



ComEd Single Family Upgrades Program CY2025 Impact Evaluation Report

Energy Efficiency and Demand Response Plan

Program Year 2025 (CY2025)

(01/01/2025-12/31/2025)

Prepared for:

ComEd



Final

April 17, 2026

Prepared by:

Ridhi Kalra
Guidehouse

Sophie-Anne Burger
Guidehouse

Jacob Hyler
Guidehouse

Submitted to:

ComEd
2011 Swift Drive
Oak Brook, IL 60523

Submitted by:

Guidehouse Inc.
167 N. Green Street
12th Floor
Chicago, IL 60607

Contact:

Charles Maglione, Partner
703.431.1983
cmaglione@guidehouse.com

Jeff Erickson, Director
608.616.4962
jeff.erickson@guidehouse.com

Natasha Herring, Managing
Consultant
303.728.2487
naherring@guidehouse.com

This report was prepared by Guidehouse for ComEd. The work presented in this report represents Guidehouse's professional judgment based on the information available at the time this report was prepared. Use of this report by any other party for whatever purpose should not, and does not, absolve such party from using due diligence in verifying the report's contents. Neither Guidehouse nor any of its subsidiaries or affiliates assumes any liability or duty of care to such parties, and hereby disclaims any such liability.

Table of Contents

1	Introduction	1
2	Program Savings Detail	1
3	Cumulative Persisting Annual Savings	4

Table of Tables, Figures, and Equations

Table 1. Total Annual Incremental Electric Savings - Total	1
Table 2. Incremental Electric Savings – Income Eligible.....	2
Table 3. Total Annual Incremental Electric Savings – Non-Income Eligible.....	3
Table 4. CPAS – Electric	4
Table 5. CPAS – Other Fuel (Gas + Propane)	4
Table 6. CPAS – Total.....	5
Figure 1. Verified Net Savings by Measure – Electric	3

1 Introduction

This report presents the results of the impact evaluation of the Single Family Upgrades program from the program year from January 1 to December 31, 2025 (CY2025). The program was designed to provide energy saving products for single family homes.

The program is offered jointly to customers served by ComEd, Nicor Gas, Peoples Gas, and North Shore Gas. This report presents the results just for ComEd. The results for the gas utilities will be in separate reports.

2 Program Savings Detail

Table 1 summarizes the incremental energy and demand savings the Single Family Upgrades program achieved in CY2025. The other fuel savings are only those that ComEd may be able to claim, which excludes savings the gas utilities claim, either via joint or non-joint programs.¹ The electrification savings are those resulting from electrification measures.² Table 2 summarizes the savings achieved from income eligible participants and Table 3 summarizes savings from non-income eligible participants. Together they make up the total shown in Table 1.

Table 1. Total Annual Incremental Electric Savings - Total

Savings Category	Units	Ex Ante Gross Savings*	Program Gross Realization Rate	Verified Gross Savings*	Program Net-to-Gross Ratio (NTG)	CY2023 Net Carryover Savings	CY2024 Net Carryover Savings	Verified Net Savings†
Electric Energy Savings - Direct‡ kWh		13,935,179	1.01	14,014,967	1.00			13,969,030
Electric Energy Savings - Converted from Other Fuels§ kWh		36,021,128	1.00	36,161,108	1.00			36,064,195
Electric Energy Savings - Indirect from Electrification (electrification baseline) kWh								
Electric Energy Savings - Indirect from Electrification (efficiency baseline) kWh								
Total Electric Energy Savings# kWh		49,956,308	1.00	50,176,075	1.00			50,033,224
Total Electric Energy Savings Including Carryover# kWh								
Summer Peak*† Demand Savings kW		2,006	1.04	2,082	1.00			2,078
Summer Peak*† Demand Savings Including Carryover kW								

¹ The evaluation will determine which other fuel savings will be counted towards goal while producing the portfolio-wide Summary Report. According to Section 8-103B(b-25) of the Illinois Public Utilities Act, “In no event shall more than 10% of each year's applicable annual total savings requirement as defined in paragraph (7.5) of subsection (g) of this Section be met through savings of fuels other than electricity.”

² The electrification savings counted toward ComEd's electric savings goal were determined by the evaluation team’s analysis of portfolio verified savings. According to Section 8-103B(b-27) of the Illinois Public Utilities Act, “In no event shall electrification savings counted toward each year's applicable annual total savings requirement, as defined in paragraph (7.5) of subsection (g) of this Section, be greater than 5% per year for each year from 2022 through 2025.”

