

PUBLIC UTILITIES COMMISSION

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July 13, 2017

**Advice Letter 5064-E and 5064-E-A**

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**Subject: Education and Outreach Proposal Pursuant to D.16-12-065 and Supplemental Filing**

Dear Mr. Jacobson:

Advice Letter 5064-E as supplemented is effective as of May 10, 2017.

Sincerely,

A handwritten signature in cursive script that reads "Edward Randolph".

Edward Randolph  
Director, Energy Division

May 2, 2017

**Advice 5064-E**  
(Pacific Gas and Electric Company ID U 39 E)

Public Utilities Commission of the State of California

**Subject: Education and Outreach Proposal Pursuant to Decision 16-12-065**

**Purpose**

Pursuant to Ordering Paragraph (OP) 18 of Decision (D.) 16-12-065, Pacific Gas and Electric Company (PG&E) submits this advice letter to summarize a revised Education and Outreach proposal with specific cost line items under the \$10 million cap and provisions for a geographic information system map to track the development of infrastructure, consistent with California Public Utilities Code § 740.2.<sup>1</sup> PG&E presents the proposed education and outreach plan with the anticipated strategies and tactics expected to be utilized for the duration of the program through 2020. PG&E's plan is subject to change based on lessons learned throughout the implementation of the program.

**Background**

On February 9, 2015, PG&E filed Application (A.) 15-02-009 seeking approval of its Electric Vehicle Infrastructure and Education Program.

On March 21, 2016, PG&E, Alliance of Automobile Manufacturers, American Honda Motor Co., Inc., Center for Sustainable Energy, Coalition of California Utility Employees, Greenlots, The Greenlining Institute, Marin Clean Energy, Natural Resources Defense Council, Plug In America, General Motors LLC, Sierra Club, and Sonoma Clean Power Authority (collectively, the "Settling Parties") filed the joint motion for adoption of Settlement Agreement regarding PG&E's Electric Vehicle Infrastructure and Education Program Application, A.15-02-009 (Settlement Agreement).

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<sup>1</sup> D.16-12-065, OP 18: "[PG&E] must file a Tier 1 Advice Letter that: sets forth a new Education and Outreach proposal with specific cost line items and a \$10 million cap and sets forth provisions for a geographic information system map to track the development of infrastructure, consistent with California Public Utilities Code § 740.2 and Decision 16-01-045.

On December 21, 2016, the California Public Utilities Commission (Commission or CPUC) issued D.16-12-065 (Decision), effective December 15, 2016, which rejected the Settlement Agreement but authorized PG&E to implement its Electric Vehicle and Education Program (“EV Charge Network” or “program”) based on the Settlement Agreement and other proposals in the record as modified by the Decision.

### **A. Program Overview**

PG&E’s Electric Vehicle (EV) Charge Network marketing plan covers 2017-2020. PG&E will ramp up program implementation throughout 2017 with the deployment of trial sites; the launch of the full-scale program will occur after the trial sites have been deployed and continue throughout the three year period of 2018-2020.

The Decision provides that PG&E may deploy the service connection and supply infrastructure (make-ready infrastructure) to support up to 7,500 electric vehicle Level 2 charging ports at workplaces and multi-unit dwellings located in PG&E’s service territory. PG&E may own up to 35 percent of total Electric Vehicle Supply Equipment (EVSE) ports projected to be installed through the pilot at workplaces located in disadvantaged communities and multi-unit dwellings located within and outside disadvantaged communities. PG&E will not own EVSEs installed in workplaces in non-disadvantaged communities. Where PG&E owns the make-ready infrastructure and EVSE, the site host shall pay a participation payment. Where the site host owns the EVSE, PG&E will provide a rebate based on the cost of the EVSE.<sup>2</sup> PG&E will own the make-ready infrastructure regardless of who owns the EVSE. PG&E will present all customers with the option to own the EVSE.

PG&E’s plans to leverage education and outreach to assist with achieving the following:

- Deploy 7,500 Level 2 EV charging stations over a 3-year duration within the \$130M budget
- Target a minimum of 20% and a stretch goal of 50% of the total number of charging ports deployed in multi-unit dwellings
- Target a minimum of 15% and a stretch goal of 20% of the total number of ports deployed in disadvantaged communities

To enroll in the program, PG&E customers will use an online portal on PG&E’s website. Beginning in Q4 of 2017, customers will be able to submit an online application at [pge.com/evcharge](http://pge.com/evcharge). Until then, customers are encouraged to sign up online to be placed on an “interest list” to receive timely program updates.

The estimated deployment schedule is:

- 2017 – 5-10 trial EV charger sites
- 2018 – 1,500 EV chargers in 2018
- 2019 – 3,000 EV chargers in 2019

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<sup>2</sup> AL 5020-E provides a detailed description of the rebate and participation payment

- 2020 – 3,000 EV chargers in 2020

## **B. Market Situation and Challenges**

Sales of EVs in California and particularly in PG&E's service area continue to grow. More than 100,000 EVs are already in PG&E's service area with over 2,000 more EVs expected to be added each month. Despite the rapid growth of EVs, EV charging infrastructure has been slow to develop.

Most existing EV charging infrastructure today is in single family homes. EV charging availability is specifically lacking in multi-unit dwellings and workplaces – limiting drivers' confidence in using electricity to power their cars.

At a more programmatic level, the EV Charge Network faces additional challenges from the complexity of the program itself and requirements for participation. From a complexity standpoint, one of the main challenges facing the program is the EV charger ownership models and which site hosts are eligible for which program options. As laid out above in Section A, depending on type of site host and whether or not they are located in a disadvantaged community, they may have the option to either own, operate and maintain the EV charging equipment themselves and get a rebate for participating, or they can choose to have PG&E own, operate and maintain the EV charging equipment by paying a participation fee instead. Communicating these nuanced details to make sure each individual participant has transparency around what to expect, will be a challenge for customer recruitment.

From a requirements standpoint, site hosts are being asked to transition a minimum of 10 contiguous parking spaces from traditional parking to EV charging to participate. To dedicate 10 or more parking spaces to EV charging, site hosts need significantly more parking availability to accommodate all non-EV driving employees and tenants. Additionally, the program requires a 10-year commitment from site hosts for participation. Lengthy agreements like this can pose a challenge for site hosts who are uncertain about the future, especially as it relates to employee or tenant needs for EV charging. The program also requires enabling PG&E unrestricted access to maintain the make-ready infrastructure. This will require a utility easement providing PG&E access for maintenance of the make-ready infrastructure, which can add time and costs to project timelines. This can challenge the already three-month or more expected timeline for engaging in the program.

