

PUBLIC UTILITIES COMMISSION

505 VAN NESS AVENUE

SAN FRANCISCO, CA 94102-3298



November 8, 2011

Advice Letters 3108-G/3645-E and 3108-G-A/3645-E-A

Brian K. Cherry
Vice President, Regulation and Rates
Pacific Gas and Electric Company
77 Beale Street, Mail Code B10C
P.O. Box 770000
San Francisco, CA 94177

Subject: Compliance Advice Letter to Submit the California Solar Initiative Thermal Program Budget and Market Facilitation Strategic Plan and Budget for the First Two Years per D.10-01-022 and Supplemental Filing

Dear Mr. Cherry:

Advice Letters 3108-G/3645-E and 3108-G-A/3645-E-A are effective September 30, 2011.

Sincerely,

A handwritten signature in dark ink, reading "Edward F. Randolph".

Edward F. Randolph, Director
Energy Division

August 31, 2011

Advice 3108-G-A/3645-E-A
(Pacific Gas and Electric Company ID U 39 M)

Public Utilities Commission of the State of California

Subject: Supplement to Compliance Advice Letter to Submit the California Solar Initiative Thermal Program Budget and Market Facilitation Strategic Plan and Budget for the First Two Years per Decision 10-01-022

In compliance with Decision (D.) 10-01-022, *Decision Establishing the California Solar Initiative Thermal Program to Provide Solar Water Heating Incentives*, and direction from the Energy Division via a Memo regarding: *Request for Modifications to and Supplemental Filings of CSI-Thermal Market Facilitation Advice Letters*, sent on November 4, 2010, Pacific Gas and Electric Company (PG&E) hereby submits this supplemental advice filing with its proposed two-year market facilitation plan for the California Solar Initiative (CSI) Thermal Program in PG&E's service territory.

Background/Purpose

On January 21, 2010, the California Public Utilities Commission (Commission) approved D.10-01-022, *Decision Establishing the California Solar Initiative Thermal Program to Provide Solar Water Heating Incentives*. In Ordering Paragraph (OP) 6 of this Decision, the Commission directed PG&E and the Program Administrators (PAs), by April 1, 2010, to each file a separate advice letter, "that includes: a) a detailed estimate of its program budget for the first year of program implementation, indicating direct and indirect expenses, labor and non-labor, for incentives, administration, market facilitation, and measurement and evaluation; and b) its proposed market facilitation strategic plan and detailed budget for the first two years of program implementation."

In November 2010, the Energy Division issued a guidance memo regarding *Request for Modification to and Supplemental filings of the CSI-Thermal Market Facilitation and Advice Letters*. In compliance with the memo, PG&E hereby resubmits its proposed two-year market facilitation plan for the California Solar Initiative (CSI) Thermal Program in PG&E's service territory.¹

¹ Per direction from the Energy Division, the PAs are not resubmitting a detailed estimate of its program budget for the first year of program implementation, indicating direct and indirect expenses, labor and non-labor, for incentives, administration, market facilitation, and measurement and evaluation.

The plans herein are structured to complement and supplement the efforts of a Statewide Campaign which are being developed and executed in cooperation with all Program Administrators (PAs) to maximize the effectiveness of plans on the local and statewide levels. The Statewide plan will be submitted via a separate Advice Letter filing by the administering party (Southern California Gas). Per the request outlined in the memo, this also includes hiring of “a specialized marketing and outreach firm to manage a statewide campaign building off the established *Go Solar, California!* campaign.”

In preparing its local plan, PG&E consulted the original Advice Letter filed April 1, 2010 (AL 3108-G/3645-E) and considered guidance/feedback from the following sources of information:

- Appendix A of the Decision
- Market facilitation “guidance document” – Feb 2010
- CSI Thermal Industry feedback document – Feb 2010
- Energy Division feedback on initial Market Facilitation Plans – Nov. 2010
- Feedback solicited at the public workshop which discussed the proposed market facilitation activities herein – Aug. 2011

Also included are the detailed budget allocations for the two-year period and timelines for tactical implementation. The below proposal covers activities for a 24-month period following the approval of the plan presented (assumed time frame include Q3 2011-Q2 2013.)