N/A = not applicable (refers to a piece of data that cannot be produced or does not apply).

* The “Ex Ante Gross Savings” and “Verified Gross Savings” in row one (Electric Energy Savings - Direct) and row seven (Summer Peak Demand Savings) exclude gross carryover savings from CY2023 and CY2024.

† The “Verified Net Savings” in row one (Electric Energy Savings - Direct) and row seven (Summer Peak Demand Savings) include net carryover savings from CY2023 and CY2024 for applicable programs.

‡ The Electric Energy Savings - Direct includes primary kWh savings from efficient measures (excluding electrification savings from both electrification and efficiency baseline), secondary kWh savings from wastewater treatment, and electric heating penalties.

§ Other fuel savings converted to kWh by multiplying Therms * 29.31 (which is based on 100,000 Btu/Therm and 3,412 Btu/kWh). The evaluation team will determine which other fuel savings will be converted to kWh and counted toward ComEd’s electric savings goal while producing the portfolio-wide Summary Report.

|| Electrification savings excluding direct efficiency savings. Calculated from net electric savings from increase in kWh consumption and decrease in gas consumption from electrification (kWh equivalent). This row calculates savings using electrification baseline. The next row (Electric Energy Savings – Indirect from Electrification (efficiency baseline)) calculates the portion of converted electrification savings to traditional efficiency electric savings using an efficiency baseline, which can be claimable towards ComEd’s electric savings goal (applied to only midstream programs).³ The evaluation team determined which electrification savings are allocated toward ComEd’s electrification savings goal, and which portion of electrification are converted to traditional efficiency electric savings based on analysis of portfolio-wide verified savings.

Total Electric Energy Savings is the sum of the Electric Energy Savings - Direct, Electric Energy Savings Converted from Other Fuel, Electric Energy Savings - Indirect from Electrification (electrification baseline), and Electric Energy Savings - Indirect from Electrification (efficiency baseline). Note: This row does not include carryover gross savings, but the next row (Total Electric Savings Including Carryover) includes carryover in the gross savings, for the purpose of recalculating the gross realization rate, including carryover savings (same for the peak demand savings).

*† The Peak Demand Savings are savings occurring at coincident Summer Peak period, defined as 1:00-5:00 PM Central Prevailing Time on non-holiday weekdays, June through August. This definition is in accordance with PJM requirements.

Note: The program-level NTG values are calculated as Verified Net/Verified Gross. The program-level analysis typically used measure-level deemed NTG values, which are listed here: <https://www.ilsag.info/evaluator-ntg-recommendations-for-2025>. The NTG ratio for eligible business customers in disadvantaged neighborhoods is set to 1.00 as per the “NTG Ratio for Disadvantaged Areas” policy.⁴

Source: Evaluation team analysis

Table 2. Incremental Electric Savings – Income Eligible

Savings Category	Units	Ex Ante Gross Savings*	Program Gross Realization Rate	Verified Gross Savings*	Program Net-to-Gross Ratio (NTG)	CY2023 Net Carryover Savings	CY2024 Net Carryover Savings	Verified Net Savings†
Electric Energy Savings - Direct‡	kWh	13,222,340	1.01	13,385,959	1.00			13,385,959
Electric Energy Savings - Converted from Other Fuels§	kWh	32,743,420	1.00	32,891,855	1.00			32,891,823
Electric Energy Savings - Indirect from Electrification (electrification baseline)	kWh							
Electric Energy Savings - Indirect from Electrification (efficiency baseline)								
Total Electric Energy Savings#	kWh	45,965,760	1.01	46,277,814	1.00			46,277,782
Total Electric Energy Savings Including Carryover#	kWh							
Summer Peak*† Demand Savings	kW	1,868	1.05	1,953	1.00			1,953
Summer Peak*† Demand Savings Including Carryover	kW							

³ ComEd IE EE Policy_2_17-25_Final Clean: Illinois Energy Efficiency Stakeholder Advisory Group Policy Resolution: Income Eligible Energy Efficient Electrification Attribution for Midstream Programs - Final (2/17/2025)

⁴ Illinois Energy Efficiency Policy Manual Version 3.0, Section 7.4, available at <https://www.ilsag.info/policy/>

Footnotes are defined similarly as found in Table 1.
 Source: Evaluation team analysis