Engaging multi-unit dwelling site hosts will have additional unique challenges as well. Beyond PG&E's ability to identify enough of the right multi-unit dwelling sites with building unit density to ensure parking availability to participate in the program, site host owners themselves will likely have to address the needs of competing tenant priorities. While sustainability commitments are a driver for many tenants and site hosts, decision making to add EV charging may require input from an apartment association and the tenants themselves. This relationship adds complexity to the decision making process for engaging multi-unit dwellings in this program.

Workplaces have expected challenges as well. As PG&E identifies the right workplaces for program participation based on indicators like number of employees to ensure enough parking availability, building owners will likely need to consider employee impacts associated with changing traditional parking to EV charging parking.

Enrolling site hosts in disadvantaged communities may face challenges related to a perceived notion of scarcity of EV adoption in disadvantaged communities. Lower adoption of EVs might suggest lower utilization of EV chargers once installed, resulting in potentially lower interest in the program.

### C. Marketing Objectives

The marketing plan objective is to drive awareness and engagement to support the program goal of 7,500 EV charging ports deployed across PG&E's service area, over a three-year period, with the requirements for:

- 20-50% of site hosts in multi-unit dwellings
- 15+% of site hosts in disadvantaged communities

While it was not set as a goal of the program, it is important to note that there is a cap of up to 35% PG&E owned charging stations – limited to multi-unit dwellings and disadvantaged community sites.

### D. Target Audience

The Decision directs PG&E to target two specific market segments, multi-unit dwelling and workplaces. As part of the Decision, PG&E is further guided to identify locations in disadvantaged communities as a priority subset within each of the two target audiences. Disadvantaged communities are defined as communities in PG&E's service area with scores among the top quartile of areas identified by the most current version of the CalEnviroScreen<sup>3</sup>. Detail regarding the two key market segments—multi-unit dwellings and workplaces—are outlined in Figure 1 below.

	Multi-unit dwellings	Workplaces
Types of locations	<ul style="list-style-type: none"> <li>• Apartment complexes</li> <li>• Condominiums</li> <li>• Mixed use space</li> </ul>	<ul style="list-style-type: none"> <li>• Office buildings</li> <li>• Business parks</li> <li>• Government facilities</li> </ul>
Types of decision makers	<ul style="list-style-type: none"> <li>• Landlords</li> <li>• Property Managers</li> </ul>	<ul style="list-style-type: none"> <li>• C-Suite</li> <li>• Property Managers</li> </ul>

<sup>3</sup> CalEnviroScreen 3.0, <https://oehha.ca.gov/calenviroscreen/report/calenviroscreen-30>

	<ul style="list-style-type: none"> <li>• Tenants</li> <li>• EV Drivers</li> </ul>	<ul style="list-style-type: none"> <li>• Facility Managers</li> <li>• Employees</li> <li>• EV Drivers</li> <li>• EV Fleet Operators</li> </ul>
Targeting considerations	<ul style="list-style-type: none"> <li>• # of tenants</li> <li>• Unit density</li> <li>• Parking availability</li> <li>• Sustainability commitment (e.g. LEED certification)</li> <li>• Existing/planned EV adoption</li> </ul>	<ul style="list-style-type: none"> <li>• # of employees</li> <li>• Revenue</li> <li>• Parking availability</li> <li>• Sustainability commitment (e.g. LEED certification)</li> <li>• Existing/planned EV adoption</li> </ul>

Figure 1. EV Charge Network target audience

### E. Research and Messaging Approach

PG&E plans to utilize a test and learn approach to continually optimize marketing efforts to ensure outreach messages resonate with customers and drive efficient acquisition in the program. The outreach messaging framework will be developed through primary research. Secondary research will be used to enhance this framework in addition to optimizing marketing outreach tactics.

#### Research

Primary research will be organized into two phases and include the following:

- Phase 1
  - Determining motivations and barriers for participation
  - High level testing of messages differentiated by decision makers
- Phase 2
  - Developing detailed message hierarchy for all creative execution
  - Testing marketing creative and messaging as it would appear in market

Secondary research will be performed in parallel to Phase 1 of the primary research and include:

- Engaging the Program Advisory Council members to leverage existing experience related to EV chargers and customer engagement
- Interviewing program managers and review research/results from other energy companies engaging in EV charging programs
- Leveraging existing research from resources such as the California PEV Collaborative, to compile EV charging related content.

### F. Message Development

PG&E plans to leverage a messaging framework that establishes a distinct and specific communication strategy designed to engage different target audiences. For example, key motivating factors will likely be different for an owner of multi-unit dwellings

compared to a workplace. As a result, the need for different messages to these target audiences will be critical to meeting program goals. This messaging framework will drive consistent messaging of the EV Charge Network, while adapting to the unique needs of different target audiences. Ultimately, this will result in more efficient engagement with customers and site-hosts, increasing site host participation and assist with increased cost effectiveness of the program.

PG&E plans to pre-test some of the initial messages to ensure they effectively resonate with the targeted audiences. PG&E plans to employ a test and learn approach and monitoring the effectiveness of the various messages utilized with each of the customer segments and optimize the messaging that achieves an increase in program enrollment. The specific messaging utilized will vary based on both target audience and tactic for message delivery and will include a focus on

1. Specific details about EV Charge Network and how to participate in the program
2. General education of EV charging technology,
3. Resource options for additional information,
4. Additional support messaging may help to increase awareness of the general benefits and environmental and sustainability impacts of driving EVs.

PG&E plans to pay particular attention to how different aspects of the program may be of greater interest to different target audiences and make sure that customer expectations are met as they engage in the program by providing clear and transparent information on the program and participation requirements to help support higher conversion rates. Depending on the target audience and site host location, a site host can choose to own the charger or have PG&E own the charger. This will be a key communication consideration throughout the program.

### **G. Campaign Development**

The initial development of research and messaging will help lay the groundwork for effectively launching marketing efforts to customers. With clear messaging and customer targets defined, the next step will be to build out a comprehensive communications strategy, or implementation plan, for marketing efforts to target customers for acquisition into the program. The implementation plan will cover both targeted outreach to site hosts for direct participation in the program and broader outreach to EV drivers for more general awareness and education related to EV charging, building a groundswell of advocacy for the program. Both the targeted and broad-based outreach tactics are essential to meeting the program goals. The targeted approach will employ a method to reach key decision makers at site hosts who will be instrumental to installing charging stations. The broad-based outreach will reach a larger audience of existing and potential EV drivers to help identify site hosts throughout the three-year duration of the program in addition to supporting site hosts with continued utilization of EV chargers after installation occurs.

