

Energy Trust of Oregon  
BALANCE SHEET  
September 30, 2011  
(Unaudited)



	SEP 2011	AUG 2011	DEC 2010	Change from Prior Month	Change from Beg. of Year
<b>Current Assets</b>					
Cash & Cash Equivalents	85,008,517	87,788,904	67,600,402	(2,780,387)	17,408,115
Restricted Cash (Escrow Funds)	1,024,192	1,024,085	1,436,544	107	(412,352)
Investments			8,042,156	0	(8,042,156)
Receivables	50,015	5,842	72,173	44,173	(22,157)
Prepaid Expenses	495,796	571,014	420,340	(75,217)	75,456
Advances to Vendors	2,968,999	1,400,710	1,684,682	1,568,289	1,284,317
<b>Total Current Assets</b>	<b>89,547,519</b>	<b>90,790,555</b>	<b>79,256,297</b>	<b>(1,243,035)</b>	<b>10,291,223</b>
<b>Fixed Assets</b>					
Program Equipment	63,213	63,213	87,564	0	(24,351)
Computer Hardware and Software	1,011,789	1,011,789	976,859	0	34,930
Software Development	914,169	829,527	397,503	84,642	516,666
Leasehold Improvements	42,267	42,267	22,382	0	19,885
Office Equipment and Furniture	227,330	227,330	138,156	0	89,174
<b>Total Fixed Assets</b>	<b>2,258,768</b>	<b>2,174,127</b>	<b>1,622,464</b>	<b>84,642</b>	<b>636,304</b>
Less Depreciation	(1,063,985)	(1,056,377)	(991,466)	(7,608)	(72,519)
<b>Net Fixed Assets</b>	<b>1,194,784</b>	<b>1,117,750</b>	<b>630,998</b>	<b>77,034</b>	<b>563,785</b>
<b>Other Assets</b>					
Rental Deposit	26,000	28,000	28,000	(2,000)	(2,000)
Deferred Compensation Asset	283,342	277,968	233,677	5,374	49,665
<b>Total Other Assets</b>	<b>309,342</b>	<b>305,968</b>	<b>261,677</b>	<b>3,374</b>	<b>47,665</b>
<b>Total Assets</b>	<b>91,051,645</b>	<b>92,214,273</b>	<b>80,148,972</b>	<b>(1,162,628)</b>	<b>10,902,673</b>
<b>Current Liabilities</b>					
Accounts Payable and Accruals	7,813,007	7,136,313	18,377,833	676,694	(10,564,826)
Salaries, Taxes, & Benefits Payable	486,925	498,258	444,846	(11,333)	42,078
<b>Total Current Liabilities</b>	<b>8,299,932</b>	<b>7,634,570</b>	<b>18,822,679</b>	<b>665,362</b>	<b>(10,522,748)</b>
<b>Long Term Liabilities</b>					
Deferred Rent	14,349	19,132	57,397	(4,783)	(43,048)
Deferred Compensation Payable	283,342	277,968	233,677	5,374	49,665
Other Long-Term Liabilities	4,830	4,681	2,685	149	2,145
<b>Total Long-Term Liabilities</b>	<b>302,521</b>	<b>301,782</b>	<b>293,759</b>	<b>740</b>	<b>8,762</b>
<b>Total Liabilities</b>	<b>8,602,453</b>	<b>7,936,352</b>	<b>19,116,438</b>	<b>666,101</b>	<b>(10,513,985)</b>
<b>Net Assets</b>					
Temporarily Restricted Net Assets	1,024,192	1,024,085	1,436,544	107	(412,352)
Unrestricted Net Assets	81,425,000	83,253,836	59,595,989	(1,828,836)	21,829,011
<b>Total Net Assets</b>	<b>82,449,192</b>	<b>84,277,921</b>	<b>61,032,534</b>	<b>(1,828,729)</b>	<b>21,416,658</b>
<b>Total Liabilities and Net Assets</b>	<b>91,051,645</b>	<b>92,214,273</b>	<b>80,148,972</b>	<b>(1,162,628)</b>	<b>10,902,673</b>

