



Customer Energy Solutions - Financial Performance
December 2014

\$ in Thousands

Customer Energy Solutions	Month				YTD				Annual
	Budget	Actual	Variance	Variance %	Budget	Actual	Variance	Variance %	Budget
EXPENSE	\$2,869	\$7,835	(\$4,966)	-19%	\$26,640	\$28,417	(\$1,777)	-7%	\$26,640
CES VP	\$0	\$11	(\$11)		\$0	\$425	(\$425)		\$0
CES Business Operations	\$20	\$61	(\$41)	-12%	\$350	\$271	\$79	23%	\$350
Customer Programs	\$2,829	\$7,236	(\$4,407)	-17%	\$25,427	\$26,637	(\$1,210)	-5%	\$25,427
Customer Programs Senior Director	\$13	\$13	\$0	20%	\$63	\$63	\$0	100%	\$63
CES Pricing Products	\$1,124	\$3,702	(\$2,578)	-18%	\$14,250	\$15,073	(\$823)	-6%	\$14,250
Demand Response	\$167	\$602	(\$435)	-31%	\$1,382	\$1,402	(\$20)	-1%	\$1,382
Distributed Generation	\$120	\$175	(\$55)	-3%	\$1,868	\$1,764	\$105	6%	\$1,868
Electric Vehicles	\$128	\$466	(\$338)	-20%	\$1,664	\$2,111	(\$446)	-27%	\$1,664
Service Analysis	\$278	\$181	\$97	3%	\$2,800	\$2,787	\$13	0%	\$2,800
Distributed Generation - Contingency	\$1,000	\$2,109	(\$1,109)	-33%	\$3,400	\$3,501	(\$101)	-3%	\$3,400
EE Strategy and Market Development	\$20	\$527	(\$507)	-59%	\$863	\$1,083	(\$220)	-25%	\$863
CES PCCs to Block			\$0			\$2	(\$2)		
CAPITAL	(\$711)	\$661	(\$1,372)	-49%	\$2,789	\$2,714	\$75	3%	\$2,789
CES VP	(\$711)	\$2	(\$713)	-42%	\$1,689	\$211	\$1,478	88%	\$1,689
Customer Programs		\$659	(\$659)	-60%	\$1,100	\$2,503	(\$1,403)	-128%	\$1,100
CES Pricing Products		\$259	(\$259)	-24%	\$1,100	\$1,149	(\$49)	-4%	\$1,100
Demand Response			\$0			\$7	(\$7)		
Distributed Generation		\$401	(\$401)			\$1,346	(\$1,346)		
NON EARNINGS EXPENSE	\$81,206	\$102,836	(\$21,630)	-3%	\$853,094	\$737,348	\$115,746	14%	\$853,094
CES VP			\$0	0%	\$1	\$1	\$0	13%	\$1
CES Business Operations	\$485	\$576	(\$91)	-2%	\$6,048	\$4,330	\$1,718	28%	\$6,048
Customer Programs	\$24,694	\$43,616	(\$18,922)	-5%	\$358,315	\$312,531	\$45,783	13%	\$358,315
CES Pricing Products	\$15,168	\$17,960	(\$2,792)	-2%	\$174,988	\$151,668	\$23,321	13%	\$174,988
Demand Response	\$4,168	\$4,854	(\$685)	-2%	\$43,337	\$41,336	\$2,000	5%	\$43,337
Distributed Generation	\$5,357	\$20,802	(\$15,445)	-11%	\$139,986	\$119,524	\$20,462	15%	\$139,986
Service Analysis			\$0	0%	\$4	\$4	\$0	0%	\$4
Energy Efficiency Programs	\$53,789	\$55,917	(\$2,128)	0%	\$453,448	\$393,141	\$60,307	13%	\$453,448
Energy Efficiency Operations	\$6,592	\$5,113	\$1,480	2%	\$76,141	\$65,982	\$10,159	13%	\$76,141
Energy Efficiency Products	\$5,052	\$4,191	\$862	2%	\$54,543	\$45,872	\$8,670	16%	\$54,543
Energy Efficiency Programs	\$42,144	\$46,613	(\$4,469)	-1%	\$322,764	\$281,287	\$41,477	13%	\$322,764
EE Strategy and Market Development	\$2,238	\$2,942	(\$704)	-2%	\$35,281	\$27,334	\$7,947	23%	\$35,281
CES PCCs to Block		(\$215)	\$215		\$1	\$10	(\$9)		\$1
OTHER BALANCE SHEET₁	\$2,078	\$1,063	\$1,015	5%	\$19,353	\$1,550	\$17,803	92%	\$19,353
Customer Programs		\$360	(\$360)			\$747	(\$747)		
Demand Response		\$360	(\$360)			\$685	(\$685)		
Service Analysis			\$0			\$62	(\$62)		
Energy Efficiency Programs	\$2,078	\$703	\$1,375	7%	\$19,353	\$803	\$18,550	96%	\$19,353
Energy Efficiency Operations		(\$608)	\$608			(\$10,209)	\$10,209		
Energy Efficiency Products		(\$287)	\$287			\$955	(\$955)		
Energy Efficiency Programs	\$2,078	\$1,598	\$480	2%	\$19,353	\$10,057	\$9,296	48%	\$19,353
Grand Total₂	\$85,442	\$112,395	(\$26,954)	-3%	\$901,876	\$770,029	\$131,847	15%	\$901,876

