



# National Symposium on Market Transformation

## Celebrating 20 Years of Achieving Energy Efficiency through Market Transformation

Hyatt Regency Inner Harbor • Baltimore, Maryland

March 20 – 22, 2016

### PROGRAM

#### Sunday, March 20

**12:00 pm to 7:00 pm**

**REGISTRATION**

*Constellation Foyer*

**1:00 pm to 5:00 pm**

**MT 101**

*Constellation E-F*

Presenters: **John Taylor**, Consortium for Energy Efficiency  
**Alexis Allan**, Northwest Energy Efficiency Alliance  
**Karen Horkitz**, Cadmus

MT101 training will give newcomers to our industry a strong foundation for their work and a better understanding of how ratepayer funded efficiency programs can be designed to transform the market. Attendees will walk away with a clear picture of how market transformation is defined, how efficiency programs can help diffuse innovation, and the elements that constitute a market transformation program. Presenters will share market transformation case studies (both local and national), explain the importance of developing a logic model, and describe how market transformation programs are evaluated. Attendees will design a hypothetical market transformation program and gain experience in identifying market barriers and opportunities, the specific market problem(s) we want to solve, and key measurable outcomes.

**5:30 pm to 7:30 pm**

**RECEPTION**

*Constellation Foyer*

#### Monday, March 21

**7:00 am to 7:00 pm**

**REGISTRATION**

*Constellation Foyer*

**7:30 am to 8:30 am**

**BREAKFAST**

*Atrium*

**8:30 am to 10:00 am****WELCOME & PLENARY SESSION***Constellation A/B*

Welcome and Introductions:

**Ed Wisniewski**, Executive Director, Consortium for Energy Efficiency**Steve Nadel**, Executive Director, American Council for an Energy-Efficient Economy**20/20 Vision: Past Impacts and Future Considerations for Market Transformation**Moderator: **Ed Wisniewski**, Executive Director, Consortium for Energy EfficiencyPanelists: **Steve Nadel**, Executive Director, American Council for an Energy-Efficient Economy**Vincent Davis**, Director, Pacific Gas and Electric Company**Rebecca Craft**, Chief Customer Officer, Essess**10:00 am to 10:30 am****NETWORKING BREAK***Constellation Foyer***10:30 am to 12:00 pm****CONCURRENT SESSIONS***Session 1A**Constellation A***Regional Roundup**Moderator: **Ed Wisniewski**, Consortium for Energy EfficiencySpeakers: **Claire McIlvennie**, Consortium for Energy Efficiency**Stacey Paradis**, Midwest Energy Efficiency Alliance**Carol White**, National Grid**Mandy Mahoney**, Southeast Energy Efficiency Alliance**Mike Stockard**, Oncor**Adam Bickford**, Southwest Energy Efficiency Project**Susan Stratton**, Northwest Energy Efficiency Alliance**Vincent Davis**, Pacific Gas and Electric Company

This perennial session will explore notable changes to program funding, impacts, approaches, and policy across various geographies of significance throughout the US. Assembled panelists will include a range of perspectives including those having the full spectrum of obligation and responsibility for program administration to those advocating for favorable state and regional efficiency policies. Panelists will focus on regulatory policy changes of significance.

*Session 1B**Constellation B***Opportunity for Energy Efficiency in EPA's Clean Power Plan**Moderator: **Nikolaas Dietsch**, US Environmental Protection AgencySpeakers: **Clay Nesler**, Johnson Controls**Mona Sheth**, AJW, Inc.**Avi Zevin**, Van Ness Feldman

EPA's Clean Power Plan requires states to reduce carbon dioxide emissions from existing power plants, with energy efficiency playing a prominent role as a proven strategy for cost-effective compliance. States also have the option to participate in the Clean Energy Incentive Program (CEIP), an early action program that awards credit for renewable projects and double credit for energy efficiency implemented in low-income communities. This session will explore the opportunity for the private sector to deliver efficiency savings during the CEIP and throughout the compliance

period through 2030, including under a rate- and mass-based compliance approach. We will hear from Clean Power Plan experts and experienced efficiency providers on the challenges and opportunities that now lie ahead for compliance planning and implementation.

**12:00 pm to 1:30 pm**

**LUNCH & KEYNOTE**

*Constellation D-F*

Speaker: **Secretary John Quigley**, Department of Environmental Protection, Commonwealth of Pennsylvania  
Secretary Quigley will discuss Pennsylvania's compliance plan and next moves for the EPA's Clean Power Plan.