Additionally, PG&E will need to build out its web content and online web portal for customers to become educated on the program and access the online application.

Development of web content uniquely geared toward each target audience will be essential for quality customer engagement.

See Figure 2 for the initial campaign development overview and proposed timing.

<b>Campaign Development</b>		
<b>Initiative</b>	<b>Est. Timing</b>	<b>Tactics</b>
<b>Customer research</b>	2017 (Q2)	<ul style="list-style-type: none"> <li>• Conduct two-phased customer insights and research effort</li> <li>• Understand customer needs and interests related to EV charging</li> <li>• Determine how and when customers prefer to be messaged to and how to simplify that message</li> </ul>
<b>Implementation plan</b>	2017 (Q2)	<ul style="list-style-type: none"> <li>• Create a customer acquisition implementation plan consisting of:               <ul style="list-style-type: none"> <li>○ 1) targeted outreach; and</li> <li>○ 2) broad-based outreach</li> </ul> </li> <li>• Map out in-market tactics, the timing and coordination of each, and the resource requirements for execution</li> <li>• Refresh plan annually as part of a test and learn approach</li> <li>• Determine best practices and optimize based on findings and metrics</li> </ul>
<b>Web content</b>	2017 (Q3-Q4)	<ul style="list-style-type: none"> <li>• Build out online web content to include customer eligibility, participation requirements, frequently asked questions, and additional programmatic information</li> <li>• Create educational and promotional resources differentiated for workplaces, multi-unit dwellings, employees, tenants, EV drivers, and EV fleet operators</li> </ul>

Figure 2. Initial campaign development overview.

**Descriptions of the initiatives in Figure 2 are provided below.**

Customer research

Customer research is outlined previously in Section E.

Implementation plan

The implementation plan is a strategy document for in-market marketing efforts. The goal is to map out specific marketing tactics for customer acquisition of 7,500 EV chargers. The plan will include the timing of when each marketing tactic plans is



planned to be executed and for which target audience(s). Built into the plan requirements is an annual analysis of metrics and learnings to optimize marketing tactics as part of a test and learn approach.

#### Web content

The development of web content will help build out the online web portal in two key ways. The first will be content geared toward programmatic items like customer eligibility, participation requirements, and frequently asked questions. The aim is to properly educate customers in advance of participation so as to set expectations throughout for the best customer experience possible. The second web content item will be focused on developing communications to each unique target audience. The goal is to help customers work through their own unique barriers to participation and learn specific benefits of the program geared toward their specific needs. PG&E has a diverse set of customers, thus, the way in which the program is communicated to customers must also be diverse.

#### Web-based GIS Map

In addition to the content previously described, PG&E will also develop a geographical information system (GIS) tool to track the locations of infrastructure installations by property type and location. This will include a web-based map that identifies the location of charging stations installed as part of the EV Charge Network. The map will allow users to also identify locations of charging stations that are in the queue to be installed as part of the EV Charge Network. To the extent possible, this data will be provided to customers and academic researchers for the purposes of better understanding the adoption of EV charging stations. PG&E also intends to provide the locational data, when possible, to external EV charging mapping applications like the alternative fuel data center sponsored by the Department of Energy and PlugShare. The goal will be to broadly distribute the location of charging stations installed to support the ongoing utilization.

### **H. Targeted Outreach**

Targeted outreach for customers is a central component for increasing customer participation in the program. Targeted outreach is defined as marketing efforts and tactics geared toward site host and key decision makers to drive installations of EV chargers at site host locations. The intent is to gain direct participation in the program by conducting outreach directly with site hosts and decision makers at multi-unit dwellings and workplaces with a particular focus on disadvantaged communities.

<b>Targeted Outreach</b>		
<b>Initiative</b>	<b>Est. Timing</b>	<b>Tactics</b>
<b>Core marketing</b>	Q4 2017 – 2020	• Targeted direct mail, email, website, digital media, and social media
<b>Leverage Relationships</b>	Q3-Q4 2017 –	• Internal PG&E relationships: Business Energy Solutions, Division Leadership Teams, Contact

	2020	<p>Center, Corporate Relations, and Public Affairs</p> <ul style="list-style-type: none"> <li>• Possible external relationships: EV charging equipment and service providers, Community Choice Aggregators, state and local agencies, community organizations, site hosts, EV drivers and advocates</li> <li>• Co-marketing with key external partners identified</li> </ul>
<b>Promotional kits</b>	2018 – 2020	<ul style="list-style-type: none"> <li>• Create promotional kits to help enroll targeted customers</li> <li>• Kits include collateral (e.g. brochures, email templates, etc.) and sales training support</li> </ul>
<b>Events</b>	2018 – 2019	<ul style="list-style-type: none"> <li>• Produce signage, advertising, and promotions for events.</li> <li>• Key events: ride and drive events to test drive EVs at potential site hosts</li> <li>• Participate in other existing events (e.g. National Drive Electric Week)</li> </ul>
<b>Referral Program</b>	2018 – 2020	<ul style="list-style-type: none"> <li>• Activate peer networks and EV champions</li> <li>• Attract additional enhanced participation in the program</li> </ul>

Figure 3. Targeted outreach overview.

**Descriptions of the initiatives in Figure 3 are provided below.**

Core marketing

The core marketing approach and tactics that PG&E is considering include email, direct mail, digital media, and etc. A summary of each of the tactics being considered is provided below

- **Direct Mail:** A direct mail campaign, in which PG&E will send mailers to site hosts targeting key messages to differentiated customers will provide an entry point into the conversation with customers and continue to educate on the program over time. Direct mail outreach is estimated three times annually each year over three years to targeted customers.
- **Email:** A multi-touch email campaign may help engage the target audience on the program, identify key decision makers, and drive customer acquisition online. Email outreach is estimated three times annually each year over three years to targeted customers.
- **PG&E website:** PG&E's website will include the information from the web content described above in section G. Customers will be asked to enroll in the Program via an online application, which is expected to launch in Q4 of 2017. In advance of the online application being ready, customers can sign up for the "interest list" to stay up to date with program news in advance of program launch.
- **Digital Media:** Digital media will include search and display paid media targeting key customer segments to promote program participation and will be timed with other outreach efforts like email and direct mail for additional impact. Digital ads

will be promoted to customers as they search for EV related content and visit relevant websites. Customers will be driven to PG&E's website to learn more.

- **Social Media:** Social media will include targeted paid posts to key customer segments helping to promote program participation in conjunction with digital media.