₁ Other balance sheet includes items such as prepaid assets, OBF Loan Pool, and prepaid wireless subscriptions

₂ Excludes GHG, Han DR, and NRD

\$ in Thousands

Special Reporting Items	Month				YTD				Annual
	Budget	Actual	Variance	Variance %	Budget	Actual	Variance	Variance %	Budget
New Revenue Development	\$2,972	\$4,670	(\$1,698)	-8%	\$21,003	\$24,881	(\$3,878)	-18%	\$21,003
EXPENSE	\$2,972	\$4,670	(\$1,698)	-8%	\$21,003	\$24,881	(\$3,878)	-18%	\$21,003
Greenhouse Gas Exp Memorandum Acct RCC	\$75	\$40	\$36	1%	\$3,469	\$2,695	\$774	22%	\$3,469
NON EARNINGS EXPENSE	\$75	\$40	\$36	1%	\$3,469	\$2,695	\$774	22%	\$3,469
Customer Data Access	\$994	\$624	\$370	4%	\$8,618	\$6,681	\$1,937	22%	\$8,618
CAPITAL	\$954	\$566	\$389	5%	\$7,850	\$6,204	\$1,646	21%	\$7,850
NON EARNINGS EXPENSE	\$40	\$58	(\$18)	-2%	\$768	\$477	\$291	38%	\$768
DR HAN Integration Project	\$258	\$970	(\$712)	-9%	\$8,280	\$7,251	\$1,029	12%	\$8,280
CAPITAL	\$196	\$198	(\$2)	0%	\$5,945	\$4,970	\$975	16%	\$5,945
NON EARNINGS EXPENSE	\$62	\$772	(\$710)	-30%	\$2,335	\$2,281	\$54	2%	\$2,335
Grand Total	\$4,299	\$6,303	(\$2,004)	-5%	\$41,370	\$41,508	(\$138)	0%	\$41,370



