

EXERCISE 1: Targeting Sites and Incentives

Student Instructions for Exercise 1:

Attached you will find nine property profiles for the real estate under consideration for performance contract. These property profiles include background information such as property layout, primary use (family or elderly housing), recent changes or upgrades to the property, necessary work to be completed, and utility costs. Review these profiles and select sites that you would like to include in your RFP. Once you have identified the sites, list possible incentives that should be considered in your implementation approach. Use Table 1 to summarize property information, target property, and identify incentive opportunities.

PROPERTY PROFILE- Valley Ridge

Name: Valley Ridge

Address: 2543 West 7th St., Cleveland, OH

Property Manager: Y. Armstrong



Property Layout: Flat-top and pitched-roof 2-story townhouses with 1,2,3,4, and 5 BR units; exterior walls are 4" brick with wood studs and furring strips and plaster walls (no insulation); concrete slab roofs with built-up roofing (no insulation); single-pane, double-hung windows with aluminum frames

Number of Units: 250

Number of Occupants (Occupancy Rate): 857 (98%)

Primary Use: Low-Income Family Housing

Year Constructed: 1939

Total Floor Area: 216,975 ft²

Operating Hours (by major area): offices: M-F, 8 hrs/day (2,080 hrs/yr); community and game rooms: Sun-Sat, 4 hrs/day (1,456 hrs/yr); restrooms: Sun-Sat, 24 hrs/day (8,760 hrs/yr)

HVAC and DHW Systems Description: No cooling equipment exists. Steam boilers (2), 25 years old, provide space heat from Oct 15 through May 15. No setback control on steam heat, space heating temperatures are maintained at 75°F.

Lighting System Description: office, restrooms, community and game rooms all have T-12 lamps and ballasts. Exit signs use incandescent lamps.

Unit Water Fixture Description: Toilets are 30 years old and have average flows of 4.0 gallons/flush. Showers are new and have average flows of 2.4 gallons/minute. Bathroom sinks are 30 years old and have average flows of 2.4 gallons/minute. Kitchen sinks are 30 years old and have average flows of 2.7 gallons/minute.

Recent changes, renovations or upgrades: None

Major Work Identified by Building Personnel: replacement of boiler controls with computerized controls; sub-metering of gas and water lines in boiler room; steam line repair under parking lot

**Summary of Utility Costs:
Valley Ridge**

Utility	kWh/yr	kWh/ft ² -yr	\$/yr	\$/ft ²	\$/kWh
Electrical Consumption	1,060,483	4.89	63,629	0.29	0.06

Utility	MCF/yr	kBtu/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Gas Consumption	48,759	231.46	268,175	1.24	5.50

Utility	MCF/yr	Gal/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Water/Sewer Consumption	4,979	171.6	183,417	0.85	36.84

Utility	\$/yr	\$/ft ²
Total	515,221	2.37

PROPERTY PROFILE- Norman Heights

Name: Norman Heights

Address: 3805 Gato Rosa, Cleveland, OH

Property Manager: N. Martin

Property Layout: 13-story high-rise with 150 units; external walls are 4" face brick on 6" concrete block with 2" of rigid insulation and drywall; roof is built-up roofing on lightweight concrete fill (2" - 7" thick), 1 ½" rigid insulation, 6" precast concrete and R-19 insulation; windows and sliding doors are double-pane glass with aluminum framing



Primary Use: Low-Income Elderly Housing

Year Constructed: 1974

Total Floor Area: 101,000 ft²

Number of Units: 150

Number of Occupants (Occupancy Rate): 170 (97%)

Operating Hours (by major area): lobbies, stairwells, and hallways: 24 hrs/day, 7 days/week (8,760 hrs/yr); main office, laundry, storage, family rooms, utility rooms, restrooms: 8 hrs/day M-F, 4 hrs/day Sat (2,280 hrs/yr); community room: 14 hrs/day, 7 days/week Sun-Sat (5,110 hrs/yr).

HVAC System Description: Tenant apartments are heated with central ventilation air (introduced through corridors) and supplemented with electric-resistance baseboard heat. Ventilation air is heated via gas furnace. The energy management system maintains a heating setpoint range of 73°F - 78°F and nighttime setback of 8°F. Mechanical cooling is not available. Domestic hot water is provided by electric water heaters located on each floor.

Lighting System Description: A retrofit in 1994 installed efficient fluorescent lamps and ballasts in stairwells, corridors, community rooms, tenant apartments, and in the main lobby.

