



# INDIANA ENVIRONMENTAL STEWARDSHIP PROGRAM ANNUAL PERFORMANCE REPORT

State Form 53475 (R5 / 2-17)

INDIANA DEPARTMENT OF ENVIRONMENTAL MANAGEMENT  
ENVIRONMENTAL STEWARDSHIP PROGRAM

Indiana Department of Environmental Management  
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Please use this form if you are a member of the Indiana Environmental Stewardship Program (ESP) to report on progress toward objectives and targets AND certify ESP requirements continue to be achieved. Indiana ESP facilities must submit an Annual Performance Report (APR) by April 1<sup>st</sup> of every year, for each calendar year in which the entity has been a member for at least three (3) full months. Membership terms are renewed every four (4) years through submitting your APR. Your APR should be reviewed and signed by a senior manager at your facility prior to submittal. Once signed, e-mail the APR to IDEM at [esp@idem.IN.gov](mailto:esp@idem.IN.gov). Please do not include any confidential business information in your annual performance report. **Public access laws require IDEM to make the APR publicly available**, which may include posting all portions of your report on the Indiana ESP Web site. If you have any questions, please contact IDEM at [esp@idem.IN.gov](mailto:esp@idem.IN.gov) or (800) 988-7901.

**SECTION A****FACILITY INFORMATION**

Name of facility

Kimball Electronics

Name of parent company (if applicable)

Kimball Electronics, Inc.

Street address (number and street)

1038 E. 15<sup>th</sup> Street

City / State / ZIP code

Jasper, IN 47546

Website of facility / company

[www.kimballelectronics.com](http://www.kimballelectronics.com)**CONTACT INFORMATION**

Name of Contact (Mr. / Mrs. / Ms. / Dr.)

Ken Sicard

Title

EHS Manager

Telephone number

(812) 634-4176

FAX number

(812) 634-4540

E-mail address

[ken.sicard@kimballelectronics.com](mailto:ken.sicard@kimballelectronics.com)

Mailing address (if different from facility address)

City / State / ZIP Code

**REPORTING PERIOD**

Reporting period dates (mm/dd/yyyy – mm/dd/yyyy)

01/01/2017 – 12/31/2017

Is this the fourth Annual Performance Report of your membership term?

☐ Yes—If yes, answer question 1b.☒ No—If no, skip to the "Change in Information" section of this report.

Do you wish to renew your Indiana Environmental Stewardship Program membership?

☐ Yes—If yes, please complete all sections of this annual report.☐ No—If no, please complete all sections of this annual report except for Section F.**CHANGE IN INFORMATION**

In your ESP application and, perhaps, in previous annual performance reports, you described what your facility does or makes. Have there been any changes or additions to your facility's list of products or activities?

☐ Yes—If yes, please describe them: \_\_\_\_\_☒ No**SECTION B****PUBLIC OUTREACH AND PERFORMANCE REPORTING****Why do we need this information?**

IDEM needs to know how environmental information was shared with the public.

**What do you need to do?**

Describe how the facility has shared and plans to share environmental information.

Please briefly describe the activities that your facility conducted during this reporting period to interact with the community on environmental issues and to report publicly on its environmental performance. We have reported our results as part of Kimball Electronic Carbon Disclosure Project (CDP) response.

Please indicate which of the following methods your facility plans to use to make its ESP Annual Performance Report available to the public. Please check as many as appropriate.

☒ Web site (<http://www.kimballelectronics.com>)☐ Open house ☒ Meetings ☒ Press releases ☒ Other CDP

**SECTION C****ENVIRONMENTAL MANAGEMENT SYSTEM ASSESSMENT****Why do we need this information?**

Facilities need to have implemented an EMS that meets certain criteria and use an ISO 14001 EMS Lead Auditor at least every thirty-six (36) months to assess the EMS.

**What do you need to do?**  
Answer the following questions about your EMS.

What is the most recent date that an ISO 14001 EMS Lead Auditor performed an EMS assessment at your facility? 02/19 - 21, 2018

Name, title, and organization of ISO 14001 EMS Lead Auditor who conducted the most recent EMS assessment: Bruce Godshall, Lead Auditor, SAI Global

Is the date of the most recent EMS assessment performed by an ISO 14001 EMS Lead Auditor within the past thirty-six (36) months?