BS-Acct-YTD-001

**Energy Trust of Oregon**  
**INCOME STATEMENT**  
**Unaudited Interim Report for Quarter and YTD**  
**For the Period Ending September 30, 2011**

	Actual	Quarter-to-date QTD Budget	Variance	Actual	Year-to-date YTD Budget	Variance
<b>REVENUE</b>						
Public Purpose Funding-PGE	\$8,503,154	\$8,828,943	(\$325,789)	\$27,892,746	\$27,458,371	\$434,376
Public Purpose Funding-PacifiCorp	5,589,639	5,936,643	(347,004)	18,373,568	18,288,098	85,470
Public Purpose Funding-NW Natural	1,825,879	2,096,725	(270,846)	15,734,935	14,681,216	1,053,719
Public Purpose Funding-Cascade	423,454	454,000	(30,547)	992,122	1,371,554	(379,431)
<b>Total Public Purpose Funding</b>	<b>16,342,126</b>	<b>17,316,311</b>	<b>(974,186)</b>	<b>62,993,371</b>	<b>61,799,238</b>	<b>1,194,134</b>
Incremental Funding - PGE	6,188,355	7,912,839	(1,724,484)	21,313,366	22,221,686	(908,320)
Incremental Funding - PacifiCorp	4,733,591	4,799,913	(66,323)	16,459,175	15,136,121	1,323,054
Incremental Funding - NW Natural	633,333	518,198	115,135	1,558,336	1,435,794	122,542
NW Natural - Washington				642,144	495,208	146,936
Special Projects	1,900		1,900	6,350		6,350
Contributions				735		735
Interest Income	47,541	50,001	(2,460)	146,022	150,003	(3,981)
<b>TOTAL REVENUE</b>	<b>27,946,845</b>	<b>30,597,263</b>	<b>(2,650,417)</b>	<b>103,119,499</b>	<b>101,238,050</b>	<b>1,881,449</b>
<b>EXPENSES</b>						
Program Management (Note 3)	1,490,251	1,321,174	(169,077)	4,482,460	3,943,054	(539,406)
Program Delivery	8,560,760	8,376,286	(184,474)	25,478,619	24,122,995	(1,355,624)
Incentives	16,602,583	19,371,422	2,768,839	40,106,684	55,470,329	15,363,644
Program Evaluation and Planning Services	659,861	1,390,937	731,076	1,930,505	3,795,416	1,864,911
Program Marketing/Outreach	1,157,416	2,574,161	1,416,745	3,596,251	7,714,901	4,118,650
Program Legal Services		9,875	9,875		29,625	29,625
Program Quality Assurance	116,727	69,375	(47,352)	181,098	198,125	17,027
Outsourced Services	197,285	898,088	700,803	599,522	2,742,613	2,143,090
Trade Allies & Customer Service Management	251,889	433,179	181,290	866,141	1,321,140	454,999
IT Services	355,393	772,724	417,331	1,147,825	2,221,760	1,073,935
Other Program Expenses	109,319	184,262	74,944	392,284	572,456	180,173
<b>TOTAL PROGRAM EXPENSES</b>	<b>29,501,484</b>	<b>35,401,483</b>	<b>5,899,999</b>	<b>78,781,389</b>	<b>102,132,414</b>	<b>23,351,025</b>
<b>ADMINISTRATIVE COSTS</b>						
Management & General (Notes 1 & 2)	626,850	856,928	230,078	1,834,100	2,536,927	702,828
Communications & Customer Svc (Notes 1 & 2)	369,876	540,525	170,649	1,087,353	1,597,239	509,886
<b>Total Administrative Costs</b>	<b>996,726</b>	<b>1,397,452</b>	<b>400,726</b>	<b>2,921,452</b>	<b>4,134,166</b>	<b>1,212,714</b>
<b>Total Expenses</b>	<b>30,498,209</b>	<b>36,798,935</b>	<b>6,300,725</b>	<b>81,702,841</b>	<b>106,266,581</b>	<b>24,563,739</b>
<b>REVENUE LESS EXPENSES</b>	<b>(2,551,364)</b>	<b>(6,201,672)</b>	<b>3,650,308</b>	<b>21,416,658</b>	<b>(5,028,530)</b>	<b>26,445,188</b>

Note 1) Both Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.