Budget Timeframe	2011 - 2013
Natural Gas Displacing Budget	\$3,900,000
Electric Displacing Budget	\$1,092,500
Total	\$4,992,500

Note: Funds will be spent covering a 2 year time frame beginning with the approval of the Market Facilitation Plan

Of the amounts listed above, 80% are earmarked for the Natural Gas Displacing Program while 20% are earmarked for the Electric Displacing Program.

Protests

Anyone wishing to protest this filing may do so by letter sent via U.S. mail, by facsimile or electronically, any of which must be received no later than **September 20, 2011**, which is 20 days after the date of this filing. Protests should be mailed to:

CPUC Energy Division
Tariff Files, Room 4005
DMS Branch
505 Van Ness Avenue
San Francisco, California 94102

Facsimile: (415) 703-2200
E-mail: jj@cpuc.ca.gov and mas@cpuc.ca.gov

Copies of protests also should be mailed to the attention of the Director, Energy Division, Room 4004, at the address shown above.

The protest also should be sent via U.S. mail (and by facsimile and electronically, if possible) to PG&E at the address shown below on the same date it is mailed or delivered to the Commission:

Brian K. Cherry
Vice President, Regulation and Rates
Pacific Gas and Electric Company
77 Beale Street, Mail Code B10C
P.O. Box 770000
San Francisco, California 94177

Facsimile: (415) 973-6520
E-mail: PGETariffs@pge.com

Effective Date

PG&E requests that this Tier 2 advice filing become effective on regular notice, **September 30, 2011** which is 30 calendar days after the date of filing.

Notice

In accordance with General Order 96-B, Section IV, a copy of this advice letter is being sent electronically and via U.S. mail to parties shown on the attached list. Address changes to the General Order 96-B service list should be directed to PG&E at email address PGETariffs@pge.com. For changes to any other service list, please contact the Commission's Process Office at (415) 703-2021 or at Process_Office@cpuc.ca.gov. Send all electronic approvals to PGETariffs@pge.com. Advice letter filings can also be accessed electronically at: <http://www.pge.com/tariffs>

A handwritten signature in cursive script that reads "Brian Cherry".

Vice President, Regulation and Rates

Attachment 1: PG&E's California Solar Initiative – Thermal Program Local Market Facilitation Plan

cc: Service List R.10-05-004

CALIFORNIA PUBLIC UTILITIES COMMISSION

ADVICE LETTER FILING SUMMARY ENERGY UTILITY

MUST BE COMPLETED BY UTILITY (Attach additional pages as needed)

Company name/CPUC Utility No. **Pacific Gas and Electric Company (ID U39 M)**

Utility type:

☒ ELC ☒ GAS
☐ PLC ☐ HEAT ☐ WATER

Contact Person: Greg Backens

Phone #: (415) 973-4390

E-mail: gab4@pge.com

EXPLANATION OF UTILITY TYPE

ELC = Electric GAS = Gas ☐
PLC = Pipeline HEAT = Heat WATER = Water

(Date Filed/ Received Stamp by CPUC)

Advice Letter (AL) #: **3108-G-A/3645-E-A**

Tier: **2**

Subject of AL: **Supplement to Compliance Advice Letter to Submit the California Solar Initiative Thermal Program Budget and Market Facilitation Strategic Plan and Budget for the First Two Years per Decision 10-01-022**

Keywords (choose from CPUC listing): Compliance

AL filing type: ☐ Monthly ☐ Quarterly ☐ Annual ☒ One-Time ☐ Other _____

If AL filed in compliance with a Commission order, indicate relevant Decision/Resolution #: D.10-01-022

Does AL replace a withdrawn or rejected AL? If so, identify the prior AL: No

Summarize differences between the AL and the prior withdrawn or rejected AL: N/A

Is AL requesting confidential treatment? If so, what information is the utility seeking confidential treatment for: N/A

Confidential information will be made available to those who have executed a nondisclosure agreement: N/A

Name(s) and contact information of the person(s) who will provide the nondisclosure agreement and access to the confidential information: N/A

Resolution Required? ☐ Yes ☒ No

Requested effective date: **September 30, 2011**

No. of tariff sheets: N/A

Estimated system annual revenue effect (%): N/A

Estimated system average rate effect (%): N/A

When rates are affected by AL, include attachment in AL showing average rate effects on customer classes (residential, small commercial, large C/I, agricultural, lighting).