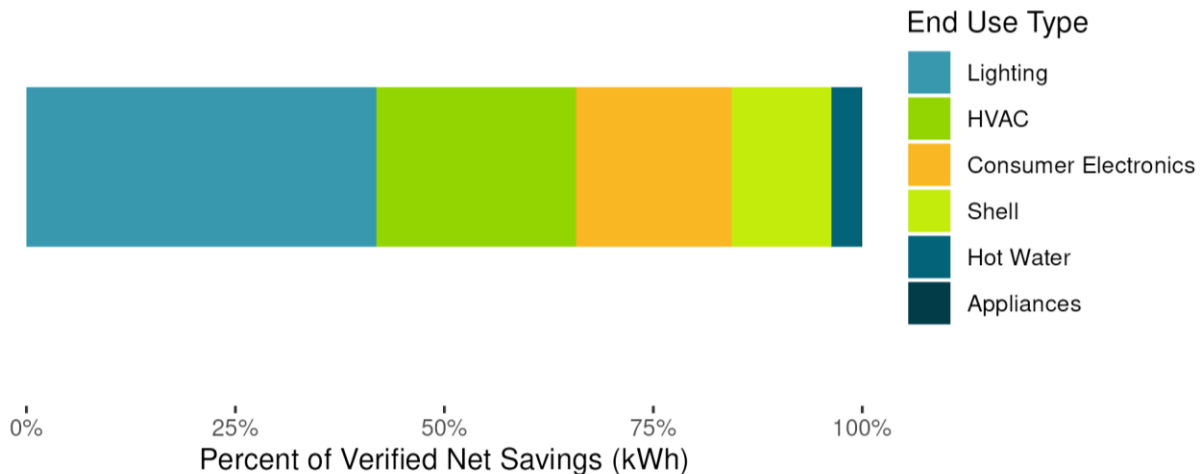
Table 3. Total Annual Incremental Electric Savings – Non-Income Eligible

Savings Category	Units	Ex Ante Gross Savings*	Program Gross Realization Rate	Verified Gross Savings*	Program Net-to-Gross Ratio (NTG)	CY2023 Net Carryover Savings	CY2024 Net Carryover Savings	Verified Net Savings†
Electric Energy Savings - Direct‡	kWh	712,839	0.88	629,008	0.93			583,070
Electric Energy Savings - Converted from Other Fuels§	kWh	3,277,709	1.00	3,269,254	0.97			3,172,371
Electric Energy Savings - Indirect from Electrification (electrification kWh baseline)								
Electric Energy Savings - Indirect from Electrification (efficiency baseline)								
Total Electric Energy Savings#	kWh	3,990,548	0.98	3,898,262	0.96			3,755,442
Total Electric Energy Savings Including Carryover##	kWh							
Summer Peak*†† Demand Savings	kW	138	0.94	129	0.97			126
Summer Peak*†† Demand Savings Including Carryover	kW							

Footnotes are defined similarly as found in Table 1.
 Source: Evaluation team analysis

Figure 1 shows the electric energy savings by measure end use. It includes measure efficiency savings, carryover kWh, secondary water kWh, and electrification savings. It does not include other fuel savings converted to kWh.

Figure 1. Verified Net Savings by Measure – Electric



Source: Evaluation team analysis

3 Cumulative Persisting Annual Savings

Table 4 to Table 6 show the cumulative persisting annual savings (CPAS) for the measures installed in CY2025. The electric CPAS across all measures installed in CY2025 is shown in Table 4. The other fuel contribution to CPAS (converted to equivalent electricity) is shown in Table 5. The combined savings are shown in Table 6.

Table 4. CPAS – Electric

Savings Category	Verified Gross Savings (kWh)	Lifetime Net Savings (kWh)†	CPAS Verified Net kWh Savings												
			2018	2019	2020	2021	2022	2023	2024	2025	2026	2027			
CY2025 Program Total Contribution to CPAS	14,014,967	158,720,568										13,969,030	13,969,030	13,969,030	
Historic Program Total Contribution to CPAS‡	32,825,246	681,691,417	27,169,963	58,956,418	73,452,481	79,772,240	95,786,882	109,565,766	105,773,050	95,368,815	89,646,650	87,129,607			
Program Total CPAS	46,840,213	840,411,985	27,169,963	58,956,418	73,452,481	79,772,240	95,786,882	109,565,766	105,773,050	109,337,845	103,615,679	101,098,637			
CY2025 Program Incremental Expiring Savings§												0	0	0	
Historic Program Incremental Expiring Savings													10,404,235	5,722,165	2,517,043
Program Total Incremental Expiring Savings#													10,404,235	5,722,165	2,517,043