**1:30 pm to 3:00 pm**

**BREAKOUT SESSIONS**

*New Construction Track*

*Constellation A*

### **A1: Nothing Beats Zero: How Zero Net Energy Is Becoming the Ultimate Market Transformation Approach**

Moderator: **Ralph DiNola**, New Buildings Institute  
Speakers: **Kara Kokernak**, DNV GL  
**Jessica Iplikci**, Energy Trust of Oregon  
**Sam Rashkin**, US Department of Energy  
**Peter Turnbull**, Pacific Gas and Electric Company

Over the last few decades, energy efficiency programs have delivered significant savings and helped lead innovation in the design, construction, and operation of commercial and residential buildings. However, programs that focus on individual measure savings and incremental whole building savings are reaching the limit of delivering significant energy savings. A new generation of zero net energy (ZNE) programs hold the promise of creating a quantum shift in the market, delivering the ultimate whole building savings. This session will showcase innovative programs from across the US and highlight the key elements that make ZNE a fundamentally transformative market approach.

*Commercial Sector Track*

*Constellation B*

### **B1: Energy Efficiency in Commercial Real Estate: Challenges and Opportunities**

Moderator: **Adam Sledd**, Institute for Market Transformation  
Speakers: **Eugenia Gregorio**, Tower Companies  
**Emily Pearce**, Waypoint Building  
**Vivian Loftness** and **Rohini Srivastava**, Carnegie Mellon University

Commercial property owners face many challenges and competing priorities in the operation of their buildings, which can make the pursuit of energy-efficient activities and investments low on the list of near-term priorities. In this session, speakers will discuss their experience dealing with various challenges in making energy-efficient decisions in the commercial real estate market. These include overcoming information asymmetry and split incentives, managing the operation of buildings in the most energy efficient way, along with challenges in project financing and cost/benefit valuation for long-term investments. Speakers will also discuss how their experience and findings can be used to scale lessons learned to a broader audience.

*Products & Equipment Track**Baltimore***C1: The Past, Present, and Future of Plug Load Strategies**Moderator: **Kate George**, Pacific Gas and ElectricSpeakers: **Rois Langner**, National Renewable Energy Laboratory  
**Hewan Tomlinson**, US Environmental Protection Agency

For decades, efficiency programs have targeted consumers with rebates based on basic theory. Make a product more accessible in order to sell more. However, the barriers to addressing plug load growth in the US are more complex than a single strategy can mitigate. This session will look at more recent efforts to reduce plug loads in the residential sector through approaches that extend beyond downstream consumer rebates. We will also learn about commercial sector plug load strategy options that are available on the market, such as Advanced Power Strips (APSS), as well as promising control strategies with an emerging market presence.

*Evaluating Program Benefits Track**Annapolis***D1: Behavioral Persistence: A Natural (Gas) Experiment**Moderator: **Claire McIlvennie**, Consortium for Energy EfficiencySpeakers: **Adam Thomas**, ADM Associates  
**Anne-Marie Peracchio**, New Jersey Natural Gas  
**Erika Kociolek**, Energy Trust of Oregon

The purpose of this session is to explore the topic of behavioral persistence through the lens of pilots and programs that address natural gas efficiency. Persistence is a key consideration in program design and planning given the implications for program credibility and cost-effectiveness. This session will help attendees better understand some of the challenges to measuring behavioral persistence, some of the unique difficulties to deploying and assessing these approaches in the natural gas sector and potential ways to overcome these challenges. Presentations will include examples of behavioral programs in the natural gas sector that have continued to track energy savings after program activities have ceased. The session will discuss the results and implications of these studies as well as the different kinds of behavioral persistence that can impact energy savings in natural gas programs.

*Lighting Track**Frederick***E1: Connected Lighting: Assessing the Present, and Envisioning the Future**Moderator: **Liesel Whitney-Schulte**, DesignLights ConsortiumSpeakers: **Carol Jones**, Enlighted, Inc.  
**Dan Mellinger**, Vermont Energy Investment Corporation

Solid-state lighting is creating an opportunity for a new lighting system paradigm that efficiency program planners and administrators need to be aware of. These intelligent, networked lighting devices will transform lighting control by leveraging new data streams, algorithms and data analytics services. A panel including a program administrator, DesignLights Consortium representative, and a lighting controls manufacturer representative will discuss these promising capabilities, explore their challenges, and illustrate the industry's progress to date and future plans. They will highlight current advanced lighting controls incentive programs; data analytics methods to quantify adoption; and efforts to develop a shared definition of control systems that addresses numerous desirable capabilities within connected lighting.