☒ Yes—If yes, skip to Question 4.

☐ No—If no, please have your ISO 14001 EMS Lead Auditor complete and sign the following checklist, indicating whether or not your EMS meets the listed criteria for ESP membership:

- |                              |                             |   |
|------------------------------|-----------------------------|---|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Evidence of senior management support, commitment, and approval.  |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | A written environmental policy directed toward compliance, pollution prevention, and continuous improvement.  |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Identification of the environmental aspects at the entity.  |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Prioritization of the environmental aspects and a determination of those aspects deemed significant considering, at the minimum, environmental impacts and applicable laws and regulations.   |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Established priorities, and environmental objectives and targets for continuous improvement in environmental performance and for ensuring compliance with applicable environmental laws, regulations, and permit conditions. Objectives and targets must go beyond current legal requirements and specify the environmental media, types of pollution to be prevented or reduced, implementation activities, and projected time frames. |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | An established community outreach mechanism that includes identifying and responding to community concerns; informing the community of important matters that affect the community; and reporting on the EMS, including reporting to the public on the environmental policy and significant aspects.  |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Incorporation of environmental and pollution prevention planning in the development of new products, processes, and services and modifications of existing processes.   |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Evidence of clear responsibility for implementation, training, monitoring, EMS maintenance, taking corrective action, and ensuring compliance with applicable environmental laws, regulations, and permit conditions.   |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Documentation of the implementation procedures and the results of implementation.   |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | Appropriate written EMS procedures.   |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | An annual evaluation of the EMS with written results provided to senior management and affected employees.  |

Signature of ISO 14001 EMS Lead Auditor \_\_\_\_\_

Date (month, day, year) \_\_\_\_\_

Were any deficiencies found during the most recent EMS assessment?

☐ Yes—If yes, describe any deficiencies found and the corrective action taken to address each deficiency: \_\_\_\_\_

☒ No

What type of protocol was used to perform the independent EMS assessment?

- ☒ ISO 14001:2015 Certified audit  
☐ ISO 14001:2004 Certified audit  
☐ ESP Independent Assessment Protocol  
☐ Other (please specify): \_\_\_\_\_

Is the EMS certified to a recognized standard?

☒ Yes—If yes, what standard does the EMS follow (please provide a copy of the most recent certificate)?

- ☒ ISO 14001:2015  
☐ ISO 14001:2004  
☐ Responsible Care EMS  
☐ Responsible Care 14001

☐ No

## SECTION C

ENVIRONMENTAL MANAGEMENT SYSTEM ASSESSMENT  
CONTINUED

When was the last Senior Management review of your EMS completed?

Month / Year: 02/2018

Who headed the review (name and title)? Jason Davis, General Manager

When did your facility last conduct an internal or corporate environmental compliance audit? Do not include inspections or site visits by regulatory organizations.

Scope of the compliance audit: Compliance

Month(s) / Year(s): 01/2018

Who conducted the audit(s) (e.g., facility staff, corporate, third party)? Corporate Environmental staff

Explain the emergencies experienced within the facility during the past year. Were the applicable emergency and contingency plans detailed in the EMS effective? What changes, if any, have been made to your facility's emergency or contingency plans?

No emergencies happened that required our use of the Environmental Contingency Plan.

Has your facility corrected all instances of potential environmental non-compliance and EMS non-conformance identified during your audits and other assessments?

☒ Yes—If yes, briefly summarize corrective actions taken and other improvements made as a result of your EMS assessment(s) or compliance audit(s).

In the process of completeing recycle vendor audits and to have updating acknowledgements from local emergency service providers.

☐ No—If no, please explain your plans to correct these instances.

☐ No such instances identified.

## SECTION D

## ADDITIONAL INFORMATION

## Why do we need this information?

This information will help IDEM to effectively manage the Environmental Stewardship Program.

## What do you need to do?

Answer the questions as completely as possible.

In addition to ESP, please list environmental awards received or voluntary programs participated in during the past twelve (12) months.

Partners for Pollution Prevention; Carbon Disclosure Project

Has your facility taken advantage of any ESP incentives? If so, please describe the implementation process and list additional benefits IDEM should consider.

We have attended the annual meeting to gain more knowledge.