Savings Category	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
CY2025 Program Total Contribution to CPAS	13,734,295	13,734,295	13,602,598	13,392,986	10,780,758	6,078,734	6,078,734	5,018,196	4,226,659	4,175,840	4,175,840	4,175,840	3,992,810	1,973,215
Historic Program Total Contribution to CPAS‡	67,859,801	59,665,125	51,613,466	36,285,220	22,075,285	18,932,479	17,232,103	16,340,343	16,255,182	15,454,659	13,976,738	10,117,767	9,221,191	7,140,086
Program Total CPAS	81,594,097	73,399,420	65,216,064	49,678,207	32,856,043	25,011,213	23,310,837	21,358,539	20,481,841	19,630,499	18,152,578	14,293,607	13,214,001	9,113,301
CY2025 Program Incremental Expiring Savings§	234,734	0	131,698	209,612	2,612,228	4,702,024	0	1,060,538	791,537	50,819	0	0	183,030	2,019,595
Historic Program Incremental Expiring Savings	19,269,806	8,194,676	8,051,659	15,328,246	14,209,935	3,142,806	1,700,376	891,761	85,161	800,523	1,477,921	3,858,970	896,577	2,081,105
Program Total Incremental Expiring Savings#	19,504,540	8,194,676	8,183,356	15,537,857	16,822,163	7,844,830	1,700,376	1,952,298	876,698	851,342	1,477,921	3,858,970	1,079,607	4,100,699

Savings Category	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055
CY2025 Program Total Contribution to CPAS	1,973,215	1,898,017	1,612,529	619,402	618,835	618,835	618,835	618,835	618,835	618,835	618,835	618,835	618,835	0
Historic Program Total Contribution to CPAS‡	5,112,785	2,131,123	1,066,616	1,065,920	1,065,920	1,065,920	1,065,920	1,065,920	1,065,920	1,065,920	1,065,920	1,065,920	0	0
Program Total CPAS	7,086,000	4,029,140	2,679,145	1,685,322	1,684,755	1,684,755	1,684,755	1,684,755	1,684,755	1,684,755	1,684,755	1,684,755	618,835	0
CY2025 Program Incremental Expiring Savings§	0	75,198	285,488	993,127	567	0	0	0	0	0	0	0	0	618,835
Historic Program Incremental Expiring Savings	2,027,301	2,981,662	1,064,506	697	0	0	0	0	0	0	0	0	1,065,920	0
Program Total Incremental Expiring Savings#	2,027,301	3,056,860	1,349,995	993,823	567	0	0	0	0	0	0	0	1,065,920	618,835

† Lifetime savings are the sum of CPAS savings through the EUL.
 ‡ Historical savings go back to CY2018.
 § Incremental expiring savings are equal to CPAS Yn-1 - CPAS Yn.
 || Historic incremental expiring savings are equal to Historic CPAS Yn-1 - Historic CPAS Yn.
 # Program total incremental expiring savings are equal to current year total incremental expiring savings plus historic total incremental expiring savings.
 Source: Evaluation team analysis

Table 5. CPAS – Other Fuel (Gas + Propane)

Savings Category	Verified Gross Savings (Therms)	Lifetime Net Savings†	CPAS Verified Net Therms Savings												
			2018	2019	2020	2021	2022	2023	2024	2025	2026	2027			
CY2025 Program Total Other Fuel Contribution to CPAS (Therms)	1,233,746	21,949,447											1,230,440	1,230,440	1,230,440
CY2025 Program Total Other Fuel Contribution to CPAS (kWh Equivalent)‡	36,161,108	643,338,277											36,064,195	36,064,195	36,064,195
Historic Program Total Other Fuel Contribution to CPAS (kWh Equivalent)§	87,462,067	1,570,547,422	1,480,075	2,178,396	10,471,724	21,634,821	57,346,933	99,782,289	142,860,409	140,712,599	139,886,867	137,376,610			
Program Total Other Fuel CPAS (kWh Equivalent)	123,623,175	2,213,885,699	1,480,075	2,178,396	10,471,724	21,634,821	57,346,933	99,782,289	142,860,409	176,776,793	175,951,061	173,440,805			
CY2025 Program Incremental Expiring Other Fuel Savings (Therms)													0	0	
CY2025 Program Incremental Expiring Other Fuel Savings (kWh Equivalent)		0											0	0	
Historic Program Incremental Expiring Other Fuel Savings (kWh Equivalent)#													2,147,810	825,732	2,510,256
Program Total Incremental Expiring Other Fuel Savings (kWh Equivalent)*†		0											2,147,810	825,732	2,510,256

