EPS Working Group 1 Discussions: Governance Models, Funding Sources

October 31, 2007 Meeting

Albany, NY

Contents

Model Comparison

- Attachment 1
  - Basis for comparison & report
    - Editable version distributed to WG1 3:21 pm, 10/22/07
    - Sponsoring parties must have opportunity to update

- Possible next steps
  - A. (Optional) Evaluate models using evaluation tool (next page) based on updated criteria
    - Reach agreement on attributes
    - Create workbook
    - Parties complete workbook
    - Compile and summarize results
    - Move to step B
  - B. Collapse into 2-3 models
    - Eliminate models
    - Combine models to take advantage of desirable characteristics
    - Review remaining models to identify & mitigate weaknesses, where possible
  - C. Review & approve graphic & text describing model(s)

- Schedule for steps to reach consensus model(s)?
  - See Attachment 5

Model Evaluation Tool

• Criteria require updating. Attributes would facilitate application of criteria; attributes also require updating if they are to be used.

Criteria	Attributes	Model Characteristics
Does the model facilitate the least cost achievement of the EPS goal?	What aspects of the model are likely to drive costs up?	
	What aspects of the model are likely to drive costs down?	
Does the model effectively serve the interests of the broad range of efficiency stakeholders?	Whose interests are not likely to be effectively met with this model?	
Does the model present a coherent structure for coordination and cooperation? How are the responsibilities for meeting the EPS goals assigned to various entities? Does the model provide them with the authority and opportunity to meet those responsibilities? Is the model structured to allow meaningful and timely input, oversight, feedback, and reallocation of resources?	How does the model assign accountability for meeting EPS goals, and how is that accountability aligned with authority and opportunity?	
	How will the model encourage collaboration and continuous improvement (learning from EPS experience and from the knowledge of a variety of participants, and acting on those lessons learned)?	
	How does this model make necessary information available to oversight and governing entities?	
	How does this model encourage prompt decision-making, the accommodation of new opportunities, and changes (including design and funding) based on new information?	
Does the model take advantage of the inherent strengths of the various participants? Does the model take advantage of the salient features of the existing and emerging program development and delivery infrastructure(s)?	Whose strengths and capabilities are unlikely to be well-utilized with this model, and what are those strengths and capabilities?	
	Whose strengths and capabilities are likely to be used more than they are today under this model, and what are those strengths and capabilities?	

Model Evaluation Tool (cont.)

Criteria	Attributes	Model Characteristics
Are the entity(ies) responsible for program administration appropriately incentivized to secure cost-effective energy efficiency and ultimate success of the program? Is there demonstrable interest by the named entity in serving in this capacity? Does the model incorporate an effective decoupling mechanism? How does the model ensure that the entity(ies) responsible for program administration are effectively moving towards achieving energy efficiency goals and are held accountable for delivering efficiency savings?	What aspects of this model are likely to encourage important participants, including program administrators, to do their best to deliver energy savings?	
	What aspects of this model are likely to (a) discourage participants from doing their best, (b) cause participants to focus on meeting minimum expectations, or (c) require constant vigilance and detailed oversight to ensure performance is achieved?	
Does the model minimize functional overlap and duplication of effort? To what extent does the model provide for the seamless, integrated delivery of electric and gas efficiency programs?	How does this model control the potential for unnecessary redundancy and inefficiency?	
	How will this model ensure that savings are attributed to the correct program and provider, and ensure that the same savings are not attributed to more than one program or provider?	
Is the model flexible enough to accommodate differing conditions (e.g., geographic, climatic, load, institutional) across the state?	How does the model accommodate local differences?	
	How does the model encourage innovation and customization, and the mining of local and niche savings opportunities?	
	How will the benefits of competition and choice be achieved under this model while avoiding customer confusion?	

Funding Sources

- Other working groups to address level of funding
- Attachment 2
  - Basis for comparison & report
    - Require further definition for valid consideration (see next page for possible template)
    - Reach agreement on template
    - Volunteers to describe each option? Schedule?