If your facility was not registered to the ISO 14001 standard prior to becoming an ESP member, has ESP helped you to pursue registration? If so, how has ESP been instrumental in achieving registration?

N/A

## SECTION E

## ENVIRONMENTAL IMPROVEMENT INITIATIVE RESULTS

## Why do we need this information?

Facilities need to share the results of the environmental improvement initiative that was pursued during the reporting period. IDEM needs to report cumulative program reduction results.

## What do you need to do?

Reference Section F for "Category" and "Indicator" options to complete this section. Summarize your facility's progress on achieving the initiative you identified in the application or last year's APR. For assistance, please call (800) 988-7901 or email [esp@idem.IN.gov](mailto:esp@idem.IN.gov).

## Initiative #1

Category 1: <u>ENERGY</u>	Baseline (indicate measurement unit)	Current (indicate measurement unit)	Cost Savings
Indicator 1: <u>NATURAL GAS</u>			
Calendar year	2016	2017	
Actual quantity (per year)	5,418,926,820 btu	5,378,641,460 btu	142.75
Production unit (select one)	X Earned Labor Hours      Production units      Production lbs. Other -- specify (e.g. Gallons, length, etc.)		
Production Quantity	897,334	1,027,480	NA
Normalization factor (Current year production ÷ Baseline year production) 1.145			
Normalized quantity (Actual current year quantity - Actual baseline quantity) x Normalization factor -46,126,737			
Briefly describe how you achieved improvements for this environmental initiative or, if relevant, any circumstances that delayed progress. This, we feel, is due to a warmer start of the new year and better instrument controls being placed in our heating system.			

## SECTION E

ENVIRONMENTAL IMPROVEMENT INITIATIVE RESULTS  
CONTINUED

## Initiative #2

Category 2: <u>ENERGY</u>	Baseline	Current	Cost Savings
Indicator 2: <u>ELECTRICAL</u>	(indicate measurement unit)	(indicate measurement unit)	
Calendar year	2016	2017	
Actual quantity (per year)	7,883,943	8,222,175	
Production unit (select one)	X Earned Labor Hours      Production units      Production lbs. Other -- specify (e.g. Gallons, length, etc.)		
Production Quantity	897,334	1,027,480	NA
Normalization factor (Current year production ÷ Baseline year production) 1.145			
Normalized quantity (Actual current year quantity - Actual baseline quantity) x Normalization factor 387,275			
Briefly describe how you achieved improvements for this environmental initiative or, if relevant, any circumstances that delayed progress. The start up of 2 electronic assembly lines in 2017 that demanded electrical power but not the required labor hours needed to run these in full production.			

## Initiative #3

Category 3: _____	Baseline	Current	Cost Savings
Indicator 3: _____	(indicate measurement unit)	(indicate measurement unit)	
Calendar year			
Actual quantity (per year)			
Production unit (select one)	Earned Labor Hours      Production units      Production lbs. Other -- specify (e.g. Gallons, length, etc.)		
Production Quantity			NA
Normalization factor (Current year production ÷ Baseline year production)			
Normalized quantity (Actual current year quantity - Actual baseline quantity) x Normalization factor			
Briefly describe how you achieved improvements for this environmental initiative or, if relevant, any circumstances that delayed progress.			
1. Briefly describe the <i>impacts or wastes</i> eliminated resulting from the environmental initiative(s). If multiple initiatives, please indicate which specifically. In addition to the 2 initiatives and savings we reported, we continue to attempt to recycle 90% of all waste generated. This year, plastic continues to be a problem for us in our area and we were able to only recycle 89.8% of all our waste.			
2. Are there other best management practices (BMPs) you can share correlating to your initiative(s)? Our continued best management practice we have is to link all HVAC units, boilers and chillers into one control system. We have taken away the ability for occupants to adjust the temperature to their individual tastes.			
3. If the objectives and targets associated with the environmental improvement initiative(s) were not attained, please verify continued progress toward the environmental initiative(s). If multiple initiatives, please indicate which specifically. Our third Significant Environmental Aspect project we were addressing is to recycle 90% of all our waste. This year, due to a continued plastic challenge, we did not achieve the goal. In 2017 we did show an improvement compared to 2016. Our EMS team has met and determined to continue to push the 90% goal.			
4. Please provide a narrative summary of progress made toward <i>qualitative, significant</i> EMS objectives and targets, if any. We have been working for a number of years to continue to reduce our energy usage. We have had some successes as we work to reduce our usage of electricity and natural gas each year. This year we were successful in one and not successful in the other. We see some challenges. Our production is going up as business improves. We currently run the plant 6 1/2 days per week based on 24 hour days. We have worked to control our HVAC and heating to keep people from running temperatures to meet personal likes. Our one non-success was due to the setting up of 2 new lines and not being able to run them at maximum production and labor capability.			