Unit Water Fixture Description: Toilets are 25 years old and have average flows of 4.5 gallons/flush. Showers are 25 years old and have average flows of 2.7 gallons/minute. Bathroom sinks are 25 years old and have average flows of 2.2 gallons/minute. Kitchen sinks are 25 years old and have average flows of 2.7 gallons/minute.

Recent changes, renovations or upgrades: Energy management system installed in 1992; window

retrofit in 1991; lighting retrofit in 1994; repairs to the ventilation system were done in 1996

Major Work Identified by Building Personnel: repair on front walkways and miscellaneous exterior walls

**Summary of Utility Costs:
Norman Heights**

Utility	kWh/yr	kWh/ft ² -yr	\$/yr	\$/ft ²	\$/kWh
Electrical Consumption	1,100,368	10.89	77,026	0.76	0.07

Utility	MCF/yr	kBtu/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Gas Consumption	2,023	20.63	10,722	0.11	5.30

Utility	MCF/yr	Gal/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Water/Sewer Consumption	2,025	150.0	72,307	0.72	35.70

Utility	\$/yr	\$/ft ²
Total	160,054	1.58

PROPERTY PROFILE- McLain Village

Name: McLain Village
Address: 10722 Baldwin, Cleveland, OH
Property Manager: M. Ellen



Property Layout: Flat-top and pitched-roof 2-story townhouses and 3-story walkup apartments, 56 buildings; exterior walls are 4" brick with wood studs and furring strips and plaster walls (no insulation); concrete slab roofs with rigid insulation and built-up roofing; windows are double hung, have double-pane glass and wood frames.

Number of Units: 568

Number of Occupants (Occupancy Rate): 1,874 (96%)

Primary Use: Low-Income Family Housing
Year Constructed: 1939
Total Floor Area: 492,967 ft²

Operating Hours (by major area): offices: 24 hrs/day, Sun-Sat (8,760 hrs/yr); common areas (hallways, laundry rooms, restrooms): 24 hrs/day, Sun-Sat (8,760 hrs/yr)

HVAC and DHW Systems Description: No cooling equipment exists. Three steam plants (with 8, 25+ year old steam boilers) provide steam for space heating and domestic hot water for 50 buildings. Space heating is provided from October 15 through May 15. The steam and hot water distribution system is deteriorating. A cluster of neighboring 6 buildings were recently disconnected from the main steam and hot water loops and are now served by a new boiler and new hot water heater. Space heating set points are maintained at 72°F, with no nighttime setback. Domestic hot water setpoint is maintained at 120°F.

Lighting System Description: Offices, corridors, community rooms and other common areas all have T-12 lamps and ballasts. Exit signs use incandescent lamps.

Unit Water Fixture Description: Showers do not exist, all residents take baths instead. Toilets are 25 years old and have average flows of 4.6 gallons/flush. Bathroom sinks are 25 years old and have average flows of 2.8 gallons/minute. Kitchen sinks are 25 years old and have average flows of 3.5 gallons/minute.

Recent changes, renovations or upgrades: Decentralization of 6 buildings from the main steam and water lines was done in 1996. Steam leaks were reduced and natural gas consumption decreased.

Major Work Identified by Building Personnel: Continue to decentralize space heating hot water and domestic hot water by installing new hot water boilers and domestic hot water heaters to service clusters of 6 to 8 buildings. Provide new pumps and piping for heating water and domestic hot water, new heating water wall convectors in all effected units, and re-route underground gas service to new, decentralized, boiler rooms.

**Summary of Utility Costs:
McLain Village**

Utility	kWh/yr	kWh/ft ² -yr	\$/yr	\$/ft ²	\$/kWh
Electrical Consumption	2,269,680	4.60	161,601	0.33	0.07

Utility	MCF/yr	kBtu/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Gas Consumption	127,713	266.84	564,927	1.15	4.42

Utility	MCF/yr	Gal/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Water/Sewer Consumption	11,254	170.8	398,072	0.81	35.37

Utility	\$/yr	\$/ft ²
Total	1,124,600	2.28

PROPERTY PROFILE- Roosevelt Park

Name: Roosevelt Park
Address: 1919 E. 55th St., Cleveland, OH
Property Manager: T. Byrd



Property Layout: High-rise apartment building, 22 story, 163 efficiencies, 81 1-BR, and 1 2-BR; exterior walls are 10" concrete with metal studs and gypsum board; roof is 6" concrete topped with 3/4" rigid insulation, insulated concrete and rubber membrane added in 1986; aluminum single-pane sliding windows