Savings Category	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
CY2025 Program Total Other Fuel Contribution to CPAS (Therms)	1,183,953	1,183,953	1,117,030	1,083,956	1,083,956	1,083,042	1,083,041	939,231	715,214	710,077	710,077	708,643	707,208	681,188
CY2025 Program Total Other Fuel Contribution to CPAS (kWh Equivalent)‡	34,701,650	34,701,650	32,740,155	31,770,765	31,770,765	31,743,951	31,743,931	27,528,861	20,962,924	20,812,371	20,812,371	20,770,322	20,728,273	19,965,625
Historic Program Total Other Fuel Contribution to CPAS (kWh Equivalent)§	135,963,546	133,539,022	131,340,022	130,673,942	123,255,999	116,239,375	108,217,400	99,556,463	98,965,811	97,784,610	96,749,978	95,833,318	87,647,435	77,781,385
Program Total Other Fuel CPAS (kWh Equivalent)	170,665,196	168,240,672	164,080,177	162,444,706	155,026,764	147,983,326	139,961,331	127,085,324	119,928,735	118,596,981	117,562,349	116,603,640	108,375,708	97,747,010
CY2025 Program Incremental Expiring Other Fuel Savings (Therms)	46,487	0	66,922	33,074	0	915	1	143,810	224,017	5,137	0	1,435	1,435	26,020
CY2025 Program Incremental Expiring Other Fuel Savings (kWh Equivalent)	1,362,544	0	1,961,495	969,391	0	26,814	20	4,215,070	6,565,937	150,553	0	42,049	42,049	762,647
Historic Program Incremental Expiring Other Fuel Savings (kWh Equivalent)#	1,413,065	2,424,524	2,199,000	666,080	7,417,942	7,016,625	8,021,974	8,660,938	590,651	1,181,201	1,034,632	916,660	8,185,883	9,866,050
Program Total Incremental Expiring Other Fuel Savings (kWh Equivalent)*†	2,775,609	2,424,524	4,160,495	1,635,471	7,417,942	7,043,438	8,021,994	12,876,008	7,156,588	1,331,754	1,034,632	958,710	8,227,932	10,628,698

Savings Category	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055
CY2025 Program Total Other Fuel Contribution to CPAS (Therms)	681,188	681,188	681,188	324,786	324,786	324,786	324,786	324,786	320,012	320,012	320,012	320,012	320,012	0
CY2025 Program Total Other Fuel Contribution to CPAS (kWh Equivalent)‡	19,965,625	19,965,625	19,965,625	9,519,489	9,519,489	9,519,489	9,519,489	9,519,489	9,379,552	9,379,552	9,379,552	9,379,552	9,379,552	0
Historic Program Total Other Fuel Contribution to CPAS (kWh Equivalent)§	59,133,884	24,937,850	13,160,724	13,163,550	13,156,733	12,983,759	12,827,849	12,668,005	12,668,005	12,668,005	12,668,005	12,668,005	0	0
Program Total Other Fuel CPAS (kWh Equivalent)	79,099,509	44,903,475	33,126,349	22,683,039	22,676,223	22,503,248	22,347,338	22,187,494	22,047,557	22,047,557	22,047,557	22,047,557	9,379,552	0
CY2025 Program Incremental Expiring Other Fuel Savings (Therms)	0	0	0	356,402	0	0	0	0	4,774	0	0	0	0	320,012
CY2025 Program Incremental Expiring Other Fuel Savings (kWh Equivalent)	0	0	0	10,446,136	0	0	0	0	139,937	0	0	0	0	9,379,552
Historic Program Incremental Expiring Other Fuel Savings (kWh Equivalent)#	18,647,501	34,196,034	11,777,125	-2,826	6,817	172,975	155,910	159,844	0	0	0	0	12,668,005	0
Program Total Incremental Expiring Other Fuel Savings (kWh Equivalent)*†	18,647,501	34,196,034	11,777,125	10,443,310	6,817	172,975	155,910	159,844	139,937	0	0	0	12,668,005	9,379,552

† Lifetime savings are the sum of CPAS savings through the EUL.
 ‡ Fossil fuel savings (from natural gas, propane, etc.) are reported in therms. kWh equivalent savings are calculated by multiplying therms savings by 29.31.
 § Historical savings go back to CY2018.
 || Incremental expiring savings are equal to CPAS Yn-1 - CPAS Yn.
 # Historic incremental expiring savings are equal to Historic CPAS Yn-1 – Historic CPAS Yn.
 *† Program total incremental expiring savings are equal to current year total incremental expiring savings plus historic total incremental expiring savings.
 Source: Evaluation team analysis