Note 2) Administrative costs are allocated for management reporting only. This is not a GAAP formatted Income Statement.

Note 3) Program Management costs include both outsourced and internal staff.

**Energy Trust of Oregon**  
**Statement of Functional Expenses**  
**For the Nine Months Ending September 30, 2011**

	Energy Efficiency	Renewable Energy	Total Program Expenses	Management & General	Communications & Customer Service	Total Admin Expenses	Total	Budget	Variance
<b>Program Expenses</b>									
Incentives/ Program Management & Delivery	63,105,379	7,500,559	70,605,938			0	70,605,938	87,828,896	17,222,958
Payroll and Related Expenses	1,489,317	666,511	2,155,828	1,207,045	375,983	1,583,028	3,738,856	4,072,855	333,999
Outsourced Services	2,071,824	330,982	2,402,806	130,775	504,084	634,859	3,037,665	7,168,481	4,130,816
Planning and Evaluation	1,054,470	156,884	1,211,354		15,374	15,374	1,226,728	1,904,282	677,554
Customer Service Management	545,445	22,687	568,132			0	568,132	826,830	258,698
Trade Allies Network	278,937	19,073	298,010			0	298,010	494,310	196,300
<b>Total Program Expenses</b>	<b>68,545,371</b>	<b>8,696,695</b>	<b>77,242,066</b>	<b>1,337,820</b>	<b>895,440</b>	<b>2,233,260</b>	<b>79,475,326</b>	<b>102,295,654</b>	<b>22,820,328</b>
<b>Program Support Costs</b>									
Supplies	4,693	2,290	6,983	6,923	1,873	8,796	15,779	29,390	13,611
Postage and Shipping Expenses	5,652	1,019	6,671	1,613	674	2,287	8,958	19,152	10,194
Telephone	5,798	3,201	8,999	4,110	1,313	5,423	14,422	11,247	(3,175)
Printing and Publications	32,952	7,036	39,988	1,894	11,165	13,059	53,047	152,516	99,469
Occupancy Expenses	80,064	36,225	116,289	57,347	23,947	81,294	197,583	233,482	35,899
Insurance	18,255	8,260	26,515	13,076	5,460	18,536	45,051	47,966	2,915
Equipment	4,129	47,381	51,510	2,957	1,235	4,192	55,702	16,379	(39,323)
Travel	22,634	21,049	43,683	11,658	1,549	13,207	56,890	132,453	75,563
Meetings, Trainings & Conferences	13,066	8,840	21,906	50,735	1,628	52,363	74,269	202,650	128,381
Interest Expense and Bank Fees				5,000		5,000	5,000	0	(5,000)
Depreciation & Amortization	3,864	10,230	14,094	2,768	1,156	3,924	18,018	9,663	(8,355)
Dues, Licenses and Fees	36,176	17,300	53,476	60,956	1,173	62,129	115,605	85,744	(29,861)
Miscellaneous Expenses	1,378	7	1,385	11	1,311	1,322	2,707	2,023	(684)
IT Services	976,690	171,135	1,147,825	277,232	139,429	416,661	1,564,486	3,028,261	1,463,775
<b>Total Program Support Costs</b>	<b>1,205,351</b>	<b>333,972</b>	<b>1,539,323</b>	<b>496,280</b>	<b>191,912</b>	<b>688,192</b>	<b>2,227,515</b>	<b>3,970,926</b>	<b>1,743,411</b>
<b>TOTAL EXPENSES</b>	<b>69,750,724</b>	<b>9,030,664</b>	<b>78,781,388</b>	<b>1,834,100</b>	<b>1,087,353</b>	<b>2,921,453</b>	<b>81,702,841</b>	<b>85,659,790</b>	<b>3,956,949</b>

OPUC measure, versus 11%

4.3%

Exp-Acct-YTD-002

**Energy Trust of Oregon**  
**Year to Date by Program/Service Territory - joint costs allocated at program level**  
**For the Nine Months Ending September 30, 2011**  
**(Unaudited)**