- Possible next steps
  - Review funding descriptions
  - Decide whether to eliminate any funding sources from consideration
  - Identify and mitigate weaknesses in remaining options, where possible
  - Decide when & how each remaining funding source should be used
  - Decide how best to determine whether funding sources will adequately support EPS achievement
  - Review & approve graphic & text describing approved funding source(s)

- Schedule for steps to reach consensus funding source model?
  - See Attachment 5

Possible Funding Source Template

- Diagram flow of money
- Describe operation of funding option, from source of funds; through disbursement, controls, and tracking; to payment (and reimbursement, if needed)
- Identify types of activities and resources suitable for funding source (see Attachments 3 & 4)
- Identify types of activities and resources not suitable for funding source (see Attachments 3 & 4)
- List primary strengths & benefits of funding source
- List primary limitations & constraints of funding source

Attachment 1: Model Summaries

DPS 8/28 Model

▪ General principles:

1. All New Yorkers benefit when cost-effective energy efficiency improvements are implemented.

2. Where possible, the marketplace should be providing services without the need for ratepayer support.

3. Market transformation strategies are a powerful method for improving the effectiveness, availability, and costs of energy efficiency equipment, technologies, and services.

4. Getting energy price signals better aligned with the costs of providing services is a critical part of effectively developing energy efficiency as a resource.

5. The entity administering a given EPS program should be determined based on what makes the most sense for that energy efficiency application and consumer sector.

6. The attainment of higher levels of energy efficiency in new residential and commercial construction is of the utmost priority.

7.Energy efficiency delivery entities should be encouraged to develop programs that use the commissioning and continuous commissioning concepts, which aim at improving performance of whole buildings or building systems. Both electricity and natural gas efficiency options should be considered.

8.Energy efficiency programs should be clearly defined and designed to encourage customer participation.

9.Independent energy efficiency program providers can play a significant role in achieving the New York EPS goals.

10. Incentives to influence customer energy efficiency decisions should be aligned with customers' needs, be designed to elicit the action that is desired, and be consistent with current market conditions and program objectives. Care should be taken to avoid unintended consequences.

11. Incentives to utilities may be necessary to encourage their participation in and support of energy efficiency efforts. If utility incentives are used, they should be linked to the achievement of specific programmatic energy reduction targets that in turn lead to the achievement of the EPS goals within the service territory and the State as a whole.

12.The required program delivery infrastructure should be considered and put in place early in the EPS process (e.g., college curricula on energy efficient building design, training for HVAC installers, certification of energy efficiency auditors, etc.)

13. Retail and manufacturer partnerships are essential for attaining success through market transformation program initiatives. Energy efficiency programs are most effective if the programs are consistent statewide, regionally, and nationally. Coordination of programs with other states should be encouraged.

14. Partnerships between energy efficiency program providers and other entities (e.g., trade groups, governmental entities, and local community organizations) that can help get energy efficient products and services into the hands of consumers should be encouraged.

15. A rigorous evaluation and monitoring framework is essential to monitor progress toward the EPS goals, modify programs to maximize efficiency, ensure that projected energy efficiency savings are realized, and offer accountability to ratepayers and taxpayers. It is critical to ensure the measurability and persistence of energy efficiency measures that New York State will count on as substitutes for new generation and delivery facilities.

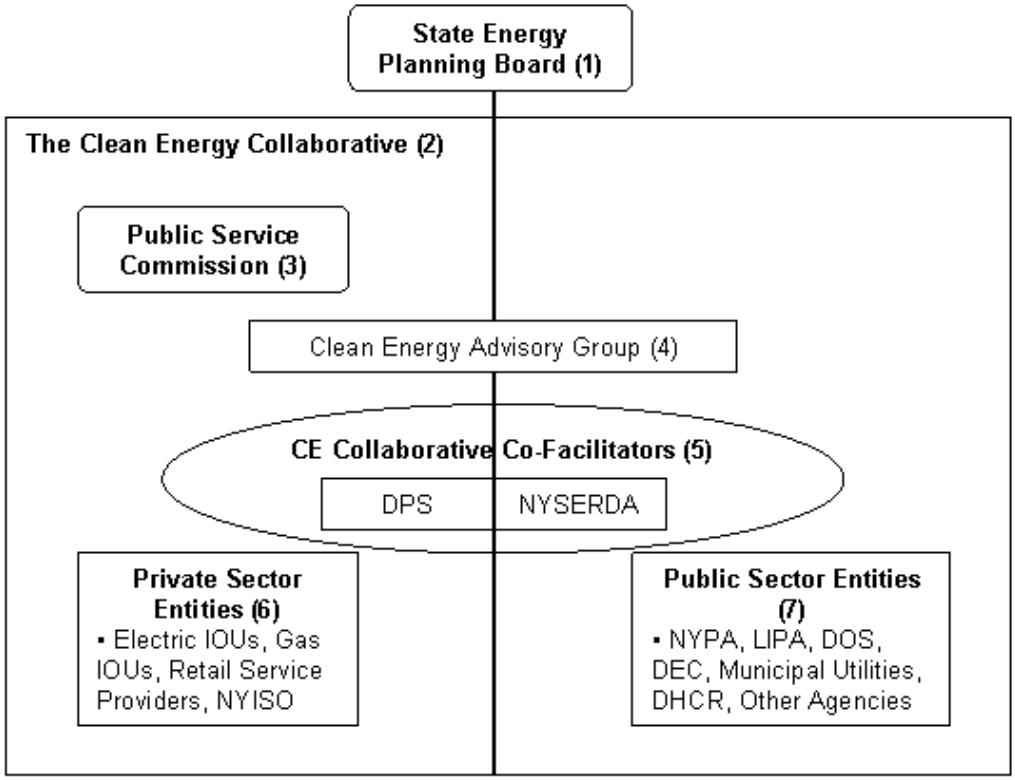
16. The EPS planning framework should include a mechanism to account for technologies that could increase electricity or natural gas usage but would be beneficial from a total resource cost and/or an environmental standpoint.