Table 6. CPAS – Total

Savings Category	Verified Gross Savings (kWh)	Lifetime Net Savings (kWh)†	CPAS Verified Net kWh Savings											
			2018	2019	2020	2021	2022	2023	2024	2025	2026	2027		
CY2025 Program Total Contribution to CPAS	50,176,075	802,058,845										50,033,224	50,033,224	50,033,224
Historic Program Total Contribution to CPAS‡	120,287,313	1,953,109,115	28,650,038	61,134,814	83,924,204	101,407,062	153,133,815	209,348,055	248,633,459	236,081,414	229,533,517	224,506,218		
Program Total CPAS	170,463,388	2,755,167,960	28,650,038	61,134,814	83,924,204	101,407,062	153,133,815	209,348,055	248,633,459	286,114,638	279,566,741	274,539,442		
CY2025 Program Incremental Expiring Savings§												0	0	
Historic Program Incremental Expiring Savings												12,552,045	6,547,897	5,027,299
Program Total Incremental Expiring Savings#	0											12,552,045	6,547,897	5,027,299

Savings Category	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
CY2025 Program Total Contribution to CPAS	48,435,946	48,435,946	46,342,753	45,163,751	42,551,523	37,822,685	37,822,664	32,547,056	25,189,583	24,988,211	24,988,211	24,946,162	24,721,083	21,938,841
Historic Program Total Contribution to CPAS‡	203,823,347	193,204,146	182,953,488	166,959,162	145,331,285	135,171,854	125,449,504	115,896,806	115,220,993	113,239,269	110,726,716	105,951,085	96,868,626	84,921,471
Program Total CPAS	252,259,292	241,640,092	229,296,241	212,122,913	187,882,807	172,994,539	163,272,168	148,443,862	140,410,576	138,227,480	135,714,927	130,897,247	121,589,708	106,860,311
CY2025 Program Incremental Expiring Savings§	1,597,278	0	2,093,192	1,179,003	2,612,228	4,728,838	20	5,275,608	7,357,474	201,371	0	42,049	225,079	2,782,242
Historic Program Incremental Expiring Savings	20,682,871	10,619,200	10,250,659	15,994,326	21,627,878	10,159,431	9,722,350	9,552,698	675,813	1,981,724	2,512,553	4,775,631	9,082,459	11,947,155
Program Total Incremental Expiring Savings#	22,280,149	10,619,200	12,343,851	17,173,328	24,240,106	14,888,269	9,722,370	14,828,306	8,033,287	2,183,096	2,512,553	4,817,680	9,307,539	14,729,397

Savings Category	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055
CY2025 Program Total Contribution to CPAS	21,938,841	21,863,642	21,578,154	10,138,892	10,138,324	10,138,324	10,138,324	10,138,324	9,998,387	9,998,387	9,998,387	9,998,387	9,998,387	0
Historic Program Total Contribution to CPAS‡	64,246,669	27,068,972	14,227,341	14,229,470	14,222,653	14,049,678	13,893,769	13,733,924	13,733,924	13,733,924	13,733,924	13,733,924	0	0
Program Total CPAS	86,185,509	48,932,615	35,805,495	24,368,361	24,360,977	24,188,002	24,032,093	23,872,249	23,732,311	23,732,311	23,732,311	23,732,311	9,998,387	0
CY2025 Program Incremental Expiring Savings§	0	75,198	285,488	11,439,262	567	0	0	0	139,937	0	0	0	0	9,998,387
Historic Program Incremental Expiring Savings	20,674,802	37,177,697	12,841,632	-2,129	6,817	172,975	155,910	159,844	0	0	0	0	13,733,924	0
Program Total Incremental Expiring Savings#	20,674,802	37,252,895	13,127,120	11,437,133	7,384	172,975	155,910	159,844	139,937	0	0	0	13,733,924	9,998,387

† Lifetime savings are the sum of CPAS savings through the EUL.

‡ Historical savings go back to CY2018.

§ Incremental expiring savings are equal to $CPAS_{Yn-1} - CPAS_{Yn}$.

|| Historic incremental expiring savings are equal to $Historic\ CPAS_{Yn-1} - Historic\ CPAS_{Yn}$.

Program total incremental expiring savings are equal to current year total incremental expiring savings plus historic total incremental expiring savings.

Source: Evaluation team analysis