**Non Earnings - Budget Variance
December 2014**

\$ in Thousands

Funding Cycle View	Month				YTD				Annual
	Budget	Actual	Variance	Variance %	Budget	Actual	Variance	Variance %	Budget
NON EARNINGS EXPENSE	\$81,206	\$102,836	(\$21,630)	-3%	\$853,094	\$737,348	\$115,746	14%	\$853,094
2009BRIDGE	\$41	\$32	\$9	2%	\$488	\$114	\$374	77%	\$488
ACEBA2007-11		(\$0)	\$0	0%	\$72	\$1	\$71	98%	\$72
CAREBA	\$1,025	\$1,660	(\$635)	-5%	\$13,139	\$12,281	\$857	7%	\$13,139
CEE2006-08		(\$1)	\$1			(\$1)	\$1		
CEE2010-2012	\$1,261	(\$747)	\$2,008	7%	\$26,996	\$18,281	\$8,715	32%	\$26,996
CEE2013-2014	\$52,682	\$55,665	(\$2,983)	-1%	\$428,628	\$376,738	\$51,890	12%	\$428,628
CS12007-2016	\$3,773	\$6,951	(\$3,178)	-3%	\$101,724	\$93,549	\$8,174	8%	\$101,724
CSITG2010-17	\$414	\$661	(\$247)	-3%	\$8,045	\$4,539	\$3,506	44%	\$8,045
DPMA	\$622	\$1,099	(\$477)	-6%	\$8,579	\$7,981	\$599	7%	\$8,579
DREBA2006-08		(\$0)	\$0			\$509	(\$509)		
DREBA2009-11		\$3	(\$3)			\$6	(\$6)		
DREBA2012-14	\$4,632	\$4,904	(\$272)	-1%	\$52,180	\$40,982	\$11,199	21%	\$52,180
FERABA		\$4	(\$4)	-89%	\$4	\$83	(\$79)		\$4
LIEE2012		\$0	\$0			(\$0)	\$0		
LIEE2013		\$0	\$0	0%	\$0	(\$3,831)	\$3,831		\$0
LIEE2014	\$14,912	\$16,250	(\$1,338)	-1%	\$166,256	\$146,463	\$19,793	12%	\$166,256
RCES 2012-13		\$0	\$0	0%	\$252	\$258	(\$6)	-2%	\$252
SGIP	\$1,342	\$13,828	(\$12,486)	-34%	\$36,785	\$25,451	\$11,334	31%	\$36,785
SWMEO13-14	\$503	\$1,987	(\$1,484)	-15%	\$9,945	\$8,694	\$1,250	13%	\$9,945
WGSP2011-13		\$0	\$0			\$0	(\$0)		\$0
Not assigned ₂	(\$1)	\$540	(\$541)		\$0	\$5,248	(\$5,248)		\$0
Grand Total₁	\$81,206	\$102,836	(\$21,630)	-3%	\$853,094	\$737,348	\$115,746	14%	\$853,094