17. New York should take advantage of nationally recognized branding opportunities.

18. A comprehensive and effective outreach and education program is the underpinning that will support the success of the EPS initiative. To ensure that consumers are informed throughout the development and implementation of the EPS effort, and have adequate opportunities to participate in the process and resulting programs, outreach and consumer education must be an integral part of this process.

Attachment 1: Model Summaries (cont.)

NYSERDA Model



• While resource acquisition goals, such as energy efficiency savings, improved grid reliability, and environmental and economic benefits are crucial to the success of the 15 by 15 initiative, the following public policy goals must also be met: (a) preserving equity among New York ratepayers. (b) improving energy affordability for low-income consumers and small businesses, (c) reducing fossil fuel dependency, (d) ensuring environmental justice, and (e) promoting economic development and job growth in the State.

(1) SEPB: Provides primary energy policy guidance for NYS.

(2) CEC: Deliberative body to discuss & guide energy efficiency and renewable energy resource development. Accommodates and places into context any proposed changes to building codes, efficiency and alternate fuel programs in the transportation sector, economic development programs designed to expand the infrastructure to support deployment of advanced energy technologies and attract manufacturing and R&D activities to New York, and other activities. Develop single statewide clean energy plan for all programs. Plan & implement energy savings initiatives. Determine budgetary needs & provide recommendations to meet those needs. Various program administrators will offer programs, leveraging thee centralized service platforms: (a) mass media marketing & messaging, (b) data management & reporting, (c) program evaluation practices.

(3) PSC: Approve jurisdictional funding & budgets. Oversee programs, receive reports.

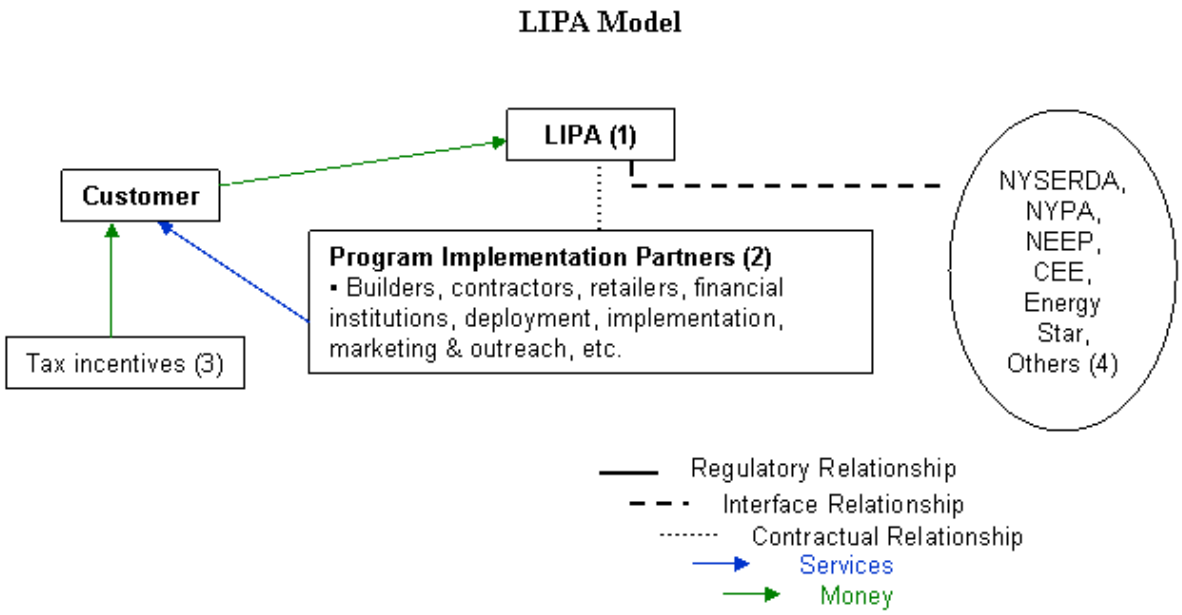
(4) CEAC: Provides oversight of all components of evaluation program, similar to SBC Advisory Group.