**3:00 pm to 3:30 pm****NETWORKING BREAK***Constellation Foyer*

**3:30 pm to 5:00 pm****BREAKOUT SESSIONS***New Construction Track**Constellation A***A2: Mapping New Territory in Residential New Construction Programs**Moderator: **Bill Prindle**, ICF InternationalSpeakers: **Kristi Hardy**, CenterPoint Energy  
**Chris Walls**, Baltimore Gas and Electric  
**Jim Fay**, Commonwealth Edison

The panelists will lead a discussion on emerging issues in today's shifting landscape for residential new construction programs. The discussion will include input from program managers on new programs.

*Commercial Sector Track**Constellation B***B2: Unlocking the Savings Potential in Small Commercial Buildings**Moderator: **Ralph DiNola**, New Buildings InstituteSpeakers: **Chris Baker**, The Weidt Group  
**Mark Stutman**, Consortium for Building Energy Innovation

Utilities are being pressed to find more savings through their demand side management (DSM) programs. As a result, attention is turning to the smaller buildings market for additional DSM targets. Ninety-five percent of commercial buildings are under 50,000 square feet and they consume nearly half of the energy used by commercial buildings in the US. Despite the scale of the opportunity, challenges stand in the way of realizing significant savings in this important segment of the market. This session will explore proven tools and practices that can be applied to small commercial buildings to help unlock the potential savings in this key sector.

*Products & Equipment Track**Baltimore***C2: Smart Thermostats: The Newest, Latest, and Next in Program Strategy**Moderator: **Rebecca Foster**, Vermont Energy Investment CorporationSpeakers: **Tyson Brown**, Kansas City Power & Light  
**Jacob Stoll**, Commonwealth Edison

Smart thermostats are an important technology for efficiency programs for many reasons. They offer heating and cooling savings in their own right, they are the first mainstream connected device that showcases potential energy savings associated with the "internet of things," and they represent an important link between energy efficiency and demand response. This session will highlight the latest program trends in smart thermostats, focusing on quantifying energy savings, and using these thermostats to identify other efficiency opportunities in homes. Two speakers from active Midwest programs will be featured.

*Evaluating Program Benefits Track**Annapolis***D2: Energy Savings, Improved Health, and Happier Tenants: The Triple-Bottom-Line of Multifamily Efficiency**Moderator: **Rachel Cluett**, American Council for an Energy-Efficient EconomySpeakers: **Rebecca Schaaf**, Stewards of Affordable Housing for the Future  
**Ruth Ann Norton**, Green and Healthy Homes Initiative  
**Abigail Corso**, Elevate Energy

The benefits of energy upgrades in multifamily buildings are measured not just in kilowatt-hours and therms. Rather, energy efficiency can result in a wide variety of benefits, including monetary savings for building owners from reduced maintenance and lower vacancy and turnover rates, increased comfort, health, and safety for tenants, and reduced energy costs for both parties. This session will examine the benefits of multifamily energy efficiency through these multiple lenses as well as the program innovations that help realize them.

*Lighting Track**Frederick***E2: The Lighting Technology Landscape and Approaches to Troffer Lighting**Moderator: **Andrew Mitchell**, US Department of EnergySpeakers: **Jane Pater Salmon**, Navigant  
**Elaine Miller**, Northwest Energy Efficiency Alliance

The landscape for lighting technologies is evolving so quickly it can be hard for even well-seasoned lighting experts to keep up. Recent standards have boosted linear fluorescent efficiency and the rapidly growing LED market is starting to turn lighting efficiency programs on their heads. This session will provide a national overview of the anticipated market adoption curve for LEDs in select markets, as well as a regional perspective from the Bonneville Power Administration (BPA) and the Northwest Energy Efficiency Alliance (NEEA). BPA recently completed a regional lighting market characterization addressing important questions such as what technologies customers are purchasing and where programs can make a meaningful difference in the supply chain. NEEA will discuss the region's efforts to influence a shift towards lower wattage linear fluorescent replacement lamps, and how this effort aligns with incentives available for LED troffer lighting.