	ENERGY EFFICIENCY							RENEWABLE ENERGY				TOTAL			
	PGE	PacifiCorp	Total	NWN Industrial	NW Natural	Cascade	Avista	Oregon Total	NWN WA	ETO Total	PGE	PacifiCorp	Total	Other	All Programs
<b>REVENUES</b>															
Public Purpose Funding	\$21,695,369	\$14,276,355	\$35,971,724		\$15,734,935	\$992,122		\$52,698,781		\$52,698,781	\$6,197,377	\$4,097,213	\$10,294,590		\$62,993,371
Incremental Funding	21,313,366	16,459,175	37,772,541	1,558,336				39,330,877	642,144	39,973,021					39,973,021
Contributions													735		735
Special Projects	2,366		2,366		3,984			6,350		6,350					6,350
Revenue from Investments													146,022		146,022
<b>TOTAL PROGRAM REVENUE</b>	<b>43,011,101</b>	<b>30,735,530</b>	<b>73,746,631</b>	<b>1,558,336</b>	<b>15,738,919</b>	<b>992,122</b>		<b>92,036,008</b>	<b>642,144</b>	<b>92,678,152</b>	<b>6,197,377</b>	<b>4,097,213</b>	<b>10,294,590</b>	<b>146,757</b>	<b>103,119,499</b>
<b>EXPENSES</b>															
Program Management (Note 3)	1,586,347	1,254,545	2,840,892	36,122	764,080	78,403		3,719,497	96,455	3,815,952	341,803	324,707	666,510		4,482,462
Program Delivery	12,197,362	9,101,071	21,298,433	371,579	3,112,987	353,707		25,136,706	179,394	25,316,100	96,451	66,066	162,517		25,478,617
Incentives	15,252,496	11,074,581	26,327,077	200,565	5,462,314	549,825		32,539,781	228,862	32,768,643	5,127,443	2,210,599	7,338,042		40,106,685
Program Eval & Planning Svcs.	798,323	616,500	1,414,823	7,728	298,997	27,235		1,748,783	17,566	1,766,349	80,538	83,621	164,159		1,930,508
Program Marketing/Outreach	1,559,005	1,100,459	2,659,464	3,980	708,616	77,008		3,449,069	56,177	3,505,246	55,783	35,217	91,000		3,596,246
Program Quality Assurance	66,511	56,984	123,495	189	44,181	4,080		171,945	0	171,945	8,589	564	9,153		181,098
Outsourced Services	172,277	135,029	307,305	531	66,114	2,264		376,214	0	376,214	133,808	89,500	223,308		599,522
Trade Allies & Cust. Svc. Mgmt.	334,390	251,823	586,214	672	197,533	20,958		805,376	19,007	824,383	29,051	12,708	41,759		866,142
IT Services	415,724	320,565	736,289	6,015	193,128	19,720		955,152	21,537	976,689	91,219	79,916	171,135		1,147,824
Other Program Expenses	97,568	72,957	170,525	3,208	32,598	3,725		210,056	19,147	229,203	100,933	62,148	163,081		392,284
<b>TOTAL PROGRAM EXPENSES</b>	<b>32,480,003</b>	<b>23,984,514</b>	<b>56,464,517</b>	<b>630,589</b>	<b>10,880,549</b>	<b>1,136,924</b>		<b>69,112,579</b>	<b>638,145</b>	<b>69,750,724</b>	<b>6,065,618</b>	<b>2,965,046</b>	<b>9,030,664</b>		<b>78,781,388</b>
<b>ADMINISTRATIVE COSTS</b>															
Management & General (Notes 1 & 2)	756,163	558,380	1,314,543	14,681	253,309	26,469		1,609,001	14,857	1,623,858	136,266	73,976	210,242		1,834,100
Communications & Customer Svc (Notes 1 & 2)	448,294	331,038	779,332	8,703	150,175	15,692		953,902	8,808	962,710	80,786	43,857	124,643		1,087,353
<b>Total Administrative Costs</b>	<b>1,204,457</b>	<b>889,418</b>	<b>2,093,875</b>	<b>23,384</b>	<b>403,484</b>	<b>42,161</b>		<b>2,562,903</b>	<b>23,665</b>	<b>2,586,568</b>	<b>217,052</b>	<b>117,833</b>	<b>334,885</b>		<b>2,921,453</b>
<b>TOTAL PROG &amp; ADMIN EXPENSES</b>	<b>33,684,461</b>	<b>24,873,933</b>	<b>58,558,394</b>	<b>653,973</b>	<b>11,284,033</b>	<b>1,179,083</b>		<b>71,675,483</b>	<b>661,809</b>	<b>72,337,292</b>	<b>6,282,670</b>	<b>3,082,881</b>	<b>9,365,551</b>		<b>81,702,841</b>
<b>TOTAL REVENUE LESS EXPENSES</b>	<b>9,326,640</b>	<b>5,861,597</b>	<b>15,188,237</b>	<b>904,363</b>	<b>4,454,886</b>	<b>(186,961)</b>		<b>20,360,526</b>	<b>(19,665)</b>	<b>20,340,860</b>	<b>(85,293)</b>	<b>1,014,332</b>	<b>929,039</b>	<b>146,757</b>	<b>21,416,658</b>
Cumulative Carryover at 12/31/10 (Note 4)	14,983,896	(1,961,443)	13,022,453	805,043	5,878,939	526,165	25,458	20,258,058	675,003	20,933,061	21,576,604	8,203,634	29,780,238	10,319,233	61,032,532
Interest attributed	1,740,000	1,160,000	2,900,000		5,000,000			7,900,000		7,900,000		1,700,000	1,700,000	(9,600,000)	
Interest re-attributed	(1,740,000)		(1,740,000)		(5,000,000)			(6,740,000)		(6,740,000)				6,740,000	
<b>TOTAL NET ASSETS CUMULATIVE</b>	<b>24,310,536</b>	<b>5,060,154</b>	<b>29,370,690</b>	<b>1,709,406</b>	<b>10,333,825</b>	<b>339,204</b>	<b>25,458</b>	<b>41,778,584</b>	<b>655,338</b>	<b>42,433,921</b>	<b>21,491,311</b>	<b>10,917,966</b>	<b>32,409,277</b>	<b>7,605,990</b>	<b>82,449,192</b>

