co - 3153 Cass Rd	\$1,644.90	19,538
Natural Gas Compression Systems, Inc. - 2480 Aero Park Dr.	\$1,544.00	16,348
Michigan Blood-TC - 2575 Aero Park Dr	\$1,457.70	28,581
Max's - 135 E State St	\$1,440.00	27,594
Bay Area Transit Authority - 3233 Cass Rd	\$1,358.00	17,004
Square Deal County Store/Nu-way Marking - 900 Woodmere Avenue	\$1,324.20	14,555
Grand Traverse Industries (Traversefield Dr.) - 2883 Traversefield Dr.	\$1,262.00	21,984
Traverse City Area Public Schools - Central High School, 1150 Milliken Drive	\$1,254.18	24,038
Standard Electric Company/Witlock - 1610 W South Airport Rd	\$1,132.00	7,977
Blakely Products - 895 Lynch Dr	\$1,039.50	14,414
Petroleum Abstract & Title Service - 434 East Front Street	\$924.00	11,626
Grand Traverse Area Catholic Schools - 725 Second Street	\$831.60	11,532
Standard Electric Company - 1740 Barlow St	\$764.55	10,754
Traverse City Area Public Schools - 412 Webster Street	\$700.00	11,200
Save A Lot - 1115 S Garfield Ave	\$648.00	1,836
Members Credit Union - 1234 Hastings St	\$632.00	6,652
Olsons Auto Body - 713 Parsons Rd	\$485.10	6,727
Brick Wheels - 736 E 8th St	\$442.50	3,326
Bulls-I, Inc - 1239 Woodmere Ave	\$432.00	4,590
Grand Traverse County-County Jail - 320 Washington St	\$374.98	7,236
Miller Laser Technologies - 2366 Cass Rd Unit 4	\$277.20	3,844
Art and Framing - 430 W 14th St	\$258.75	3,088
Advance America - 1065 West South Airport Rd	\$233.00	2,612
Ford Insurance Agency, Inc - 920 S Garfield Ave	\$180.00	1,867
Star Truck Rentals - 1645 S Airport Rd	\$96.00	1,673
Total	\$67,310.36	1,036,899

The following customers are participating in the C&I custom program

Customer	Incentive	kWh
Cone Drive Operations - 240 E. 12th Street	\$10,000.00	149,725
Bill Marsh Motors - 1621 S Garfield Rd	\$10,000.00	128,072
Federal Screw Works - 2270 Traversefield Drive	\$10,000.00	203,035
Northern Michigan Supply Alliance - 2651 Aeropark Drive	\$3,100.01	38,750
DTE/Michcon Gas Traverse City - 1011 Hastings	\$2,471.63	30,895
Star Truck Rentals - 1645 S Airport Rd	\$1,949.99	24,374
TC Public Service Garage - 2960 Cass Rd	\$1,942.68	24,283
Traverse City Area Public Schools - 1150 Milliken Drive	\$1,021.68	12,771
Traverse City Development - 134 E Front St	\$812.49	10,156
Potters Bakery - 908 E. Eighth St.	\$640.24	8,527
Kilwins Chocolates of Traverse City - 129 E Front St	\$511.36	6,392
Nifty Things LLC - 143 E Front St	\$344.74	4,309
James C. Smith - 101 West Front St.	\$221.94	2,774
Potters Bakery-515 W Front Street	\$186.56	2,420
Members Credit Union - 1234 Hastings St	\$169.69	2,121
Downtown Development Authority - Front & Cass	\$165.80	2,073
Michigan Blood-TC - 2575 Areo Park Dr	\$106.40	1,330
Total	\$43,645.21	652,007



To: Light & Power Board
From: Patrick McGuire, Chairman
Date: May 16, 2012
Subject: Evaluation of the Executive Director

The Ad Hoc Committee is recommending that the Board retain the services of Mary Grover to facilitate the evaluation of the Executive Director. The Committee believes that the very modest cost of this service is more than justified by the likelihood of a much improved evaluation process.

If the Board concurs, the following motion is recommended:

MOVED BY _____, SECONDED BY _____,
THAT THE LIGHT AND POWER BOARD APPROVES RETAINING THE SERVICES
OF MARY GROVER, A PUBLIC SECTOR FACILITATOR, TO FACILITATE THE
EVALUATION OF THE EXECUTIVE DIRECTOR FOR A FEE NOT TO EXCEED ONE-
THOUSAND DOLLARS (\$1,000.00).

Mary M. Grover
Public Sector Facilitator, Trainer

506 Fifth Street Traverse City, MI 49684 Phone 231-933-4112 Email mmgrover@charter.net

Since 2000, Mary has lived in Traverse City, Michigan where she served two terms as President of the League of Women Voters of the Grand Traverse Area and one as the Voter Service Chair. Although a member of the State Bar of Michigan since 1983, Mary's recent professional activities have been in the area of group facilitation. Since coming to Traverse City, she has done ethics training for department heads of the City of Traverse City; and programs at conferences of the Association of Governmental Risk Pools, the Vermont League of Cities and Towns, and the Michigan County Road Commission Self-Insurance Pool. In 2004, 2006, 2007 and 2008 Mary facilitated strategic planning retreats for the Traverse City City Commission and department heads; she has facilitated the annual performance evaluations of the City Manager and the City Attorney for the last three years. Her pro-bono training work includes board training for *Manna*, a non-profit food collection and distribution agency in Petoskey, Michigan; the Leelanau Community Cultural Center; and the Leelanau Conservancy.

In 1990 Mary left her hometown, Jackson, Michigan, for Washington, D.C. where she served as the ethics advisor for the International City/County Management Association (ICMA) for six years. She staffed the Executive Board's Committee on Professional Conduct and carried formal ethics complaints through the Board's peer review process. She responded to hundreds of telephone inquiries from local government managers from around the nation who sought ethics advice as they made personal and professional decisions. Her ethics education work included designing and presenting ethics programs to groups of elected and appointed local government officials from many states, helping them to identify ethical issues and practice ethical decision-making.

In 1996 Mary left ICMA to work as an independent consultant. She conducted a variety of training programs for local governments, for ICMA, and for state associations of local government managers and elected officials. Mary's first international assignment was in 1997 in South Africa and Namibia for the National Democratic Institute for International Affairs. Working in Johannesburg for four months, Mary helped write a series of handbooks on developing ethics awareness and legislation, a project requested by the Ethics Committee of the Gauteng Provincial Legislature. She also helped to design and present ethics workshops for the Mpumalanga and Eastern Cape Provincial Legislatures. In Namibia, Mary provided advice and assistance for the first-ever national conference on ethics for Namibian leaders from government, business, para-statal and non-governmental organizations. In 1998 Mary returned to South Africa to facilitate an ethics program in Durban for a group of emerging professional local government managers, and she presented the ethics segment at an international conference in Vienna, Austria, organized by EDI of the World Bank. In 1999 Mary served as the ethics consultant for the Office of the Prime Minister of Ethiopia for four months, living and working in Addis Ababa. Her assignment was to develop codes of ethics for elected representatives, political appointees, civil servants and the judiciary.

Mary grew up and lived in Jackson, where she practiced law and served as an elected official on the Jackson City Commission (now City Council). It was in Jackson where Mary and her husband raised four children who have subsequently produced eight grandchildren.