Number of Units: 245

Number of Occupants (Occupancy Rate): 588 (96%)

Primary Use: Low-Income Family Housing
Year Constructed: 1970
Total Floor Area: 193,305 ft²

Operating Hours (by major area): offices and community rooms: 8 hrs/day, M-F (2,080 hrs/yr); common areas (lobby, hallways, laundry rooms, stairwells, restrooms): 24 hrs/day, Sun-Sat (8,760 hrs/yr); shipping and receiving: 24 hrs/day, Sun-Sat (8,760 hrs/yr)

HVAC and DHW Systems Description: Ten, roof-top ventilation fans operate 24 hrs/day, all year. A new chiller (1996) provides cooling for first and second floors. Space heating is provided by a hot water boiler with outdoor air reset, operated from October 15th through May 15th. Space heating set points are maintained at 75°F, with no nighttime setback. Domestic hot water is provided by a new, single DHW hot water boiler.

Lighting System Description: Most corridors have fluorescent (T-8, electronic ballasts) lighting, however all stairwells contain fixtures with 100W incandescent lamps. High wattage (100 W to 300 W) incandescent lamps are found throughout the building, including some corridors, exit signs, closets, lobby, and in shipping and receiving.

Unit Water Fixture Description: Toilets are 29 years old and have average flows of 4.72 gallons/flush. Showers are 29 years old and have average flows of 2.9 gallons/minute. Bathroom sinks are 29 years old and have average flows of 2.3 gallons/minute. Kitchen sinks are 29 years old and have average flows of 1.8 gallons/minute.

Recent changes, renovations or upgrades: Chiller was added in 1996, and is used to cool first and

second floors. A new domestic hot water heater and storage tank reduced DHW energy consumption by 12%.

Major Work Identified by Building Personnel: Install new windows, perform exterior building repairs, and replace old appliances.

**Summary of Utility Costs:
Roosevelt Park**

Utility	kWh/yr	kWh/ft ² -yr	\$/yr	\$/ft ²	\$/kWh
Electrical Consumption	1,832,874	9.48	130,501	0.68	0.07

Utility	MCF/yr	kBtu/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Gas Consumption	18,873	100.56	103,802	0.54	5.50

Utility	MCF/yr	Gal/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Water/Sewer Consumption	4,141	160.2	146,471	0.76	35.37

Utility	\$/yr	\$/ft ²
Total	380,774	1.97

PROPERTY PROFILE- Skytop Tower

Name: Skytop Tower

Address: 2268 Bernie St., Cleveland, OH

Property Manager: B. Michaels

Property Layout: 12-story high-rise building with 100 units; exterior walls are 4" face brick with 8" reinforced concrete, 1" rigid insulation, and drywall; roof is 7" reinforced concrete with 2" of rigid insulation and built-up roofing; windows are double-pane glass with aluminum frames

Primary Use: Low-Income Elderly Housing

Year Constructed: 1972

Total Floor Area: 86,790 ft²



Number of Units: 100

Number of Occupants (Occupancy Rate): 132 (93%)

Operating Hours (by major area): lobbies, stairwells, and hallways: 24 hrs/day, 7 days/week (8,760 hrs/yr); main office, laundry, storage, family rooms, utility rooms, restrooms: 8 hrs/day M-F, 4 hrs/day Sat (2,280 hrs/yr); community room: 14 hrs/day, 7 days/week Sun-Sat (5,110 hrs/yr).

HVAC System Description: 9 boilers provide hot water for space heating throughout the building. Space heating in tenant apartments is supplemented with electric resistance baseboards. Ventilation air is heated by two new gas furnaces that are not presently working. Packaged console air-conditioning units provide cooling to apartments. Domestic hot water is provided by a central gas-boiler. Space heating and cooling temperatures are controlled by clients, no setback function exists.

Lighting System Description: Most common areas (lobbies, community rooms and restrooms) have T-12 fluorescent lamps and ballasts. Lighting is predominately incandescent in maintenance closets, exterior areas, laundry rooms and tenant apartments.

Unit Water Fixture Description: Toilets are 3 years old and have average flows of 3.3 gallons/flush. Showers are 3 years old and have average flows of 2.5 gallons/minute. Bathroom sinks are 3 years old and have average flows of 1.5 gallons/minute. Kitchen sinks are 3 years old and have average flows of 1.8 gallons/minute.