₁ Excludes GHG, Han DR, and NRD

₂ Not assigned represents BIP incentives recovered through DRAM

\$ in Thousands

Charge In Organizations	Month				YTD				Annual
	Budget	Actual	Variance	Variance %	Budget	Actual	Variance	Variance %	Budget
NON EARNINGS EXPENSE	\$9,975	\$16,001	(\$6,027)	-4%	\$136,999	\$122,426	\$14,572	11%	\$136,999
CES Business Operations	\$77	\$51	\$26	2%	\$1,040	\$281	\$759	73%	\$1,040
Corp Services Sourcing Dept		(\$26)	\$26			(\$26)	\$26		
IT Client Delivery - Cust Care	\$77	\$77	(\$1)	0%	\$1,040	\$307	\$733	70%	\$1,040
CES Pricing Products	\$1,500	\$1,842	(\$343)	-2%	\$19,510	\$17,428	\$2,082	11%	\$19,510
Business Impact	\$69	(\$176)	\$245	30%	\$808	\$983	(\$176)	-22%	\$808
Energy Solutions & Service	\$61	\$18	\$43	3%	\$1,506	\$460	\$1,046	69%	\$1,506
CES Pricing Products		\$11	(\$11)			\$184	(\$184)		
Contact Center Ops	\$195	\$169	\$26	1%	\$2,341	\$1,964	\$377	16%	\$2,341
Customer Impact	\$121	\$355	(\$233)	-16%	\$1,475	\$1,342	\$133	9%	\$1,475
Customer Insight	\$128	\$374	(\$246)	-21%	\$1,185	\$1,382	(\$198)	-17%	\$1,185
IT Client Delivery - Cust Care	\$11	\$3	\$8	1%	\$837	\$526	\$312	37%	\$837
Solution Marketing	\$914	\$1,088	(\$174)	-2%	\$11,358	\$10,587	\$771	7%	\$11,358
Demand Response	\$868	\$663	\$205	2%	\$12,672	\$6,961	\$5,711	45%	\$12,672
Billing Ops	\$56	\$14	\$42	7%	\$563	\$154	\$409	73%	\$563
Business Impact	\$5	\$1	\$4	6%	\$58	\$17	\$40	70%	\$58
Energy Solutions & Service	\$68	\$32	\$36	5%	\$771	\$558	\$213	28%	\$771
Customer Insight	\$38	\$21	\$17	4%	\$449	\$196	\$253	56%	\$449
IT/EDS	\$100	\$96	\$4	0%	\$1,267	\$1,848	(\$581)	-46%	\$1,267
IT Client Delivery - Cust Care	\$487	\$78	\$410	6%	\$6,478	\$1,160	\$5,319	82%	\$6,478
Solution Marketing	\$113	\$420	(\$307)	-10%	\$3,086	\$3,028	\$58	2%	\$3,086
Distributed Generation	\$75	\$409	(\$334)	-9%	\$3,729	\$2,234	\$1,496	40%	\$3,729
Contact Center Ops	\$4	\$6	(\$3)	-3%	\$94	\$74	\$20	22%	\$94
Customer Insight	\$37	\$27	\$10	3%	\$328	\$113	\$215	66%	\$328
Solution Marketing	\$34	\$376	(\$341)	-10%	\$3,307	\$2,047	\$1,260	38%	\$3,307
Energy Efficiency Operations	\$2,496	\$1,506	\$990	3%	\$31,571	\$27,118	\$4,453	14%	\$31,571
Applied Tech Svcs	\$171	\$163	\$8	0%	\$2,099	\$1,756	\$344	16%	\$2,099
Business Finance Customer Care	\$128	\$110	\$18	1%	\$1,869	\$1,602	\$267	14%	\$1,869
Central Inspections	\$692	\$513	\$179	2%	\$8,488	\$6,649	\$1,839	22%	\$8,488
Corp Services Sourcing Dept	\$271	\$161	\$110	4%	\$2,803	\$1,742	\$1,062	38%	\$2,803
Energy Efficiency Operations		\$1	(\$1)			\$11	(\$11)		
IT Client Delivery - Cust Care	\$1,191	\$639	\$552	3%	\$15,807	\$15,008	\$799	5%	\$15,807
Law	\$42	(\$3)	\$45	9%	\$503	\$427	\$77	15%	\$503
Solution Marketing		(\$78)	\$78			(\$76)	\$76		
Energy Efficiency Products	\$253	\$574	(\$321)	-14%	\$2,282	\$1,565	\$718	31%	\$2,282
Contact Center Ops	\$28	\$28	(\$1)	0%	\$407	\$155	\$252	62%	\$407
Energy Efficiency Products		\$112	(\$112)			\$112	(\$112)		
IT Client Delivery - Cust Care	\$226	\$434	(\$209)	-11%	\$1,876	\$1,298	\$577	31%	\$1,876
Energy Efficiency Programs	\$4,707	\$10,953	(\$6,246)	-9%	\$66,194	\$66,837	(\$643)	-1%	\$66,194
Business Impact	\$93	\$142	(\$49)	-4%	\$1,131	\$1,256	(\$125)	-11%	\$1,131
Energy Solutions & Service	\$1,749	\$1,493	\$256	1%	\$20,451	\$19,812	\$639	3%	\$20,451
Contact Center Ops	\$66	\$55	\$11	1%	\$727	\$517	\$209	29%	\$727
Customer Insight	\$305	\$576	(\$271)	-11%	\$2,571	\$2,351	\$220	9%	\$2,571
Bay Ren/MEA	\$1,157	\$5,311	(\$4,154)	-28%	\$14,850	\$18,648	(\$3,798)	-26%	\$14,850
IT Client Delivery - Cust Care	\$354	\$40	\$314	10%	\$3,107	\$185	\$2,922	94%	\$3,107
Solution Marketing	\$481	\$3,750	(\$3,269)	-24%	\$13,413	\$17,773	(\$4,360)	-33%	\$13,413
Dir-Solutions Marketing and Cust Comms	\$503	(\$413)	\$916	9%	\$9,945	\$6,294	\$3,650	37%	\$9,945
CES PCCs to Block		\$3	(\$3)			\$3	(\$3)		
Customer Impact		\$3	(\$3)			\$3	(\$3)		
Grand Total	\$9,975	\$16,001	(\$6,027)	-4%	\$136,999	\$122,426	\$14,572	11%	\$136,999