Note 1) Both Management & General and Communications & Customer Service Expenses (Administrative) have been allocated based on total expenses.

Note 2) Administrative costs are allocated for management reporting only. GAAP for Not for Profit organizations does not allow allocation of administrative costs to program expenses.

Note 3) Program Management costs include both outsourced and internal staff.

Note 4) Cumulative carryover at 12/31/2010 reflects audited results.

**Energy Trust of Oregon**  
**ADMINISTRATIVE EXPENSES**  
For the Three Months and Year to Date Ended September 30, 2011  
(Unaudited)

EXPENSES	MANAGEMENT & GENERAL						COMMUNICATIONS & CUSTOMER SERVICE					
	QUARTER			YTD			QUARTER			YTD		
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE
Outsourced Services	\$21,453	\$99,016	\$77,563	\$103,895	\$270,455	\$166,560	\$181,783	\$271,954	\$90,171	\$503,922	\$803,362	\$299,440
Legal Services	10,597	15,000	4,403	26,492	43,125	16,633						
Salaries and Related Expenses	391,620	459,731	68,111	1,207,045	1,423,774	216,730	121,372	130,959	9,587	375,983	392,876	16,893
Supplies	1,161	542	(619)	3,589	750	(2,839)	466	500	34	481	1,500	1,019
Telephone	315	1,033	718	966	1,410	444						
Postage and Shipping Expenses		667	667		1,875	1,875		1,250	1,250		3,750	3,750
Noncapitalized Equipment								500	500		1,500	1,500
Printing and Publications	50	92	42	192	225	33	5,718	12,500	6,782	10,454	37,500	27,046
Travel	2,533	8,498	5,965	11,654	25,838	14,184	322	1,500	1,178	1,548	4,500	2,952
Conference, Training & Mtngs	24,963	35,783	10,819	50,735	115,987	65,253	302	4,750	4,448	1,628	14,250	12,622
Interest Expense and Bank Fees	5,000		(5,000)	5,000		(5,000)						
Miscellaneous Expenses		190	190		825	825				1,306		(1,306)
Dues, Licenses and Fees	54,607	1,433	(53,174)	60,956	6,665	(54,291)	511	1,250	739	1,173	3,750	2,577
Shared Allocation (Note 1)	28,713	36,380	7,666	86,344	109,380	23,036	11,144	13,616	2,473	36,056	40,503	4,447
IT Service Allocation (Note 2)	85,837	176,714	90,877	277,232	536,618	259,386	43,171	93,865	50,694	139,429	269,883	130,454
Planning & Eval (Note 3)		3,212	3,212				5,086	7,880	2,794	15,374	23,865	8,491
<b>TOTAL EXPENSES</b>	<b>626,850</b>	<b>838,289</b>	<b>211,439</b>	<b>1,834,100</b>	<b>2,536,927</b>	<b>702,828</b>	<b>369,876</b>	<b>540,525</b>	<b>170,649</b>	<b>1,087,353</b>	<b>1,597,239</b>	<b>509,886</b>