### Leverage Relationships

PG&E plans to leverage both internal and external relationships to help promote program participation. Relationships are not intended to suggest a legally binding partnership engagement, but rather two or more groups working together toward a common goal. In this case, the common goal is the promotion of EV Charge Network, installation of EV charging stations, and utilization of installed equipment. Additionally, relationships can help to promote general education and awareness of the program, including the benefits of EV ownership and EV charging.

Internal PG&E relationships will focus on leveraging internal resources and services from Business Energy Solutions representatives, Division Leadership Teams, Contact Center support, and Corporate Relations and Public Affairs departments. These PG&E teams have already established strong relationships with many potential site hosts and will utilize educational materials and sales collateral to help drive program enrollment. They will work directly with customers to provide information about the program, answer questions, provide application assistance, and provide guidance on how this program can tie into more comprehensive energy management efforts.

Potential external relationships include, but are not limited to, EV charging equipment and service providers, Community Choice Aggregators (CCAs), environmental justice and community organizations, state/regional/local agencies, EV drivers and advocates and load serving entities. PG&E plans to foster these strategic relationships to amplify the message, expanding program rollout and adoption. Relationships will focus on participating in relevant industry events and tradeshow that may be valuable in helping facilitate program participation, working with organizations and associations, participating in speaking engagements or panel participation, leveraging key influencers to help educate customers about the program and ultimately drive program enrollment. PG&E plans to leverage the customer and sales network of these partners to expand program messaging.

To engage external stakeholders, PG&E plans to provide co-marketing opportunities that may consist of creating or hosting joint webinars and events along with co-branding of sales materials. Co-marketing helps bring legitimacy to external partner efforts by allowing the use of the PG&E name and logo as they go out and engage customers in the program and can be a crucial aspect of the program as it will help to enable external relationships while helping to amplify efforts to acquire EV charger installations.

### Promotional kits

PG&E proposes to create marketing collateral promotional kits that can be used by Business Energy Solutions representatives, sent directly to customers or distributed by external partners (e.g. EV Service Providers) to generate awareness of the program and enroll customers using the online web application. These materials will be differentiated by target audience types in an effort to make the materials as relevant and relatable as possible to increase adoption and may include, but are not limited to, brochures and leave behind collateral, email templates, call scripts, and customer sales sheets.

PG&E is considering testing an educational webinar series to inform customers about the benefits of electric transportation, raise awareness about the program, and provide information about additional services PG&E can provide to assist customers in the program. In addition, webinars may be an effective tool to educate external partners regarding the key messaging of the program. Webinars can cover eligibility criteria and the application process and they can be proactively attended by internal and external stakeholders.

Success stories and testimonials will be collected from early adopters to be leveraged for outreach in the latter years of the program so that potential customers can learn of the success of their peers and gain validation of program effectiveness by hearing testimonials of actual customers who have participated in the program.

### Events

Event participation is an important tactic to engage directly with customers and gain buy-in for the program. Events can help target key decision makers while engaging employees and tenants more broadly. Ride and drive events are physical events where one or more EV car manufacturers offer free test drives of EVs for workplace employees or tenants of multi-unit dwellings. Test driving EVs encourages future EV ownership while educating customers on EV ownership benefits. They also help workplaces and multi-unit dwellings better understand the need for EV charging based on employee and tenant interest. These events are hosted at potential site host locations and can be enhanced by inviting neighboring business and multi-unit dwellings to participate (if applicable). PG&E could create new ride and drive events or help to bolster existing ride-and-drive events through sponsorships for existing events like National Drive Electric Week. Ride and drive events have been important educational events in both PG&E's previous EV education efforts and those of other organizations.

Other potential EV events may include participation in EV parades, EV tailgates, EV award ceremonies, EV information booths, EV press conferences, and more.

### Referral Program

PG&E is considering the viability of creating and implementing a referral program to incentivize and activate peer networks and EV champions while attracting additional

enhanced participation in the program. Leveraging the network effect of referrals could maximize the effectiveness of outreach and ensure deep penetration of the program among key targeted audiences. Details of the referral program are still being worked out to ensure fair participation and proper incentives before making a final decision to launch a referral program.

The use of a referral Program could aid in conveying both the importance of participating and may attract the attention of viable participants who would not otherwise consider it worth their time or be sufficiently incentivized to participate were no referral program present.

### I. Broad-based Outreach

PG&E's broad-based outreach efforts will expand beyond the targeted outreach, indicated in section H above, for site hosts to include more general education and awareness of the program for tenants of multi-unit dwellings and employees of workplaces. The intent is to create a groundswell of interest in the program to develop tenant and employee advocates and champions at potential site hosts. This becomes a bottom-up method for reaching key site host decision makers as well as supporting general EV education and adoption. Broad-based outreach is inclusive of disadvantaged communities as well as not. Figure 4 outlines the broad-based outreach approach below.

<b>Broad-based Outreach</b>		
<b>Initiative</b>	<b>Est. Timing</b>	<b>Tactics</b>
<b>Core marketing</b>	Q4 2017 – 2020	<ul style="list-style-type: none"> <li>Broad-based email, website, eNewsletter, digital media, and social media</li> </ul>
<b>Broad EV awareness</b>	Q4 2017 – 2020	<ul style="list-style-type: none"> <li>Create EV driver kits for employee and tenant engagement for supporting enrollment of site hosts</li> <li>Promote broad-based EV charger awareness/adoption with print advertising, PR, promotions, paid/earned media, etc.</li> <li>Leverage EV marketplace key influencers and executive sponsors</li> </ul>
<b>Ongoing engagement of site host</b>	2018 – 2020	<ul style="list-style-type: none"> <li>Continue engagement after charger installation to enhance utilization</li> <li>Develop tools and resources for site hosts to encourage EV charging among tenants and employees</li> </ul>
<b>Cross promotion</b>	2018 – 2020	<ul style="list-style-type: none"> <li>Cross promote PG&amp;E's Clean Fuel Rebate and EV rates (ex. display messaging on physical chargers, incorporate signage on charging stations, distribute brochures at site locations, etc.)</li> </ul>
<b>EV cost of ownership</b>	2018	<ul style="list-style-type: none"> <li>Construct tool to help customers understand the full cost and benefits of owning an electric vehicle</li> </ul>

tool		<ul style="list-style-type: none"> <li>• Addresses questions about range, electricity costs, available incentives, and overall cost of ownership</li> </ul>
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Figure 4. Broad-based outreach overview.