(5) CEC Co-Facilitators: Call meetings, set agendas, preside over meetings. Consider & evaluate perspectives brought to CEC and advise their respective governing bodies accordingly.

(6) Private Sector Entities: Program administrators.

(7) Public Sector Entities: Program administrators.

Attachment 1: Model Summaries (cont.)



(1) LIPA: Responsibility for achieving objectives. Uses both market transformation and resource acquisition.

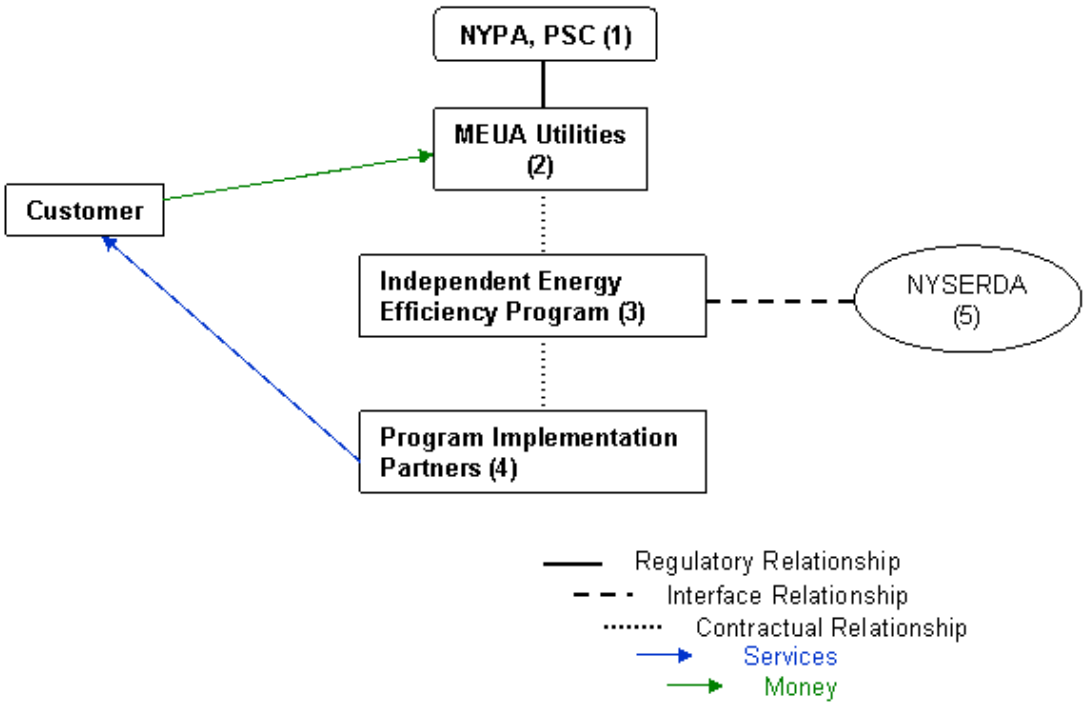
(2) PIPs: Contract with LIPA to provide services. Risk/reward structure used to attract participation of private entities.

(3) Tax incentives: Rebates linked to new federal tax incentives.

(4) Various: Coordination & collaboration among organizations.

Attachment 1: Model Summaries (cont.)

MEUA Model



- Customer-focused, based on relationship between utility and customer.