Note 1) Represents allocation of Shared (General Office Management) Costs

Note 2) Represents allocation of Shared IT Costs

Note 3) Represents allocation of Planning & Evaluations Costs

**Energy Trust of Oregon**  
**RENEWABLE ENERGY**  
**Unaudited Interim Report for Quarter and Year to Date**  
**For the Period Ending September 30, 2011**

	QTD						YTD					
	Biopower	Solar	Other Renewable	Total RR	Total Budget	Variance	Biopower	Solar	Other Renewable	Total RR	Total Budget	Variance
<b>EXPENSES</b>												
Program Management (Note 4)	\$44,411	\$85,395	\$86,609	\$216,415	\$242,493	\$26,078	\$139,606	\$256,204	\$270,700	\$666,511	\$727,478	\$60,967
Program Delivery		51,167	12,671	63,838	48,750	(15,088)		124,442	38,075	162,518	146,250	(16,268)
Incentives	105,321	3,101,603	174,323	3,381,247	3,579,643	198,396	243,038	6,520,609	574,394	7,338,041	16,197,562	8,859,521
Program Evaluation & Planning Svcs.	13,176	22,596	23,410	59,182	99,168	39,987	39,823	53,581	70,755	164,159	299,785	135,626
Program Marketing/Outreach	350	15,038	850	16,238	60,387	44,150	4,285	81,261	5,457	91,003	176,162	85,160
Program Legal Services					9,250	9,250					27,750	27,750
Program Quality Assurance			826	826	9,375	8,550		9,153	9,153	28,125	18,972	18,972
Outsourced Services	16,452	63,377	22,775	102,604	240,425	137,821	62,098	115,315	45,894	223,307	736,275	512,968
Trade Allies & Customer Svc. Mgmt.		9,954	548	10,501	41,058	30,556		39,911	1,848	41,759	125,939	84,180
IT Services	8,712	21,986	22,289	52,987	115,209	62,222	28,137	71,009	71,989	171,135	331,253	160,118
Other Program Expenses	5,008	32,092	9,865	46,965	55,415	8,450	23,645	99,530	39,906	163,082	187,169	24,087
<b>TOTAL PROGRAM EXPENSES</b>	<b>193,430</b>	<b>3,403,207</b>	<b>354,166</b>	<b>3,950,803</b>	<b>4,501,173</b>	<b>550,370</b>	<b>540,633</b>	<b>7,361,862</b>	<b>1,128,172</b>	<b>9,030,667</b>	<b>18,983,749</b>	<b>9,953,082</b>
<b>ADMINISTRATIVE COSTS</b>												
Management & General	4,081	74,412	7,303	85,796	154,900	69,104	12,586	171,391	26,265	210,242	458,582	248,340
Communications & Customer Service	2,407	43,975	4,302	50,684	97,707	47,023	7,462	101,610	15,571	124,643	288,721	164,079
<b>Total Administrative Costs</b>	<b>6,488</b>	<b>118,387</b>	<b>11,606</b>	<b>136,480</b>	<b>252,607</b>	<b>116,127</b>	<b>20,048</b>	<b>273,000</b>	<b>41,836</b>	<b>334,884</b>	<b>747,303</b>	<b>412,418</b>
<b>Total Expenses</b>	<b>199,917</b>	<b>3,521,593</b>	<b>365,772</b>	<b>4,087,283</b>	<b>4,753,780</b>	<b>666,497</b>	<b>560,681</b>	<b>7,634,862</b>	<b>1,170,008</b>	<b>9,365,551</b>	<b>19,731,052</b>	<b>10,365,500</b>