<b>5:30 pm – 7:30 pm</b>	<b>RECEPTION</b>	<i>Pisces</i>
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**Tuesday, March 22**

<b>7:00 am to 4:00 pm</b>	<b>REGISTRATION</b>	<i>Constellation Foyer</i>
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<b>7:30 am to 8:30 am</b>	<b>BREAKFAST</b>	<i>Atrium</i>
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**8:30 am to 10:00 am****CONCURRENT SESSIONS***Session 2A**Constellation A***Leveraging Trade Allies to Build, Maintain and Advance Market Transformation Programs**Moderator: **Alexis Allan**, Northwest Energy Efficiency AllianceSpeakers: **Ed Schmidt**, MCR Performance Solutions, LLC**Christopher Lubeck**, Osram SYLVANIA Inc.**Dave Backen**, Evergreen Consulting Group

Learn from industry experts the strategic intervention points within trade ally networks that can advance programs while building alliances throughout a supply chain. Participants will learn of new partnerships, opportunities, successes and failures from the supply chain and program perspectives that have resulted in increased sales and savings, a win-win for all involved.

*Session 2B**Constellation B***The Data Deluge: Making Intelligent Use of Big Data in Energy Efficiency**Moderator: **Paul Mathew**, Lawrence Berkeley National LaboratorySpeakers: **Jim Merriam**, Vermont Energy Investment Corporation**Tim Melloch**, TM EEConsulting, LLC**Seth Kiner**, Charlotte Street Advisors**Michael Murray**, Mission:data

With technology evolving to allow for greater detail and granularity in energy information, the market is finding new and innovative ways to manage and use the data. As systems become more integrated and customers demand greater access to their energy consumption information, utilities and service providers are tackling the challenge of managing and providing useful information for their customers and partner organizations. A panel of experts will share their experience with contrasting traditional efficiency planning and implementation at organizations across the country. Their varied expertise includes approaches that leverage AMI, sub-metering, data connectivity, and data analysis to maximize the delivery of quantifiable value to consumers and regulators.

**10:00 am to 10:30 am****NETWORKING BREAK***Constellation Foyer***10:30 am to 12:00 pm****CONCURRENT SESSIONS***Session 3A**Constellation A***Planning for Distributed Energy Resources to Increase Grid Resilience and Reduce System Costs**Moderator: **John Taylor**, Consortium for Energy EfficiencySpeakers: **Tim Guiterman**, EnergySavvy**Mark Lorentzen** and **Bill Moran**, TRC Solutions

During this session, we will examine the role of energy efficiency, demand response, distributed generation and microgrids in complementing traditional supply side resources to build a more resilient, decarbonized grid. Attendees will have an opportunity to discuss considerations for designing integrated programs including customer engagement, opportunities/challenges, dependencies and opportunities among the related enabling technologies, and measuring impact.

*Session 3B**Constellation B***What Color is the Chasm? Leveraging Emerging Technologies Programs for More than Technical Assessment**

Moderator: **Kim Erickson**, Consortium for Energy Efficiency

Speakers: **Allison Donnelly**, ERS  
**Teddy Kisch**, Energy Solutions  
**Keshmira McVey**, Bonneville Power Administration

A pipeline of promising emerging technologies (ET) is a key enabler of continued improvements in energy performance and provides new measures for programs seeking to transform markets. ET programs can play two key roles in filling this pipeline: assessing the opportunities to make sure the right ones go in; and preparing the opportunities for success at the other end. During this session, speakers will expose the different philosophies that can lead different organizations to focus on each aspect, offer examples of the potential benefits of identifying and preparing new opportunities for program promotion, and discuss methods for evaluating the contributions of each approach to market transformation.

**12:00 pm to 1:15 pm**

**NETWORKING LUNCH**

*Constellation D-F*

**1:15 pm to 2:45 pm**

**BREAKOUT SESSIONS**

*Residential Sector Track**Constellation A***A3: Breaking through Barriers to Residential Energy Efficiency**

Moderator: **Dale Hoffmeyer**, US Department of Energy

Speakers: **Jordan Doria**, North American Insulation Manufacturers Association  
**Courtney Welch**, ESource

This session will look at innovative ways that both utilities and industry are working to break through barriers to energy efficiency in the residential sector. Speakers in this session will present on retrofit program models that have had success in the market, new features of whole home retrofit programs, and key utility and industry trends. The session will also look at barriers that do not get enough attention including simple consumer financing, consumer information gaps and transaction costs, and tactics to address them.