Recent changes, renovations or upgrades: water fixture upgrade 1996

Major Work Identified by Building Personnel: Hot water capacity for space heating is insufficient as 4 boilers are burning inefficiently and 3 are not operational, tenants must use (troublesome) electric

resistance baseboard heaters to stay warm. Boilers should be replaced before the next heating season. Additionally, unit heaters should be cleaned and electric resistance heat disconnected.

**Summary of Utility Costs:
Skytop Tower**

Utility	kWh/yr	kWh/ft ² -yr	\$/yr	\$/ft ²	\$/kWh
Electrical Consumption	1,258,954	14.51	88,127	1.02	0.07

Utility	MCF/yr	kBtu/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Gas Consumption	4,138	79.18	22,509	0.26	5.44

Utility	MCF/yr	Gal/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Water/Sewer Consumption	1,207	104	41,629	0.48	34.50

Utility	\$/yr	\$/ft ²
Total	152,264	1.75

PROPERTY PROFILE- Elena Gardens

Name: Elena Gardens

Address: 12555 Bellaire Rd, Cleveland, OH

Property Manager: M. May

Property Layout: Two high-rise buildings- a 5 story with 91 units, and a 10 story with 199 units; exterior walls are 8" reinforced concrete with 3/4" rigid insulation and 4" face brick; roof is 7" reinforced concrete with 2" of rigid insulation and built-up roofing; windows are single-pane with aluminum frames



Number of Units: 290

Number of Occupants (Occupancy Rate): 340 (90%)

Primary Use: Elderly Housing

Year Constructed: 1971

Total Floor Area: 251,691 ft²

Operating Hours (by major area): offices and community rooms: 8 hrs/day, M-F (2,080 hrs/yr); common areas (lobbies, hallways, laundry rooms, stairwells, restrooms): 24 hrs/day, Sun-Sat (8,760 hrs/yr)

HVAC and DHW Systems Description: First floor lobbies and community rooms in buildings are cooled with small air-conditioners. Space heating is provided by 4 hot water boilers (25 years old), from Oct 15 through May 15. No setback control is available on space heat, space temperatures are maintained at 75°F. Two domestic hot water heaters provide 120°F hot water.

Lighting System Description: Fluorescent fixtures have T-12 lamps and ballasts in corridors, lobbies, community rooms, laundry rooms, and stairwells. Incandescent lamps are found in stairwells, lobbies, restrooms, offices, and in all exit signs.

Unit Water Fixture Description: Toilets are 28 years old and have average flows of 4.3 gallons/flush. Showers are 28 years old and have average flows of 3.0 gallons/minute. Bathroom sinks are 28 years old and have average flows of 2.3 gallons/minute. Kitchen sinks are 28 years old and have average flows of 2.5 gallons/minute.

Recent changes, renovations or upgrades: None

Major Work Identified by Building Personnel: Boiler and heating water circulation pump replacements; new boiler controls; window replacement or retrofit (mainly sealing)

**Summary of Utility Costs:
Elena Gardens**

Utility	kWh/yr	kWh/ft ² -yr	\$/yr	\$/ft ²	\$/kWh
Electrical Consumption	1,597,326	6.35	113,730	0.45	0.07

Utility	MCF/yr	kBtu/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Gas Consumption	17,659	72.27	97,125	0.39	5.50

Utility	MCF/yr	Gal/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Water/Sewer Consumption	3,751	111.5	132,662	0.53	35.37

Utility	\$/yr	\$/ft ²
Total	343,517	1.36

PROPERTY PROFILE- Bradley Tower

Name: Bradley Tower
Address: 1300 Superior Ave, Cleveland, OH
Property Manager: C. Dobbs

Property Layout: 22 story high-rise with 266 units; exterior walls are 10" concrete with 3/4" rigid insulation and 1/2" drywall; roof is reinforced concrete with 1 1/2" rigid insulation and built-up roofing; windows are single-pane sliders with tinted glass

Primary Use: Low-Income Elderly Housing
Year Constructed: 1971
Total Floor Area: 230,861 ft²

Number of Units: 266

Number of Occupants (Occupancy Rate): 296 (100%)

Operating Hours (by major area): lobbies, stairwells, and hallways: 24 hrs/day, 7 days/week (8,760 hrs/yr); main office, laundry, storage, family rooms, utility rooms, restrooms: 8 hrs/day M-F, 4 hrs/day Sat (2,280 hrs/yr); community room, wellness center, work out room and golden age center: 14 hrs/day, 7 days/week Sun-Sat (5,110 hrs/yr).