5. Please list any state, U.S. EPA, or other partnership programs to which you are reporting this data (e.g., Energy Star, Project XL).  
we do report our environmental numbers to the Carbon Disclosure Project.

6. Is your entity willing to share the environmental improvement initiative(s) and its best management practices (BMPs) at the ESP Annual Meeting and/or a Partners for Pollution Prevention quarterly meeting or conference? ☒ Yes ☐ No

## SECTION F

## ENVIRONMENTAL IMPROVEMENT INITIATIVE

### Why do we need this information?

Facilities need to show they are committed to improving their environmental performance.

### What do you need to do?

Refer to the Environmental Performance Table and answer the following questions.

Select the appropriate boxes in the following table to indicate the **category** and **indicator(s)** that represents the environmental improvement initiative selected by your facility. For the category and indicator selected, list the **baseline year** (e.g., 2015) and the **future year** (e.g., 2016). Next, list the **baseline annual quantity** (e.g., 5 tons) and **future annual quantity** (e.g., 2 tons) you are committing to achieve by the end of the future year.

Category	Indicator	Baseline Year 2017	Future Year 2018	Unit
<input type="checkbox"/> Material Procurement	<input type="checkbox"/> Recycled content			Pounds, tons
	<input type="checkbox"/> Hazardous/toxic components			Pounds, tons
<input type="checkbox"/> Suppliers' Environmental Performance	<input type="checkbox"/> Specify indicator: _____			As specified for the particular indicator
<input type="checkbox"/> Material Use	<input type="checkbox"/> Materials used			Pounds, tons
	<input type="checkbox"/> Hazardous materials used			Pounds, tons
	<input type="checkbox"/> Ozone depleting substances used			CFC-11 equivalent pounds
	<input type="checkbox"/> Total packaging materials used			Pounds, tons
<input type="checkbox"/> Water Use	<input type="checkbox"/> Total water used			Gallons
<input checked="" type="checkbox"/> Energy Use	<input checked="" type="checkbox"/> Electricity	8.01 kWh/Emp HR worked	7.906 kWh/Emp HR worked	kWh / MWh, Btu / MMBtu
	<input type="checkbox"/> Steam			kWh / MWh, gallons, ft <sup>3</sup>
	<input checked="" type="checkbox"/> Natural gas	5,234.79 Btu/Emp hour worked	5,100 Btu/Emp hour worked	Btu / MMBtu
	<input type="checkbox"/> Diesel			Gallons
	<input type="checkbox"/> Propane / LPG			Btu / MMBtu, gallons
	<input type="checkbox"/> Gasoline			Gallons
	<input type="checkbox"/> Solar			kWh / MWh
	<input type="checkbox"/> Wind			kWh / MWh
	<input type="checkbox"/> Landfill gas			Btu / MMBtu
	<input type="checkbox"/> Combined heat and power			kWh / MWh, Btu / MMBtu
	<input type="checkbox"/> Other: _____			_____
<input type="checkbox"/> Land and Habitat	<input type="checkbox"/> Land and habitat conservation			Square feet, acres
	<input type="checkbox"/> Community land revitalization			Square feet, acres
<input type="checkbox"/> Air Emissions	<input type="checkbox"/> Total GHGs			MTCO <sub>2</sub> E
	<input type="checkbox"/> VOCs			Pounds, tons
	<input type="checkbox"/> NO <sub>x</sub> , SO <sub>x</sub> , PM <sub>2.5</sub> , PM <sub>10</sub> , or CO			Pounds, tons
	<input type="checkbox"/> Air toxics			Pounds, tons
	<input type="checkbox"/> Odor			European Odour Units
	<input type="checkbox"/> Radiation			Curies, Becquerels
	<input type="checkbox"/> Dust			Pounds, tons
<input type="checkbox"/> Discharges to Water	<input type="checkbox"/> COD or BOD			Pounds, tons
	<input type="checkbox"/> Toxics			Pounds, tons
	<input type="checkbox"/> Total suspended solids			Pounds, tons
	<input type="checkbox"/> Nutrients			Pounds, tons of N or P
	<input type="checkbox"/> Sediment from runoff			Pounds, tons
	<input type="checkbox"/> Pathogens			MPN/ml, CFU/ml
<input type="checkbox"/> Non-hazardous Waste	<input type="checkbox"/> Landfill			Pounds, tons
<input type="checkbox"/> Hazardous Waste	<input type="checkbox"/> Incineration			Pounds, tons
	<input type="checkbox"/> Reused/recycled off-site			Pounds, tons, gallons
	<input type="checkbox"/> Other: _____			Pounds, tons, gallons
<input type="checkbox"/> Noise	<input type="checkbox"/> Noise			dBA