**Descriptions of the initiatives in Figure 4 are provided below.**

Core marketing

Several tactics are similar in nature to those in the targeted outreach overview in Figure 3. The distinction here is these tactics are geared towards employees and tenants instead of decision makers like executives and property managers. Outlined below are the additional tactics considered and those with enhanced explanations that were not previously outlined:

- **eNewsletter:** The Energy Advisor digital newsletter for businesses is a platform for continuous communications with customers to help them understand how they can save by participating in PG&E's energy management programs and solutions. The newsletter can be utilized to drive awareness of the EV Charge Network by including a mention of the program in multiple different monthly editions over the course of the program.
- **Digital Media:** PG&E plans to use digital media to create awareness of and drive engagement with PG&E's EV webpages. This may be further enhanced by using targeted remarketing that tracks customers who visited the webpage but did not take the desired action. PG&E can then display banner advertisements on other relevant online sites to further awareness of the program and encourage customers to take the next step in the process. PG&E plans to have an ongoing digital media search presence that can be bolstered during key enrollment periods to better leverage customers with the intention to learn more or take action on the program.

Broad EV awareness

Broad EV awareness is intended to reach customers beyond targeted site host decision makers. By reaching out to tenants at multi-unit dwellings and employees at workplace, PG&E hopes to drive broader education of the program. The result can be enhanced education and customer satisfaction, increased participation in the utilization of EV chargers, and the creation of EV charger advocates and champions at the broader individual level to help drive identification of new site host key decision makers and to encourage participation in program enrollment.

Tenant advocates and employee champions are likely to be existing or potential EV drivers. To engage these individuals, PG&E plans to create EV driver kits that provide general education of the program as well as tools to help identify, reach, and engage decision makers at their respective places of business or residency. In addition to EV driver kits, PG&E may use advertising and paid and earned media to promote EV Charge Network more broadly. PG&E plans to employ a proactive earned media approach by issuing press releases around key milestones as well as include

information in other green program related outreach. This can provide general coverage of the program to help create context for how to engage.

In addition, PG&E may leverage relationships with key influencers in the EV space to issue joint press releases, leverage shared earned media, engage in industry trade shows, and support speaking engagements. PG&E plans to have an executive sponsor within the company who can help be a public spokesperson for EV Charge Network to help bring credibility and voice to the program.

#### Ongoing engagement of site host

Once EV chargers are installed at site host locations, it will be paramount to make sure there is a steady utilization of the equipment and will require engagement with site hosts after EV charger installation is complete. The intent is to install EV charging infrastructure that will help expand adoption of EVs and meet existing demands for charging.

PG&E plans to develop tools and resources for site hosts to encourage EV charging among tenants and employees. These tools and resources will help multi-unit dwellings and workplaces share the benefits of participation and how to navigate the use of this new infrastructure. As an example, it is important for site hosts to consider development of policies for how to handle EVs who park in an EV charging location even long after the EV is fully charged and other situations that may impact use of the chargers.

#### Cross promotion

The intent of cross promotion of EV related content is to make sure customers get all of the benefits of installing EV chargers at their workplace or multi-unit dwelling without duplicating outreach efforts. Cross promoting PG&E's Clean Fuel Rebate and EV rate options can increase customer education and satisfaction by helping to reduce EV ownership costs. These benefits can help increase EV adoption and utilization of EV chargers installed as part of the program.

Examples of cross promotion strategies include display messaging related to PG&E's Clean Fuel Rebate and EV rates on physical EV chargers installed, incorporate signage on charging stations where applicable, distribute brochures at site locations, and adding messaging to EV driver kits, sales collateral, events signage, and other site host engagement efforts.

#### EV cost of ownership tool

The intent of the EV cost of ownership tool is to provide a web experience that helps customers understand the full cost and benefits of owning an electric vehicle. PG&E's EV Cost of Ownership Tool will include four online tools that work together to give users a comprehensive understanding of the EV cost of ownership. The Tool Set will combine critical information from the utility with third-party data to provide users a central location for relevant EV ownership information. Short descriptions of the four tools are provided below:

- Total Cost of Ownership Tool:
  - Users can input information about their daily commute, the type of vehicle they currently drive and their EV preference. The total cost of ownership tool will then compare the cost of ownership of EVs to the cost of similar internal combustion engine vehicles. In addition, this tool will include information about the environmental benefits of EV ownership and how driving an EV supports California's long-term goals for reducing greenhouse gas emissions.
- EV Incentive Tool:
  - Users can enter their zip code to identify available incentives in their area including cash rebates, tax credits, high occupancy vehicle lane access, and insurance discounts.
- Electricity Rate Comparison Tool:
  - This tool will provide drivers a customized rate analysis, by leveraging the daily commute data as well as the driver's historical energy use. The tool will clearly identify the lowest cost rate plan and allow users to enroll in a rate plan online. In addition, the tool will also show the cost comparison transiting from gasoline to electricity as a transportation fuel.
- Range Confidence Tool:
  - This tool will identify if the range of the EV model selected meets the users daily travel needs. The tool will also identify public charging options near the user's daily route. In addition, this tool will allow users to simulate other travel scenarios, recalculating the miles traveled per day which will then recalibrate the results of the electricity rate comparison tool as well as the total cost of ownership tool.

The benefit of this tool is to help encourage new EV adoption by reducing unfounded fears and shedding light on the true benefits of owning an EV. By supporting the increase of EV adoption, EV Charge Network will help boost the marketplace and subsequent need for EV charging infrastructure.

#### **J. Outreach in Community Choice Aggregator (CCA) Territory**

CCAs are key partners in reaching site hosts. The shared customer relationship between PG&E and the various CCAs makes collaboration and coordination even more important to enhancing deployment efforts within these communities. In addition to seeing CCAs as a strong partner, PG&E has and will continue to work closely with CCAs in conducting program outreach. These efforts will maintain compliance regarding marketing and education and follow all existing guidelines for direct customer outreach in CCA areas. PG&E has also invited any interested CCA to participate in the ongoing quarterly Program Advisory Council meetings to formally provide comment and feedback on the direction of program implementation.

#### **K. Key Stakeholders**

Program success depends on relationship development with key stakeholders to grow awareness and drive application completions through the online web portal. PG&E has



developed the Program Advisory Council (PAC) to bring together key stakeholders and thought leaders related to EV charging.

In addition to PG&E, these stakeholders include, but are not limited to, site hosts, EV drivers, advocates, EV charging equipment and service providers, environmental justice and community organizations, state/regional/local agencies, CCAs and load serving entities. These stakeholders represent key voices in the EV charging station industry and are critical to implementing a successful marketing, education and outreach campaign. PG&E has and will continue to leverage these representatives, who have been instrumental in shaping this plan and will have a continued role in supporting the implementation.