Tariff schedules affected: N/A

Service affected and changes proposed: N/A

Protests, dispositions, and all other correspondence regarding this AL are due no later than 20 days after the date of this filing, unless otherwise authorized by the Commission, and shall be sent to:

CPUC, Energy Division

Tariff Files, Room 4005

DMS Branch

505 Van Ness Ave., San Francisco, CA 94102

jn@cpuc.ca.gov and mas@cpuc.ca.gov

Pacific Gas and Electric Company

Attn: Brian K. Cherry

Vice President, Regulation and Rates

77 Beale Street, Mail Code B10C

P.O. Box 770000

San Francisco, CA 94177

E-mail: PGETariffs@pge.com

**California Solar Initiative – Thermal Program
Local Market Facilitation Plan
Pacific Gas and Electric Company
August 31, 2011
Advice Letter 3108-G-A/3645-E-A**

Attachment 1:

BACKGROUND:

Pacific Gas and Electric Company's (PG&E) Local Market Facilitation Plan for the CSI-Thermal Program herein supports the goals, strategies, and tactics articulated in the statewide marketing plan. Leveraging the messaging, materials, and taking a complementary tactical approach is intended to enhance the visibility and impact provided by the statewide campaign at the local level in PG&E's service territory.

At a Public Workshop conducted by Energy Division staff at the CPUC building at 505 Van Ness Avenue in San Francisco, CA, on Wednesday, August 3, 2011, this plan, along with the statewide and other Program Administrator's local plans were presented. Input and comments from Energy Division staff, industry stakeholders, and the public were taken at the workshop, and some enhancements to the PG&E plan have been made accordingly.

**PG&E's Market Facilitation Strategy and Forecasted Budget for the First Two
Years of Active Market Facilitation Implementation**

GOALS:

The goals of the Statewide and Local Market Facilitation Plan are to build awareness and increase understanding of:

- Solar water-heating technologies and the California Solar Initiative – Thermal program
- Advantages/availability of CSI Rebates and other financial incentives
- To increase the number of rebate applications within PG&E's service area
- Help facilitate the breakdown of permitting barriers within the California marketplace

STRATEGIES:

Strategies to achieve include:

- Leverage the statewide plans/creative to create a cohesive/ complementary local level campaign.
- Create tools and classes to educate consumers to drive understanding of: the distinct value of SWH, key pre-installation steps, best practices for selecting qualified contractors
- Capitalize on opportunities for marketing integration with other PG&E products and services, including but not limited to: Solar PV, Energy Efficiency, Demand Response, Events

- Engage key industry partners to continue to address permitting issues and other adoption barriers
- Continue to support and build the contractor base within the PG&E service territory

TARGET MARKETS:

- Single-family residential customers
- Multifamily property owners
- Commercial/Industrial customers
- Contractors and installers

TACTICS:

All Target Market Segments:

All tactics will be designed to complement and supplement – not duplicate - the finalized media and tactical plan for the Statewide campaign.

- Integration with other PG&E programs and offerings
 - Local events throughout the service territory
 - Messaging integration in direct to consumer pieces
- Web Optimization/Tools
 - Ensure user experience with PG&E web resources is optimal and continue to add to new tools as developed for easy accessibility
 - Leverage learnings from 2011 pre-and post-optimization web survey
- In-person/web training
 - Offer classes for customers, contractors and internal sales teams on the SWH technologies and the CSI-Thermal program
 - Currently offer 8 consumer facing classes and one monthly contractor class
- Sponsorships
 - Leverage key sponsorship opportunities to support industry growth, address barriers to adoption and engage customers from all segments
- Permitting
 - Work to streamline steps on permitting for city/county requirements.
 - Engage key PG&E and industry personnel to help facilitate
- Earned/Social Media
 - Leverage press releases and social media outlets like Next100, Twitter and Facebook to publicize key events/achievements
- Milestones/Events
 - Promote local consumer and industry events on PGE.com and community/GoSolar calendars
 - Maintain ongoing GoSolar Newsletter contributions

Single Family Residential Customers:

Approach:

- Local Media to complement statewide efforts
 - creative development will align with the statewide campaign materials to provide consistency and continuity in messaging
- Drive focus and impact of limited funds by targeting:
 - High prospect customer segment / demographics
 - Key Geography with the highest potential for customer interest in Solar Water Heaters and established contractor base.
- High season where SWH installation peaks (Spring/Summer)