*New Strategies Track**Constellation B***B3: Lightning Session on Data Analytics**

Moderator: **Ethan Goldman**, Vermont Energy Investment Corporation

A lightning round comprised of eight vendors who will pitch their data analytics platforms, providing the audience with a side-by-side comparison of data analytics products on the market. Residential and commercial applications will be represented.



*Products & Equipment Track**Baltimore***C3: The New Normal: Increased Savings from HVAC Quality Installation and Maintenance Programs**Moderator: **Chandler von Schrader**, US Environmental Protection AgencySpeakers: **Lori Atwater**, Southern California Edison**Tim Hanes**, ESI**Todd Malinick**, EMI Consulting

Residential HVAC programs have made strides to increase the market penetration of high efficiency HVAC equipment, but due to increasing equipment standards, rising baselines and original setting degradation, marginal energy savings are diminishing. As equipment-focused residential HVAC programs have matured, and the energy savings are becoming harder to capture, HVAC Quality Installation and Quality Maintenance programs show strong potential to deliver increases in savings from HVAC systems. This session will focus on how different programs are training contractors and measuring performance to ensure that residential HVAC programs remain a key component of utility portfolios for a long time to come.

*Evaluating Program Benefits Track**Annapolis***D3: New Directions in EM&V: What Evaluators and Non-Evaluators Need to Know**Moderator: **Julie Michals**, Northeast Energy Efficiency PartnershipsSpeakers: **Cody Taylor**, US Department of Energy**Rebecca Foster**, Vermont Energy Investment Corporation

During this session, attendees will hear the latest research findings on the future of EM&V. This will provide the backdrop and context for two speakers who are shaping this vital component of energy efficiency programs. First, the Department of Energy will share the federal government's approach and activities to support a move toward more data-driven and "real-time" EM&V. This will include small case studies of how utilities and commissions are working to evaluate and implement new approaches. Then, Vermont Energy Investment Corporation will provide an overview of the steps that it has taken through its implementation and consulting work to integrate new data streams and analytical approaches into its EM&V across the US. The content that will be shared during this session is relevant to all sectors and programs and is intended to help all program administrators chart a clearer course toward the next generation of EM&V.

*Distributed Energy Track**Frederick***E3: Market Transformation and Combined Heat and Power: What Are We Aiming At?**Moderator: **Kim Crossman**, Energy Trust of OregonSpeakers: **Jay Wrobel**, US Department of Energy, Advanced Manufacturing Office**Marc Rouse**, Capstone Turbine**Jim Libertini**, Baltimore Gas and Electric

Successful combined heat and power (CHP) projects are an important national opportunity with many market and policy dimensions. This session will take stock of how CHP projects are currently bought and sold in order to identify clear market transformation opportunities. Invited panelists will describe current CHP markets, including key barriers for market transformation programs to address. Each panelist will provide a different perspective on the market, including a CHP developer, a state program administrator, and a national policy administrator. The panel's goal is to

help session participants appreciate CHP's future value by shedding light on the benefits that a transformed market will bring. Session participants will have the opportunity to discuss specific market interventions (regulations, policies, programs, etc.) that could help bring about desired market conditions as well as the evidence needed to demonstrate real market change.

**2:45 pm to 3:00 pm**

**NETWORKING BREAK**

*Constellation Foyer*

**3:00 pm to 4:30 pm**

**WORKING SESSIONS**

*Residential Sector*

*Constellation A*

**A4: Balancing Risk, Reward, and Stakeholders in Residential Energy Efficiency Financing**

Moderator: **Sandy Fazeli**, National Association of State Energy Officials

Speakers: **Jewel James**, Renovate America

**Colin Bishopp**, Renew Financial

**Laura James**, Cadmus

Lack of access to financing is often cited as a major hindrance to the successful implementation of energy efficiency projects. For single-family homes, this barrier can be even more daunting. While homeowners seek low-cost and user-friendly programs with more competitive terms than conventional banks offer, lenders may lack confidence in the ability of these projects to return the investment and may choose to balance this risk with higher interest and shorter repayment terms. This vicious cycle has spurred the creation of alternative financing and program structures that minimize the hurdles potential borrowers face, mitigate risk borne by investors, and leverage public and private capital. This session will highlight examples of strategies that address these barriers.