Overall, the key role and purpose of the PAC is to provide input to PG&E for programmatic changes as needed during the course of the EV Charge Network. PG&E will give careful consideration to all programmatic modifications recommended by the PAC at meetings and implement such changes deemed feasible and necessary. The PAC meets on a quarterly basis and has an opportunity to provide feedback during the meeting as well as in written form after the meeting. All feedback is considered and responded to in quarterly reports that are distributed to the PAC six weeks after each meeting.

#### **L. Discussion of Program Advisory Council Workshop Feedback**

PG&E presented a proposed marketing plan for PG&E's Charge Network Program at the first quarterly PAC workshop on March 15, 2017 where the Energy Division, parties to the proceeding, and other interested parties participated in person or via webinar to learn about PG&E's proposed marketing plan as well as the overall program structure, proposed siting (site host) criteria and the EV charging procurement process. During this meeting parties provided valuable feedback and recommendations for consideration before the final proposed marketing plan is filed.

PG&E received overall support for the marketing plan from PAC members and will move forward with the stated strategies outlined herein. Feedback from external stakeholders expressed the importance of customer relationship management and thorough program education. PG&E intends to engage community-based organizations and EV supply vendors throughout the program to achieve effective outreach. PG&E also intends to link to qualifying vendors' webpages and host educational tools and resources on the website to enhance customer education. With these relationships and resources, customers will be exposed to a variety of educational tools, trusted community organizations, and EV industry experts.

#### **M. Metrics and Tracking**

PG&E plans to evaluate marketing education and outreach effectiveness throughout the entirety of the program by utilizing several key metrics in addition to tracking EV charger installations. Metrics will also help with efforts to test and optimize along the way. PG&E will also gather insights from customers who participate to make sure that

any available enhancements to the program are incorporated to streamline future participation in the program.

The overall approach to measuring effectiveness of PG&E's marketing plan includes measuring the awareness of the program, successful enrollment in the program from site hosts, as well as impact of specific marketing channels and tactics. These metrics will be instrumental in evaluating PG&E's yearly progress against the marketing plan objectives and inform the design of ongoing program rollout. PG&E evaluates strategies and tactics and then optimizes based on lessons learned in real time so that subsequent efforts benefit from this information. Rather than relying only on a year-end evaluation period, or one annual report on effectiveness, this approach encourages a more nimble turnaround on campaign evaluation for each program and much more rapid tactical adjustment to optimize results. The program will also be assessed on a holistic level to understand the effectiveness of a multi-touch (frequency of communication) and multi-channel (different types of outreach) marketing approach. This year by year evaluation and adjustment to the marketing plan and tactics on an ongoing basis enables PG&E to efficiently adjust budgets towards best performing channels and tactics.

PG&E plans to track and evaluate the success of the campaign based on the following types of metrics described in Figure 6.

<b>Metrics and Tracking</b>	
<b>Effort</b>	<b>Metrics</b>
PG&E Outreach: Marketing and Business Energy Solutions	Open Rates, Click Thru Rates, Sales Outreach, Conversions
Web Traffic	Visits, Engagement, Enrollments, Emails Collected
Stakeholder Relationships	Total Relationships, Co-marketing Pieces Developed
Events	Attendees Reached
Earned Media	Story Count, Impressions
Paid Media	Impressions, Click Thru Rates, Conversions
Retention	Total Retargets
Referrals	Number of Referrals, Conversions

Figure 6. Metrics and tracking overview.

#### Metrics defined

PG&E plans to evaluate:

- Open rates or how many people opened an email to measure email effectiveness.
- Click thru rates or how many people clicked within emails or paid media advertising to measure email and paid media effectiveness.

- Sales outreach or how many customers are in touch with PG&E's key stakeholders to measure key stakeholders' engagement and effectiveness.
- Conversions or the ratio of customers engaged to customers enrolled in the program to track channel effectiveness.
- Visits to web pages to track customer traffic to [pge.com/evcharge](http://pge.com/evcharge) and all subsequent pages.
- Engagements with multiple web page visits and total time spent on EV web pages to measure web content effectiveness.
- Enrollments or application submissions will track program adoption.
- An email collected refers to customer email addresses acquired to help measure engagement success.
- Total relationships refer to number of stakeholders engaged to help amplify efforts.
- Co-marketing pieces developed refers to number of co-marketing pieces developed for stakeholders.
- Attendees reached refer to number of potential customers engaged at events to measure event effectiveness.
- Story count refers to number of earned media stories generated to track amplification of the program.
- Impressions refer to customers reached through the given media channel and will measure awareness of the program.
- Total retargets refers to retargeting of enrolled site hosts to support ongoing utilization to measure engagement of the program.
- Number of referrals refers to customers engaged through a referral Program. PG&E will use this to measure engagement in the program.

#### **N. Estimated Budget**

D.16-12-065 authorized a budget with a cap of \$10 million to be spent on the marketing education and outreach. The estimated budget below (Figure 7) of \$9.12 million covers outreach for the full three years of EV Charge Network, in addition to the trial period efforts in 2017. The tactics and associated budgets will be continuously monitored and optimized based on achieving key metrics and associated goals and may be adjusted as necessary throughout the three year implementation period.