Tactics:

- Cross-Platform sponsorship with leading influential Radio Network, such as NPR.
 - Online Radio Spots (Streaming)
 - Online banners
 - Exploring potential for local radio event alignment/support
 - Exploring potential for mobile/tablet extension
- Direct Mail/E-Mail
 - Target customers who have a propensity to install solar or have previously shown interest in solar technology but have yet to act/install

Small/Medium Business and Multifamily:

Approach/Tactics:

- Perform primary research among SWH contractors throughout the service territory to gather insights and guide local outreach
 - Per feedback at the Public Workshop PG&E will work in cooperation with Fraser Communications to execute focus groups for this audience and to leverage and integrate learnings into future outreach.
- Targeted direct communication outreach to key audience segments including:
 - Direct mail/email
 - Telephone outreach follow-up
 - In-person presentations/workshops for select verticals and multifamily building owners/operators about CSI-Thermal/SWH technology
 - Provide awareness via utility Sales staff and direct marketing outreach
- Collateral Sales Tools (utilized across business segments) that engage end business users with the SWH product

Large Commercial:

- Ongoing Training
 - Ensure PG&E Sales team and partners have necessary education to integrate SWH into customer energy solutions
- Video Testimonials/Case Studies
 - Leverage customer success stories to upsell and engage new prospects with SWH technology/benefits
- Email Blasts
 - Leverage as precursors and follow-ups to workshops and events
- In-person Lead Generation

- Face-to-face meetings with best prospect large customers/industry associations to provide a variety of energy management options including SWH
- Print Publications
 - Investigate opportunities for SWH promotion via articles and advertisements in key industry publications

Contractors/Installers:

- Web Tools
 - Continue to promote and add relevant information to the new contractor specific pages of PGE.com with information and tools specific to industry vs. consumers
- Interviews
 - Ensure industry expert knowledge of barriers and success strategies is taken into account and considered in PG&E M&O efforts
- Direct Mail or Email Communication
 - Semi-annual updates from PG&E regarding M&O efforts so that contractors may plan their own complementary outreach or prepare for more customer inquiries
- Training
 - Next round of in-depth contractor training from PG&E will be in 2012

MEASUREMENT/METRICS:

For PG&E specific tactics, inclusion of a measurement and evaluation component will be developed to allow for responsible assessment of marketing successes and ultimately ensure a responsible spend of allotted funding.