*New Strategies Track*

*Constellation B*

**B4: Saving Energy Citywide: Working with Cities to Drive Savings at the Local Level**

Moderator: **Lauren Ross**, American Council for an Energy-Efficient Economy

Speakers: **Kimi Narita**, Natural Resources Defense Council

**Andrea Foss**, Steven Winter Associates

**Jillian Rich**, Pacific Gas & Electric Company

Ambitious global carbon emission reductions and energy savings goals are not possible without participation at the local level, helping government, business and individuals take action to reduce energy use. Cities are forming public-private partnerships, forming peer exchange networks and fostering healthy competition between cities and businesses to spur lasting behavior change to drive savings for commercial and residential customers. This session will delve into ongoing examples of cities working to save energy and meet climate goals through competitions, collaboration and peer exchange.

*Products & Equipment Track**Baltimore***C4: Pump Up the Volume: Increasing the Opportunity for High Performance Heat Pumps in Residential Space Heating**Moderator: **Peter Mills**, Consortium for Energy EfficiencySpeakers: **Laura Petrillo-Groh**, Air-Conditioning, Heating, and Refrigeration Institute  
**Ron Domitrovic**, Electric Power Research Institute  
**Antonio Bouza**, US Department of Energy

Heat pump equipment for residential space heating and cooling is evolving in ways that present very strong opportunities for savings over conventional systems. However, in order to open up unfettered opportunity for residential heat pumps in cold climates, strategic interventions that seek to bring about lasting changes in the structure of the market are necessary. Until this equipment can be identified and specified for both heating and cooling applications with a high degree of confidence, thorough transformation of the market will be held back. Session participants will consider the current state of the market, and consider what is needed to bring about the changes necessary to enable increased adoption of residential heat pumps in settings where reliable and robust heating performance from variable capacity heat pump (VCHP) equipment represents an ongoing challenge.

*Evaluating Program Benefits Track**Annapolis***D4: How to Establish a Baseline, Measure and Claim Savings for Market Transformation Programs**Moderator: **Max Neubauer**, DNV GLSpeakers: **Jane Colby**, Cadmus  
**Rob Carmichael**, Cadeo Group  
**Toben Galvin**, Navigant

In order to achieve market transformation it is critical that we know how to effectively measure it. This means quantifying baselines to measure against and identifying appropriate data and metrics to assist in that measurement. What is the current state of the market? How has it changed over time? Consumer awareness and equipment saturation, for example, are known indicators of market transformation; but is it possible that administrators are short-changing themselves by failing to include savings from the broader influence of their programs, an important topic in states with annual savings goals? Our panelists will explore these and other questions through a variety of presentations, discussing proposed methodologies and providing examples of efforts currently underway. This panel is a “must-see” for those interested in EM&V and its importance in ensuring energy efficiency programs remain dynamic – and relevant – in an endlessly-evolving landscape.

*Distributed Energy Track**Frederick***E4: Demand Response Gets Smarter: Realizing the Potential of Demand Response on the Distribution Grid**Moderator: **Ryn Hamilton**, Ryn Hamilton ConsultingSpeakers: **David Dobratz**, Eversource  
**Nicholas Corsetti** and **Melissa Piper**, National Grid

Many utilities are now taking advantage of demand response programs to relieve capacity constraints at the system level. However, with the increasing deployment of AMI and other elements of a smart grid, some utilities and regulators are beginning to explore the benefits from demand response to the distribution grid and at the local level. This session will explore the early industry experience in this area, the evolution in utility business models required to facilitate these projects, and a look at the customer response to a smart energy solutions pilot in Massachusetts.

## ACKNOWLEDGMENTS

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Jennifer Amann, *American Council for an Energy-Efficient Economy (ACEEE)*

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Lisa Cascio, *Northeast Energy Efficiency Partnerships (NEEP)*

Nikolaas Dietsch, *US Environmental Protection Agency (US EPA)*

Catie Dimas, *Consortium for Energy Efficiency (CEE)*

Ralph DiNola, *New Buildings Institute (NBI)*

Sandy Fazeli, *National Association of State Energy Officials (NASEO)*

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