<b>Estimated Budget<sup>4</sup></b> <b>(Thousands of Nominal \$ - Includes Contingency)</b>					
<b>Tactics</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
<b>Marketing Campaign Development (Expense)</b>					
Upfront campaign Development	\$302	\$36	\$36	\$37	\$411
Site Host Online Application Web Content	\$58	\$30	\$30	-	\$118
Web-based GIS Map	-	\$184	-	-	\$184
EV Customer Education Web Content	\$116	\$30	\$30	-	\$176
<b>Subtotal upfront campaign development costs</b>	<b>\$476</b>	<b>\$279</b>	<b>\$97</b>	<b>\$37</b>	<b>\$889</b>
<b>Targeted Outreach (Expense)</b>					
Business Energy Solutions Support	\$49	\$641	\$1,341	\$478	\$2,509
Targeted Outreach to Site Hosts	\$325	\$855	\$781	\$716	\$2,677
<b>Subtotal targeted outreach costs</b>	<b>\$374</b>	<b>\$1,497</b>	<b>\$2,122</b>	<b>\$1,193</b>	<b>\$5,186</b>
<b>Broad-Based Outreach (Expense)</b>					
Broad-Based EV Customer Outreach	\$48	\$583	\$583	\$594	\$1,807
EV Costs of Ownership Tool	-	\$329	\$68	\$69	\$466
<b>Subtotal broad-based outreach costs</b>	<b>\$48</b>	<b>\$912</b>	<b>\$605</b>	<b>\$663</b>	<b>\$2,273</b>
<b>TOTAL EXPENSE COST</b>	<b>\$897</b>	<b>\$2,688</b>	<b>\$2,870</b>	<b>\$1,893</b>	<b>\$8,348</b>
<b>Broad-Based Outreach (Capital)</b>					
EV Cost of Ownership Tool	-	\$774	-	-	\$774
<b>Subtotal broad-based outreach costs</b>	<b>-</b>	<b>\$774</b>	<b>-</b>	<b>-</b>	<b>\$774</b>
<b>TOTAL CAPITAL COST</b>	<b>-</b>	<b>\$774</b>	<b>-</b>	<b>-</b>	<b>\$774</b>
<b>TOTAL MARKETING BUDGET</b>	<b>\$897</b>	<b>\$3,462</b>	<b>\$2,870</b>	<b>\$1,893</b>	<b>\$9,121</b>

Figure 7. Estimated marketing education and outreach budget.

**O. Estimated Timeline**

The following timeline (Figure 8) visually depicts the marketing education and outreach process from planning to execution. The purpose of this timeline is to illustrate an approximate length of time for how long each step of the process may take.

<sup>4</sup> Contingency amounts of 10% for all costs except EV Cost of Ownership expense which is 50%, are included in each line item of the table above. Totals displayed above may vary slightly from the cost tables presented in the associated testimony due to rounding.

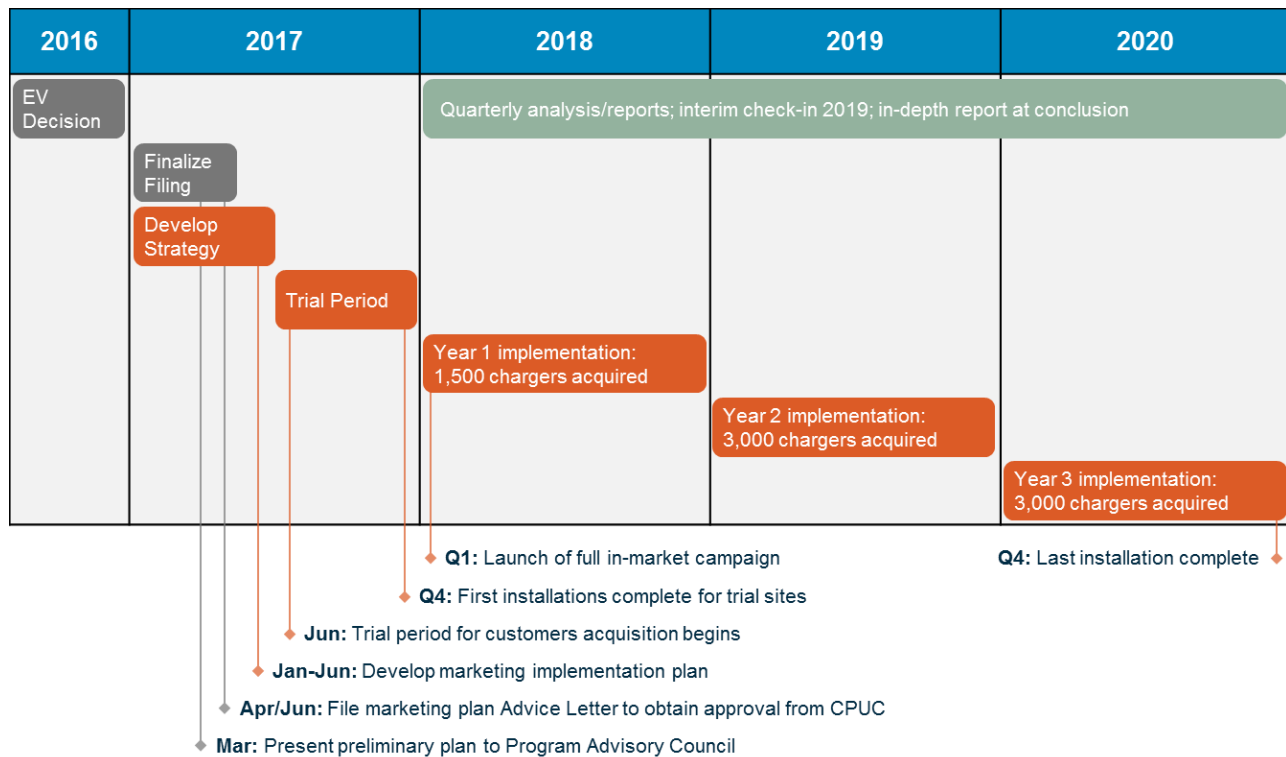


Figure 8. Estimated timeline for marketing education and outreach.

Below PG&E provides details on the efforts that are expected to occur each year from when the decision was issued in 2016 to the end of the current approval period in 2020.

In 2016, the CPUC approved the EV Charge Network Proposal (D.16-12-065). OP18 required PG&E to file a revised education and outreach proposal via a Tier 1 Advice Letter no later than June 2017.

In 2017, PG&E’s education and outreach efforts focus on finalizing required regulatory filings, launching the first quarterly program Advisory Council and subsequent meetings, as well as submitting the marketing plan Advice Letter. Additionally, PG&E is conducting research, developing the implementation plan, and building out the marketing strategy. In the second half of 2017, PG&E will begin a trial period that will last through the end of the year to obtain 5-10 EV charger installations. This trial period will be focused on developing the web content and testing out several elements of the program, including internal (Business Energy Solutions) and external (CCAs) engagement, targeted customer emails, and broad-based online advertising.

In 2018, PG&E proposes to obtain 1,500 EV charging port installations by focusing on early adopters of the program. This starts by leveraging customers who signed up on the interest list along with other existing customer relationships who have expressed interest in the program. Additionally, there will be a concerted effort to drive participation with multi-unit dwelling site hosts as it is believed through existing research and

feedback from other investor owned utilities in California that this is a difficult audience to engage due to challenges of meeting program participation requirements and a lack of direct existing relationships.

In 2019, PG&E proposes to obtain 3,000 EV charger installations by continuing to work with customers who have shown program interest the prior year, completing applications in process, as well as beginning to engage with new customers. The intent will be to expand targeting of customers in disadvantaged communities at this time. Additionally, at the start of 2019, PG&E will look strategically at what marketing and acquisition strategies have worked well to date and balance that with cost effectiveness to ensure the outreach moving forward is built off of best practices as part of a test and learn approach.