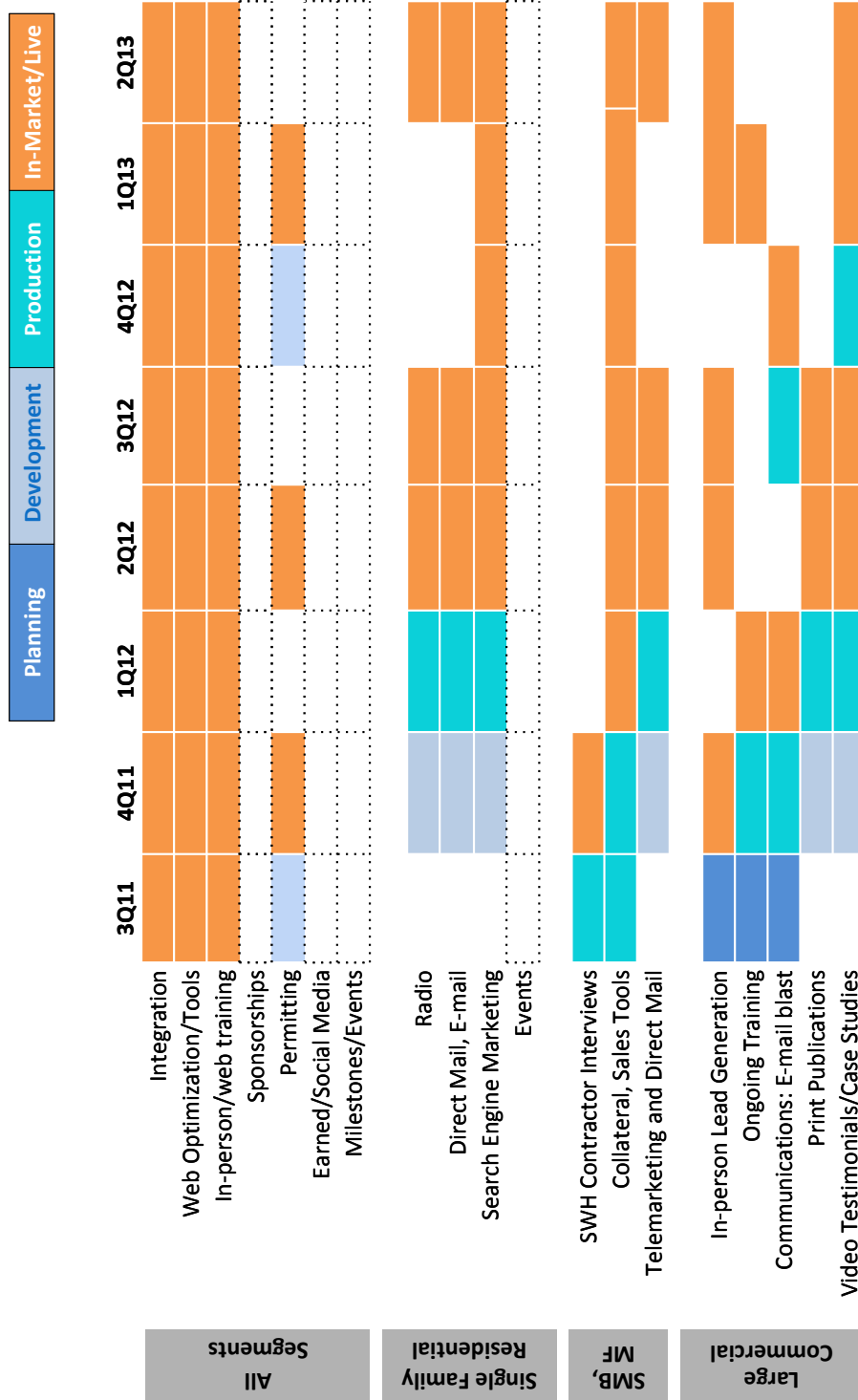
- Conduct pre-campaign and post research to assess consumer awareness and understanding of SWH technologies
 - o For Residential Customers this work is in progress for a 'pre' assessment and will include a post-component once outreach efforts have concluded.
 - o For Contractor/Industry stakeholders, this will come in the form of focus groups prior to in-market launch to leverage prior learnings/industry expertise

As outlined in the Public Workshop, there were several tactics that were considered as part of the initial industry feedback (February 2010) and will ultimately not be pursued at this time but may be considered in the future. These tactics include:

- Television Commercials – beyond the buy allocate for the Statewide campaign.
 - 30 and 60 second spots are cost prohibitive in the PG&E target markets with limited budget
- Local Newspaper
 - More of a broad reaching approach with limited ability to target high propensity target
- Bill Inserts
 - Potential for many eyes but limited targeting with this tactic

- Direct Mail will be used to target best prospect customers with information specifically related to Solar Water Heating and its benefit to them
- Solar Calculator
 - Tax credit elimination and high energy costs will only reinforce the barrier of high up front costs to installing SWH.
 - Discussion of specific costs/technologies should be a dialog between the prospective customer and contractor.

TIMING:



BUDGET:

Activity	Budget Allocation Forecast
<i>Training, Tools and Classes</i>	\$90,000
<i>Research/Targeting</i>	\$150,000
<i>Direct Customer/Industry Engagement</i>	\$225,000
<i>Industry Education/Support</i>	\$100,000
<i>Collateral and Print Marketing</i>	\$456,000
<i>Marketing/Outreach Labor</i>	\$554,000
<i>Integrated Activities</i>	\$50,000
<i>Public Awareness Campaign</i>	
<i>Statewide</i>	\$1,997,000
<i>Local Media</i>	\$1,200,000
<i>Un-allotted Funds</i>	\$170,500
Total	\$4,992,500

The line item above referring to Training, Tools and Classes includes Mandatory Contractor Training classes. Per the request from the Energy Division for a specific breakout of those costs, approximately \$44,000 of the \$90,000 listed will cover 24 classes related to mandatory training (1/month).