<input type="checkbox"/> Vibration	<input type="checkbox"/> Vibration			Inches per second
<input type="checkbox"/> Products	<input type="checkbox"/> Expected lifetime energy use			kWh / MWh, Btu / MMBtu
	<input type="checkbox"/> Expected lifetime water use			Gallons
	<input type="checkbox"/> Expected lifetime waste to air, water, or land from product use			Pounds, tons
	<input type="checkbox"/> Waste to air, water, or land from disposal or recovery			Pounds, tons

If you need assistance filling out the form, please contact the ESP program manager at either [esp@idem.in.gov](mailto:esp@idem.in.gov) or 1-(800) 988-7901.

## SECTION F

### FUTURE YEAR ENVIRONMENTAL IMPROVEMENT INITIATIVE CONTINUED

If the environmental improvement initiative(s) will be *qualitative* in nature, please describe. N/A

What activities or process changes do you plan to undertake at your facility to accomplish your initiative (e.g., technology changes in a particular process line, employee training)? We will continue to address areas that we have control over

Does this initiative address a significant aspect in your EMS?

☒ Yes

☐ No—If no, please explain why you believe this indicator should be included as an environmental improvement initiative: \_\_\_\_\_

## CERTIFICATION AND PLEDGE

On behalf of (name of facility) Kimball Electronics

I certify that the information contained in this Annual Performance Report and attachments is accurate to the best of my knowledge and that this facility is, to the best of my knowledge and based on reasonable inquiry, currently in compliance with all applicable federal, state, and local environmental requirements, or has a corrective action program in place to attain compliance.

We, Kimball Electronics, commit to maintaining the principles and goals outlined in our Environmental Management System for our facility's Indiana Environmental Stewardship Program status. We agree to strive for full compliance with all regulations promulgated by the U.S. EPA, state, or local jurisdictions. We agree to promote the Indiana Environmental Stewardship Program and to share our success stories with other facilities. We understand that we must meet the requirement of implementing one (1) new, independent environmental improvement initiative each year of membership (for a total of four (4) initiatives), that the Annual Performance Report must be submitted to IDEM by April 1<sup>st</sup> of each year, and that we must reapply to the Indiana Environmental Stewardship Program every four (4) years.

I understand that the information provided in this Annual Performance Report will be public record. I am the senior facility manager or authorized facility signatory, and fully authorized to execute this statement on behalf of the corporation or other legal entity whose facility is submitting this Annual Performance Report.