HVAC System Description: Space heating is provided throughout the building by hot water generated using steam delivered from the city's central steam plant, located 20 blocks from the building. Condensate is not returned to the steam plant, instead it is dumped directly into the sewage system. Space heating is provided from Oct 15 through May 15. No setback control is used on space heat and heating setpoints are maintained at 75°F. Offices, community and activity rooms, and other common areas are cooled using small air-conditioning units. Apartments are cooled using wall/console air-conditioning units. Domestic hot water is also generated using steam from the city.

Lighting System Description: Most (85%) of the fluorescent fixtures, located throughout the building, use T-12 lamps and ballasts. A large number of incandescent lamps (60 W - 300 W) were found throughout the building, particularly in stairwells, lobbies, utility rooms (on each floor) and in the community room. Additionally, incandescent lamps are used in all of the exit signs.

Unit Water Fixture Description: Toilets are 28 years old and have average flows of 4.3 gallons/flush. Showers are 28 years old and have average flows of 3.4 gallons/minute. Bathroom sinks are 28 years old and have average flows of 2.4 gallons/minute. Kitchen sinks are 28 years old and have average flows of 2.4 gallons/minute.

Recent changes, renovations or upgrades: Roofing upgrade, 1991.



Major Work Identified by Building Personnel: Window replacement; sealing leaks from apartment air conditioners by caulking cracks and providing covers to be used during heating season; install boilers for space heating and domestic hot water heating, disconnect steam lines from city's steam plant.

**Summary of Utility Costs:
Bradley Tower**

Utility	kWh/yr	kWh/ft ² -yr	\$/yr	\$/ft ²	\$/kWh
Electrical Consumption	1,893,600	8.20	134,824	0.58	0.07

Utility	MCF/yr	kBtu/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Gas Consumption	1,023	4.56	5,626	0.02	5.50

Utility	Mlbs/yr	kBtu/ft ² -yr	\$/yr	\$/ft ²	\$/Mlbs
Steam Consumption	11,491	47.29	173,397	0.75	15.09

Utility	MCF/yr	Gal/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Water/Sewer Consumption	3,095	100.3	109,495	0.47	35.38

Utility	\$/yr	\$/ft ²
Total	423,342	1.83

PROPERTY PROFILE- Matthew Blvd

Name: Matthew Blvd
Address: 9520 Detroit Ave., Cleveland, OH
Property Manager: L. Ames



Property Layout: 10-story high-rise with 119 one-bedroom units and one two-bedroom custodial suite; Exterior walls are 4" face brick with 8" concrete block, 1 ½" rigid insulation, and drywall; roof is built-up roofing on lightweight concrete fill (2" - 7" thick), 1 ½" rigid insulation, and 8" precast concrete; sliding windows and doors are single-pane glass with aluminum frames

Primary Use: Low-Income Elderly Housing
Year Constructed: 1977
Total Floor Area: 109,699 ft²

Number of Units: 120

Number of Occupants (Occupancy Rate): 160 (100%)

Operating Hours (by major area): office: 24 hrs/day, Sat-Sun (8,760 hrs/yr); common areas (lobbies, hallways, stairwells, restrooms): 24 hrs/day, Sat-Sun (8,760 hrs/yr); community and multi-purpose rooms are used 4 hrs/day, Sat-Sun (1,456 hrs/yr); laundry rooms: 15 hrs/day, Sat-Sun (5,460 hrs/yr)

HVAC System Description: Community room is cooled with a small roof-top air-conditioner. Ventilation air is introduced through hallways. Space heating provided by two hot water boilers from Oct 15 through May 15. No setback control is used on space heat and heating setpoint temperatures are maintained at 75°F. Domestic hot water is provided using one large hot water boiler.

Lighting System Description: All of the fluorescent fixtures, located throughout the building, use T-12 lamps and ballasts. Incandescent lamps (60 W - 300 W) are found in mechanical rooms and utility closets. Additionally, incandescent lamps are used in all of the exit signs.

Unit Water Fixture Description: Toilets are 22 years old and have average flows of 4.5 gallons/flush. Showers are 22 years old and have average flows of 2.7 gallons/minute. Bathroom sinks are 22 years old and have average flows of 2.2 gallons/minute. Kitchen sinks are 22 years old and have average flows of 2.7 gallons/minute.

Recent changes, renovations or upgrades: Roof was upgraded in 1995.