Additionally, per the explicit instruction provided by the Energy Division PG&E allocates approximately 40% of its 2-year budget to support the Statewide campaign efforts.

Please also note, the entire budget has not been forecasted at this time as PG&E would like to use the un-allotted funds listed above to strengthen high performing areas of the market facilitation plans and/or explore new outreach tactics in consultation with the Energy Division. PG&E believes actual Program administration and implementation of market facilitation plans will present useful learnings and ideas not readily apparent prior to launch.

PREVIOUS MARKETING ACTIVITIES/BUDGETS:

As requested in the Request for Modification Memo, below is an outline of PG&E Market Facilitation Activities – including local and statewide - and budgets to date:

Marketing Activities:

CSI Thermal Marketing Efforts - January 2010-June 2011		
	Activity	Description
Statewide	<i>Collateral</i>	Development of SWH fact sheet titled "Water Heating, The Solar Advantage"
	<i>CSI Monthly Newsletter Contributions</i>	Ongoing contributions of newsworthy program developments
	<i>Media Events, Public Forums and Workshops</i>	Attendance at several forums/workshops, booth staffing and hosting discussions with the general public, contractors, solar installers, and local, state and federal government officials
	<i>RFP and Selection of Statewide Agency</i>	Cooperatively worked to issue an RFP for statewide marketing campaign and select Agency of record to develop and execute 2 year marketing plan
	<i>Public Workshop</i>	Presented at public workshop where Energy Division and key industry stakeholders could evaluate Market Facilitation proposals in advance of filing.
PG&E Local	<i>In-person and web based trainings/workshops</i>	Hosted classes for PG&E employees, installers and general public designed to encourage knowledge of the CSI-Thermal Program and Solar Water Heating Technologies
	<i>Installer Training and Certification course</i>	Partnered with Diablo Valley College (DVC) to provide a hands-on Solar Water Heating Training Course to build a base of qualified installers.
	<i>Celebration of Milestones</i>	Commemorated the first Residential and Commercial rebate checks and the graduation of the Diablo Valley trained installers with presentations from PG&E officials and ensured local media presence.
	<i>Online Updates</i>	Optimization of the Website for easier user navigation/location of Solar Water Heating/CSI-Thermal Information
	<i>PG&E Integration</i>	Leveraged PG&E campaigns/events (i.e. PV and Winter Gas Savings, Earth Day 2011 events) to promote Solar Water Heating/CSI Thermal program.
	<i>Market Research</i>	Conducted preliminary research and targeting to inform marketing strategy and ensure web optimization success

Budgets:

CSI-Thermal Electric Market Facilitation Category	Activity Details	2010	2011	Total
Electric Budget				
<i>PG&E Marketing Labor</i>	<i>Labor</i>		\$ 6,096.27	\$ 6,096.27
<i>Training and Education - Consumer and contractor classes</i>	<i>Facility rental/catering</i>	\$ 1,357.45	\$ 322.00	\$ 1,679.45
	<i>Instructor</i>		\$ 624.00	
<i>Training and Education - Community College Partnerships</i>	<i>Facility rental/tuition</i>	\$ 2,700.00		\$ 2,700.00
	<i>Instructor</i>	\$ 1,085.54		\$ 1,085.54
<i>Website Maintenance</i>	<i>Webpage creation/updates</i>		\$ 567.00	\$ 567.00
<i>Overhead</i>	<i>Collateral Management</i>	\$ 8.52		\$ 8.52
<i>Collateral and Materials</i>	<i>CSI Thermal Factsheet</i>	\$ 852.35		\$ 852.35
<i>Miscellaneous</i>	<i>Employee expenses (parking, meals, etc.)</i>		\$ 362.44	\$ 362.44
	<i>AP Cash Discount</i>		\$ (17.14)	
<i>Research</i>	<i>Campaign Analysis/In Market Research</i>		\$ 833.04	
CSI-Thermal Electric Subtotal		\$ 6,003.86	\$ 8,787.61	\$ 6,892.86