(1) NYPA, PSC: Ultimate approval authority.

(2) MEUA: Primary responsibility for achieving objectives. Programs funded through 1 mill/kWh assessment on customers. No redistribution among or between systems.

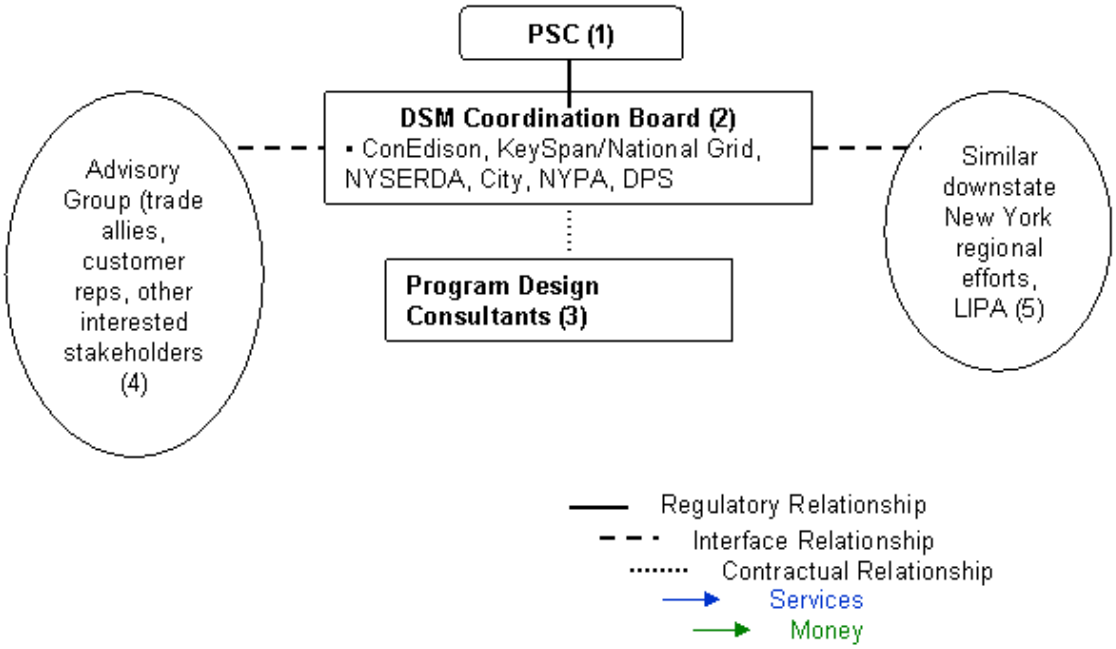
(3) IEEP: Operates at direction & pleasure of MEUA members. Serves renewable, energy efficiency, system benefit technology needs. Programs closely parallel NYSERDA's.

(4) PIPs: Contract with IEEP to provide services.

(5) NYSERDA: Close & productive relationship between IEEP & NYSERDA.

Attachment 1: Model Summaries (cont.)

City of New York Model



(1) PSC: Ultimate approval authority.

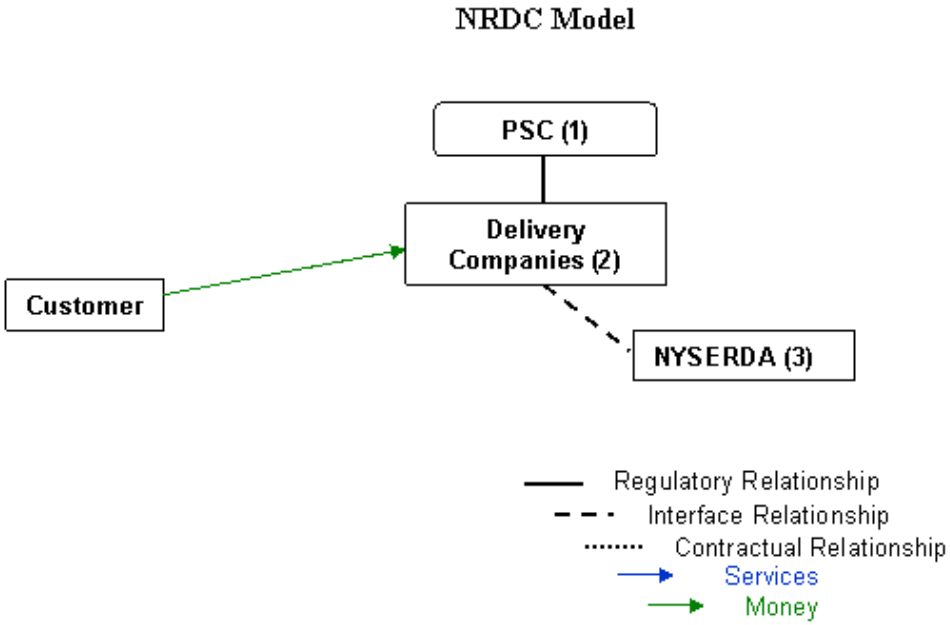
(2) DCB: Accountable for gas and electric program design, CE and KS incentive recommendations, assigning marketing & customer recruitment responsibilities, assigning (or contracting) administrative responsibilities, pooling data, and contracting for program delivery, to its members or others.