To conclude the program in 2020, PG&E proposes to obtain the remaining 3,500 EV charger installations by converting customers who are engaged in the application process and extending participation to customers who are waitlisted depending on remaining installation requirements. Customers on the waitlist are expected to be costlier to complete installation with, so this will be more of a last resort to ensure efficient use of program dollars. Lastly, in 2020, broad-based outreach will be conducted to promote customer utilization of the EV chargers themselves. It is PG&E's intent to not only support the installation of EV chargers, but also the utilization of the equipment as well.

### **Tier Designation**

Pursuant to OP 18 of D.16-12-065, this advice filing is submitted with a Tier 1 designation.

### **Effective Date**

This Tier 1 advice letter will become effective on the date filed, May 2, 2017.

### **Protests**

Anyone wishing to protest this filing may do so by letter sent via U.S. mail, facsimile or E-mail, no later than May 22, 2017 which is 20 days after the date of this filing. Protests must be submitted to:

CPUC Energy Division  
ED Tariff Unit  
505 Van Ness Avenue, 4<sup>th</sup> Floor  
San Francisco, California 94102

Facsimile: (415) 703-2200  
E-mail: EDTariffUnit@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 shall also be sent to PG&E either via E-mail or U.S. mail (and by facsimile, if possible) at the address shown below on the same date it is mailed or delivered to the Commission:

Erik Jacobson  
Director, Regulatory Relations  
c/o Megan Lawson  
Pacific Gas and Electric Company  
77 Beale Street, Mail Code B23A  
P.O. Box 770000  
San Francisco, California 94177

Facsimile: (415) 973-1448  
E-mail: PGETariffs@pge.com

Any person (including individuals, groups, or organizations) may protest or respond to an advice letter (General Order 96-B, Section 7.4). The protest shall contain the following information: specification of the advice letter protested; grounds for the protest; supporting factual information or legal argument; name, telephone number, postal address, and (where appropriate) e-mail address of the protestant; and statement that the protest was sent to the utility no later than the day on which the protest was submitted to the reviewing Industry Division (General Order 96-B, Section 3.11).

### **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 and the parties on the service list for A.15-02-009. 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/>.

\_\_\_\_\_  
/S/

Erik Jacobson  
Director, Regulatory Relations

cc: Service List A.15-02-009

# 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 E)**

Utility type:

ELC

GAS

PLC

HEAT

WATER

Contact Person: Yvonne Yang

Phone #: (415) 973-2094

E-mail: Yvonne.Yang@pge.com and PGETariffs@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) #: **5064-E**

**Tier: 1**

Subject of AL: **Education and Outreach Proposal Pursuant to Decision 16-12-065.**

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.16-12-065

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: \_\_\_\_\_

Is AL requesting confidential treatment? If so, what information is the utility seeking confidential treatment for: No

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: \_\_\_\_\_

Resolution Required?  Yes  No

Requested effective date: **May 2, 2017**

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

Pending advice letters that revise the same tariff sheets: 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:

**California Public Utilities Commission**

**Energy Division**

**EDTariffUnit**

**505 Van Ness Ave., 4<sup>th</sup> Flr.**

**San Francisco, CA 94102**

**E-mail: EDTariffUnit@cpuc.ca.gov**

**Pacific Gas and Electric Company**

**Attn: Erik Jacobson**

**Director, Regulatory Relations**

**c/o Megan Lawson**

**77 Beale Street, Mail Code B23A**

**P.O. Box 770000**

**San Francisco, CA 94177**

**E-mail: PGETariffs@pge.com**



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

AT&T	Division of Ratepayer Advocates	Office of Ratepayer Advocates, Electricity Planning and Policy B
Albion Power Company	Don Pickett & Associates, Inc.	OnGrid Solar
Alcantar & Kahl LLP	Douglass & Liddell	Pacific Gas and Electric Company
Anderson & Poole	Downey & Brand	Praxair
Atlas ReFuel	Ellison Schneider & Harris LLP	Regulatory & Cogeneration Service, Inc.
BART	Evaluation + Strategy for Social Innovation	SCD Energy Solutions
Barkovich & Yap, Inc.	G. A. Krause & Assoc.	SCE
Bartle Wells Associates	GenOn Energy Inc.	SDG&E and SoCalGas
Braun Blaising McLaughlin & Smith, P.C.	GenOn Energy, Inc.	SPURR
Braun Blaising McLaughlin, P.C.	Goodin, MacBride, Squeri, Schlotz & Ritchie	San Francisco Water Power and Sewer
CENERGY POWER	Green Charge Networks	Seattle City Light
CPUC	Green Power Institute	Sempra Energy (Socal Gas)
CalCom Solar	Hanna & Morton	Sempra Utilities
California Cotton Ginners & Growers Assn	ICF	SoCalGas
California Energy Commission	International Power Technology	Southern California Edison Company
California Public Utilities Commission	Intestate Gas Services, Inc.	Southern California Gas Company (SoCalGas)
California State Association of Counties	Kelly Group	Spark Energy
Calpine	Ken Bohn Consulting	Sun Light & Power
Casner, Steve	Leviton Manufacturing Co., Inc.	Sunshine Design
Center for Biological Diversity	Linde	Tecogen, Inc.
City of Palo Alto	Los Angeles County Integrated Waste Management Task Force	TerraVerde Renewable Partners
City of San Jose	Los Angeles Dept of Water & Power	TerraVerde Renewable Partners, LLC
Clean Power	MRW & Associates	Tiger Natural Gas, Inc.
Clean Power Research	Manatt Phelps Phillips	TransCanada
Coast Economic Consulting	Marin Energy Authority	Troutman Sanders LLP
Commercial Energy	McKenna Long & Aldridge LLP	Utility Cost Management
Cool Earth Solar, Inc.	McKenzie & Associates	Utility Power Solutions
County of Tehama - Department of Public Works	Modesto Irrigation District	Utility Specialists
Crossborder Energy	Morgan Stanley	Verizon
Crown Road Energy, LLC	NLine Energy, Inc.	Water and Energy Consulting
Davis Wright Tremaine LLP	NRG Solar	Wellhead Electric Company
Day Carter Murphy	Nexant, Inc.	Western Manufactured Housing Communities Association (WMA)
Defense Energy Support Center	ORA	YEP Energy
Dept of General Services	Office of Ratepayer Advocates	Yelp Energy