Gas Budget				
<i>PG&E Marketing Labor</i>	<i>Labor</i>	<i>n/a</i>	\$ 69,029.55	\$ 69,029.55
<i>Training and Education - Consumer and contractor classes</i>	<i>Facility rental/catering</i>	\$ 6,851.80	\$ 1,288.00	\$ 8,139.80
	<i>Instructor</i>	\$ 3,846.00	\$ 2,496.00	\$ 6,342.00
	<i>Tool</i>		\$ 465.38	
<i>Training and Education - Community College Partnerships</i>	<i>Facility rental/tuition</i>	\$ 12,900.00		\$ 12,900.00
	<i>Instructor</i>	\$ 4,342.14		\$ 4,342.14
<i>Website Maintenance</i>	<i>Webpage creation/updates</i>	\$ 3,477.00	\$ 5,767.75	\$ 9,244.75
<i>Collateral and Materials</i>	<i>CSI Thermal Factsheet</i>	\$ 3,401.85		\$ 3,401.85
<i>Program Outreach</i>	<i>Research/Targeting</i>		\$ 3,332.16	\$ 3,332.16
<i>Miscellaneous</i>	<i>Overhead - Collateral Management</i>	\$ 34.09	\$ 137.09	\$ 171.18
	<i>Employee expenses (parking, meals, etc.)</i>	\$ 48.94	\$ 475.70	\$ 524.64
	<i>AP Cash Discounts</i>		\$ (78.45)	\$ (78.45)
CSI-Thermal Gas Subtotal		\$ 34,901.82	\$ 82,991.63	\$ 117,428.07

Total Direct Expenses	\$ 40,905.68	\$ 91,779.24	\$ 124,320.93
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NOTE: Source is CSI Semi-Annual Expense Reports

**PG&E Gas and Electric
Advice Filing List
General Order 96-B, Section IV**

AT&T	Dept of General Services	North Coast SolarResources
Alcantar & Kahl LLP	Douglass & Liddell	Occidental Energy Marketing, Inc.
Ameresco	Downey & Brand	OnGrid Solar
Anderson & Poole	Duke Energy	Praxair
Arizona Public Service Company	Economic Sciences Corporation	R. W. Beck & Associates
BART	Ellison Schneider & Harris LLP	RCS, Inc.
Barkovich & Yap, Inc.	Foster Farms	Recurrent Energy
Bartle Wells Associates	G. A. Krause & Assoc.	SCD Energy Solutions
Bloomberg	GLJ Publications	SCE
Bloomberg New Energy Finance	GenOn Energy, Inc.	SMUD
Boston Properties	Goodin, MacBride, Squeri, Schlotz & Ritchie	SPURR
Braun Blaising McLaughlin, P.C.	Green Power Institute	San Francisco Public Utilities Commission
Brookfield Renewable Power	Hanna & Morton	Seattle City Light
CA Bldg Industry Association	Hitachi	Sempra Utilities
CLECA Law Office	In House Energy	Sierra Pacific Power Company
CSC Energy Services	International Power Technology	Silicon Valley Power
California Cotton Ginners & Growers Assn	Intestate Gas Services, Inc.	Silo Energy LLC
California Energy Commission	Lawrence Berkeley National Lab	Southern California Edison Company
California League of Food Processors	Los Angeles Dept of Water & Power	Spark Energy, L.P.
California Public Utilities Commission	Luce, Forward, Hamilton & Scripps LLP	Sun Light & Power
Calpine	MAC Lighting Consulting	Sunshine Design
Casner, Steve	MBMC, Inc.	Sutherland, Asbill & Brennan
Chris, King	MRW & Associates	Tabors Caramanis & Associates
City of Palo Alto	Manatt Phelps Phillips	Tecogen, Inc.
City of Palo Alto Utilities	McKenzie & Associates	Tiger Natural Gas, Inc.
City of San Jose	Merced Irrigation District	TransCanada
Clean Energy Fuels	Modesto Irrigation District	Turlock Irrigation District
Coast Economic Consulting	Morgan Stanley	United Cogen
Commercial Energy	Morrison & Foerster	Utility Cost Management
Consumer Federation of California	NLine Energy, Inc.	Utility Specialists
Crossborder Energy	NRG West	Verizon
Davis Wright Tremaine LLP	NaturEner	Wellhead Electric Company
Day Carter Murphy	Navigant Consulting	Western Manufactured Housing Communities Association (WMA)
Defense Energy Support Center	Norris & Wong Associates	eMeter Corporation
Department of Water Resources	North America Power Partners	