**Energy Trust of Oregon**  
**ENERGY EFFICIENCY**  
**Unaudited Interim Report for Quarter and Year to Date**  
**For the Period Ending September 30, 2011**

	QTD						YTD					
	Commercial	Industrial	Residential	Total EE	Total Budget	Variance	Commercial	Industrial	Residential	Total EE	Total Budget	Variance
<b>EXPENSES</b>												
Program Management (Note 4)	\$427,417	\$165,871	\$680,549	\$1,273,837	\$1,078,681	(\$195,155)	\$1,331,296	\$479,824	\$2,004,829	\$3,815,949	\$3,215,576	(\$600,373)
Program Delivery	3,302,677	1,734,205	3,460,041	8,496,922	8,327,536	(169,386)	9,596,994	5,338,398	10,380,709	25,316,102	23,976,745	(1,339,356)
Incentives	5,873,885	2,450,489	4,896,962	13,221,336	15,791,779	2,570,443	12,047,309	6,467,999	14,253,334	32,768,643	39,272,766	6,504,123
Program Evaluation & Planning Svcs.	219,460	69,729	311,490	600,679	1,291,769	691,089	634,201	216,917	915,228	1,766,346	3,495,632	1,729,285
Program Marketing/Outreach	265,273	18,428	857,477	1,141,178	2,513,773	1,372,596	789,168	80,846	2,635,234	3,505,248	7,538,739	4,033,490
Program Legal Services					625	625					1,875	1,875
Program Quality Assurance	80,528		35,374	115,902	60,000	(55,902)	80,528		91,417	171,945	170,000	(1,945)
Outsourced Services	89,171	510	5,000	94,681	657,663	562,982	301,834	18,511	55,871	376,215	2,006,338	1,630,122
Trade Allies & Customer Svc. Mgmt.	42,317	1,431	197,640	241,387	392,122	150,734	158,026	3,793	662,563	824,382	1,195,201	370,819
IT Services	102,391	33,926	166,088	302,406	657,515	355,109	330,697	109,573	536,421	976,690	1,890,507	913,817
Other Program Expenses	17,430	18,400	26,523	62,354	128,847	66,494	64,279	64,326	100,597	229,202	385,287	156,085
<b>TOTAL PROGRAM EXPENSES</b>	<b>10,420,549</b>	<b>4,492,988</b>	<b>10,637,145</b>	<b>25,550,681</b>	<b>30,900,310</b>	<b>5,349,629</b>	<b>25,334,332</b>	<b>12,780,186</b>	<b>31,636,204</b>	<b>69,750,722</b>	<b>83,148,665</b>	<b>13,397,943</b>
<b>ADMINISTRATIVE COSTS</b>												
Management & General	224,450	94,516	222,088	541,054	702,027	160,973	589,805	297,534	736,518	1,623,858	2,078,346	454,488
Communications & Customer Service	132,535	55,739	130,918	319,192	442,818	123,626	349,668	176,394	436,648	962,710	1,308,518	345,808
<b>Total Administrative Costs</b>	<b>356,986</b>	<b>150,255</b>	<b>353,005</b>	<b>860,246</b>	<b>1,144,845</b>	<b>284,599</b>	<b>939,474</b>	<b>473,928</b>	<b>1,173,166</b>	<b>2,586,568</b>	<b>3,386,863</b>	<b>800,296</b>
<b>Total Expenses</b>	<b>10,777,535</b>	<b>4,643,242</b>	<b>10,990,150</b>	<b>26,410,927</b>	<b>32,045,155</b>	<b>5,634,228</b>	<b>26,273,806</b>	<b>13,254,114</b>	<b>32,809,370</b>	<b>72,337,290</b>	<b>86,535,529</b>	<b>14,198,239</b>