**New Revenue Development
December 2014**

Income Statement

\$ in Thousands

New Revenue Development	Dec Actual	Dec Budget	Dec Delta	YTD Dec Actual	YTD Dec Budget	YTD Dec Delta	Actual + Budget	Annual Budget	Delta
Revenue	8,125	6,448	1,677	58,304	53,136	5,168	58,304	53,136	5,168
Wireless	2,579	2,352	228	30,823	28,218	2,605	30,823	28,218	2,605
Fiber Svcs	344	332	13	4,210	3,978	231	4,210	3,978	231
New Products	5,201	3,765	1,436	23,271	20,940	2,331	23,271	20,940	2,331
Reimbursements	301	468	(166)	15,471	5,613	9,858	15,471	5,613	9,858
Wireless	468	398	69	7,457	4,778	2,679	7,457	4,778	2,679
Fiber Svcs	98	10	88	838	115	723	838	115	723
New Products	(264)	60	(324)	7,176	720	6,456	7,176	720	6,456
Expense	(4,919)	(3,402)	(1,517)	(39,515)	(25,619)	(13,896)	(39,515)	(25,619)	(13,896)
Wireless	(1,031)	(621)	(410)	(11,023)	(7,439)	(3,584)	(11,023)	(7,439)	(3,584)
Fiber Svcs	(68)	(85)	17	(1,384)	(1,014)	(370)	(1,384)	(1,014)	(370)
New Products	(3,821)	(2,697)	(1,123)	(27,108)	(17,166)	(9,942)	(27,108)	(17,166)	(9,942)
Std. Cost Var.	0	46	(46)	0	3	(3)	0	3	(3)
Net Revenues	3,507	3,560	(53)	34,260	33,133	1,127	34,260	33,133	1,127
Street Light Inv Prj	(52)	(83)	31	(837)	(1,000)	163	(837)	(1,000)	163

Net Income going to Bottom Line

*Revenues positive, expenses negative

** Net amounts are reflective of Cost Element assignments

Street Light Inv Prj

*Expenses excluded from Net Revenue

Income Statement - Product View

\$ in Thousands

New Revenue Development	Dec Actual	Dec Budget	Dec Delta	YTD Dec Actual	YTD Dec Budget	YTD Dec Delta	Actual + Budget	Annual Budget	Delta
Wireless	2,016	2,129	(113)	27,258	25,557	1,701	27,258	25,557	1,701
Revenue	2,579	2,352	228	30,823	28,218	2,605	30,823	28,218	2,605
Reimbursements	468	398	69	7,457	4,778	2,679	7,457	4,778	2,679
Gross Expense	(1,031)	(621)	(410)	(11,023)	(7,439)	(3,584)	(11,023)	(7,439)	(3,584)
Fiber Svcs	374	257	118	3,664	3,079	584	3,664	3,079	584
Revenue	344	332	13	4,210	3,978	231	4,210	3,978	231
Reimbursements	98	10	88	838	115	723	838	115	723
Gross Expense	(68)	(85)	17	(1,384)	(1,014)	(370)	(1,384)	(1,014)	(370)
New Products	1,117	1,128	(11)	3,339	4,494	(1,155)	3,339	4,494	(1,155)
Revenue	5,201	3,765	1,436	23,271	20,940	2,331	23,271	20,940	2,331
Reimbursements	(264)	60	(324)	7,176	720	6,456	7,176	720	6,456
Gross Expense	(3,821)	(2,697)	(1,123)	(27,108)	(17,166)	(9,942)	(27,108)	(17,166)	(9,942)
Std. Cost Var.	0	46	(46)	0	3	(3)	0	3	(3)
Net Revenues	3,507	3,560	(53)	34,260	33,133	1,127	34,260	33,133	1,127
Street Light Inv Prj NLNR	(52)	(83)	31	(837)	(1,000)	163	(837)	(1,000)	163

Net Income going to Bottom Line

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Street Light Inv Prj

*Expenses excluded from Net Revenue