Major Work Identified by Building Personnel: window replacement; boiler repair; miscellaneous

exterior repairs

**Summary of Utility Costs:
Matthew Blvd**

Utility	kWh/yr	kWh/ft ² -yr	\$/yr	\$/ft ²	\$/kWh
Electrical Consumption	873,120	7.96	62,166	0.57	0.07

Utility	MCF/yr	kBtu/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Gas Consumption	6,860	64.41	37,730	0.34	5.50

Utility	MCF/yr	Gal/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Water/Sewer Consumption	811	55.3	28,682	0.26	35.37

Utility	\$/yr	\$/ft ²
Total	128,578	1.17

PROPERTY PROFILE- Walter Park

Name: Walter Park

Address: 10722 Gray St., Cleveland, OH

Property Manager: B. Gerald



Property Layout: 2-story townhouses in 136 buildings with 777 units; external walls are uninsulated with 4" brick, wood studs and drywall; pitched asphalt-shingled roofs with R-30 attic insulation; windows are double-pane with aluminum frames, and were installed in 1989

Primary Use: Low-Income Family Housing

Year Constructed: 1937

Total Floor Area: 674,358 ft²

Number of Units: 777

Number of Occupants (Occupancy Rate): 1,741 (70%)

Operating Hours (by major area): offices: 8 hrs/day, M-F (2,080 hrs/yr); community rooms: Sun-Sat, 12 hrs/day (4,380 hrs/yr); lobbies, restrooms and laundry rooms: Sun-Sat, 24 hrs/day (8,760 hrs/yr)

HVAC System Description: High-efficiency condensing furnaces were recently (1995) installed in each apartment. Heating setpoints, controlled by tenants, range from 72°F - 85°F. Setback of heating setpoints is not available. Domestic hot water is provided by a gas hot water heater located in each apartment. Some occupants have installed window air-conditioning units.

Lighting System Description: All common areas (lobbies, community rooms, restrooms, and laundry rooms) have T-12 fluorescent lamps and ballasts. Lighting is predominately incandescent in maintenance closets, exterior areas, and tenant apartments.

Unit Water Fixture Description: Toilets are 4 years old and have average flows of 3.3 gallons/flush. Showers are 4 years old and have average flows of 2.5 gallons/minute. Bathroom sinks are 4 years old and have average flows of 1.5 gallons/minute. Kitchen sinks are 4 years old and have average flows of 1.8 gallons/minute.

Recent changes, renovations or upgrades: furnace upgrade (1995); water fixture upgrade (1995); window replacement (1989); roof insulation (1993)

Major Work Identified by Building Personnel: furnace tune-ups; wall insulation

**Summary of Utility Costs:
Walter Park**

Utility	kWh/yr	kWh/ft ² -yr	\$/yr	\$/ft ²	\$/kWh
Electrical Consumption	3,687,936	5.47	291,025	0.43	0.08

Utility	MCF/yr	kBtu/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Gas Consumption	68,089	104	307,463	0.46	4.52

Utility	MCF/yr	Gal/ft ² -yr	\$/yr	\$/ft ²	\$/MCF
Water/Sewer Consumption	9,375	104	34.5	0.48	34.50

Utility	\$/yr	\$/ft ²
Total	921,942	1.37

Table 1: Targeting Sites and Incentives

Real Estate	Total Floor Area (ft ²)	Annual Electrical Costs (\$, \$/ft ²)	Annual Steam Costs (\$, \$/ft ²)	Annual Gas Costs (\$, \$/ft ²)	Annual Water/Sewer Costs (\$, \$/ft ²)	Total Utility Costs (\$, \$/ft ²)	Measures Identified	Implementation Approach (e.g. Mod. Funds, PC, Op. Funds)	Priority Ranking (for inclusion in RFP)
Elena Gardens									
Bradley Tower									
Skytop Tower									
Norman Heights									
Valley Ridge									
Walter Park									
Matthew Blvd.									
Roosevelt Park									
McLain Village									

Table 1: Targeting Sites and Incentives

Real Estate	Total Floor Area (ft ²)	Annual Electrical Costs (\$, \$/ft ²)	Annual Steam Costs (\$, \$/ft ²)	Annual Gas Costs (\$, \$/ft ²)	Annual Water/Sewer Costs (\$, \$/ft ²)	Total Utility Costs (\$, \$/ft ²)	Measures Identified	Implementation Approach (e.g. Mod. Funds, PC, Op. Funds)	Priority Ranking (for inclusion in RFP)
Valley Ridge									
Norman Heights									
McLain Village									
Roosevelt Park									
Skytop Tower									
Elena Gardens									
Bradley Tower									
Matthew Blvd									
Walter Park									