Signature



Date (month, day, year)  
03/16/2018

Printed signature  
Jason Davis

Title  
General Manager

SECTION E		ENVIRONMENTAL IMPROVEMENT INITIATIVE RESULTS	
Member Name:		Kimball Electronics	
<b>STEP 1: Describe the Environmental Initiative</b>			
Our goal was to lower by 2% the amount of Natural Gas we used compaing total Btu of 2017 and 2018 or by hetting the Btu per employee hour worked to 5, 918.3. In 2017 this number was 5,234.79.			
<b>STEP 2: Select Category, Indicator, and Unit</b>			
<b>Category (select one):</b>	<b>Indicator</b>	<b>Unit</b>	
Material Procurement	Select from a dropdown:	Select from a dropdown:	
Suppliers' Environmental Performance	Type a response here.	Type a response here.	
Material Use	Select from a dropdown:	Select from a dropdown:	
Water Use	Select from a dropdown:	Select from a dropdown:	
Energy Use	Natural gas	Btu	
If Other, please specify:	Type a response here.	Type a response here.	
Land and Habitat	Select from a dropdown:	Select from a dropdown:	
Air Emissions	Select from a dropdown:	Select from a dropdown:	
Discharges to Water	Select from a dropdown:	Select from a dropdown:	
Non-hazardous Waste	Select from a dropdown:	Select from a dropdown:	
If Other, please specify:	Type a response here.	Type a response here.	
Hazardous Waste	Select from a dropdown:	Select from a dropdown:	
If Other, please specify:	Type a response here.	Type a response here.	
Noise	Select from a dropdown:	Select from a dropdown:	
Vibration	Select from a dropdown:	Select from a dropdown:	
Products	Select from a dropdown:	Select from a dropdown:	
<b>STEP 3: Report Baseline and Current Year's Data</b>			
	<b>Baseline</b>	<b>Current</b>	
Calendar year	2016	2017	
Actual quantity of Indicator (per year)	5,418,826,820	5,378,641,460	
	These numbers should reflect the indicator you selected above.		
Unit of actual quantity	Btu	Btu	
	This unit should be the same from the unit you selected above.		
Production Quantity	897,334	1,027,480	
Production Unit (select one):	Select from a dropdown:	Select from a dropdown:	
If Other, please specify:	Type a response here.	Type a response here.	
<b>STEP 4: Calculations</b>			
Normalization factor (of production)	1.15		
<b>Normalized quantity</b>	<b>-46,013,695.78</b>	<b>Btu</b>	
	A negative number means a reduction has been achieved!		
Cost Savings:		\$142.75	

SECTION E		ENVIRONMENTAL IMPROVEMENT INITIATIVE RESULTS	
Member Name:		Kimball Electronics	
<b>STEP 1: Describe the Environmental Initiative</b>			
Our goal was to decrease either the total kWh as compared to 2016 and 2017; or get our kWh per employee hour worked down to 7.906. In 2017 we saw increased electrical due to 2 new production lines being set up and powered but not having the labor demand.			
<b>STEP 2: Select Category, Indicator, and Unit</b>			
<b>Category (select one):</b>	<b>Indicator</b>	<b>Unit</b>	
Material Procurement	Select from a dropdown:	Select from a dropdown:	
Suppliers' Environmental Performance	Type a response here.	Type a response here.	
Material Use	Select from a dropdown:	Select from a dropdown:	
Water Use	Select from a dropdown:	Select from a dropdown:	
Energy Use	Electricity	kWh	
If Other, please specify:	Type a response here.	Type a response here.	
Land and Habitat	Select from a dropdown:	Select from a dropdown:	
Air Emissions	Select from a dropdown:	Select from a dropdown:	
Discharges to Water	Select from a dropdown:	Select from a dropdown:	
Non-hazardous Waste	Select from a dropdown:	Select from a dropdown:	
If Other, please specify:	Type a response here.	Type a response here.	
Hazardous Waste	Select from a dropdown:	Select from a dropdown:	
If Other, please specify:	Type a response here.	Type a response here.	
Noise	Select from a dropdown:	Select from a dropdown:	
Vibration	Select from a dropdown:	Select from a dropdown:	
Products	Select from a dropdown:	Select from a dropdown:	
<b>STEP 3: Report Baseline and Current Year's Data</b>			
	<b>Baseline</b>	<b>Current</b>	
Calendar year	2016	2017	
Actual quantity of Indicator (per year)	7,883,943	8,222,175	
	These numbers should reflect the indicator you selected above.		
Unit of actual quantity	kWh	kWh	
	This unit should be the same from the unit you selected above.		
Production Quantity	897,334	1,027,480	
Production Unit (select one):	Earned Labor Hours	Earned Labor Hours	
If Other, please specify:	Type a response here.	Type a response here.	
<b>STEP 4: Calculations</b>			
Normalization factor (of production)	1.15		
<b>Normalized quantity</b>	<b>387,287.92</b>	<b>kWh</b>	
	A negative number means a reduction has been achieved!		
Cost Savings:		\$0.00	