(3) Consultants: Responsible for program design, with input from the experts of various parties.

(4) Advisory Group: Provide suggestions and comments on draft plans, act as sounding board, provide design enhancements (e.g., eligible measures), increase attractiveness of programs to trade allies and customers, serve as additional conduit for program information.

(5) Various: LIPA, similar boards and DCB would work with one another to reduce confusion for trade allies, coordinate marketing, and adopt best practices.

Attachment 1: Model Summaries (cont.)



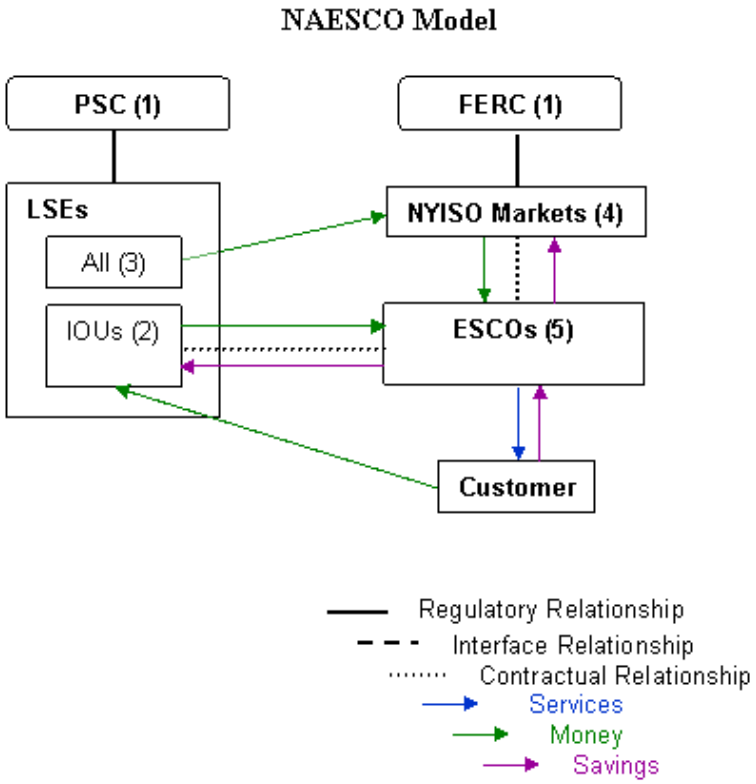
- Non-savings goals for such criteria as equity and comprehensiveness should also be set.
- Assumes effective RDM, incentives tied to successful performance (e.g., 9% net benefits for 85% of target, 12% of net benefits for ≥ 100% of target), penalties tied to poor performance (e.g., ≤ 65% of target). Target based on verified efficiency results & total resource net benefits, not milestone achievements.

(1) PSC: Ultimate approval authority.

(2) DisCos (LSEs): Primary responsibility for achieving objectives. Leadership of integrated delivery. Specify service area targets (2010, 2013, 2015). Use consistent metrics & protocols to identify savings. Works with NYSERDA (and City of New York, for programs to be implemented in New York City) to develop programs. Funding by DisCos as alternative to supply purchases.

(3) NYSERDA: Facilitates coordination, provides regional and market transformation service. Works with DisCos (and City of New York, for programs to be implemented in New York City) to develop programs

Attachment 1: Model Summaries (cont.)



(1) PSC, FERC: Ultimate approval authorities.

(2) IOU LSEs: Collaborate with ESCOs to develop fast-track standard offer programs as initial market-based solution.

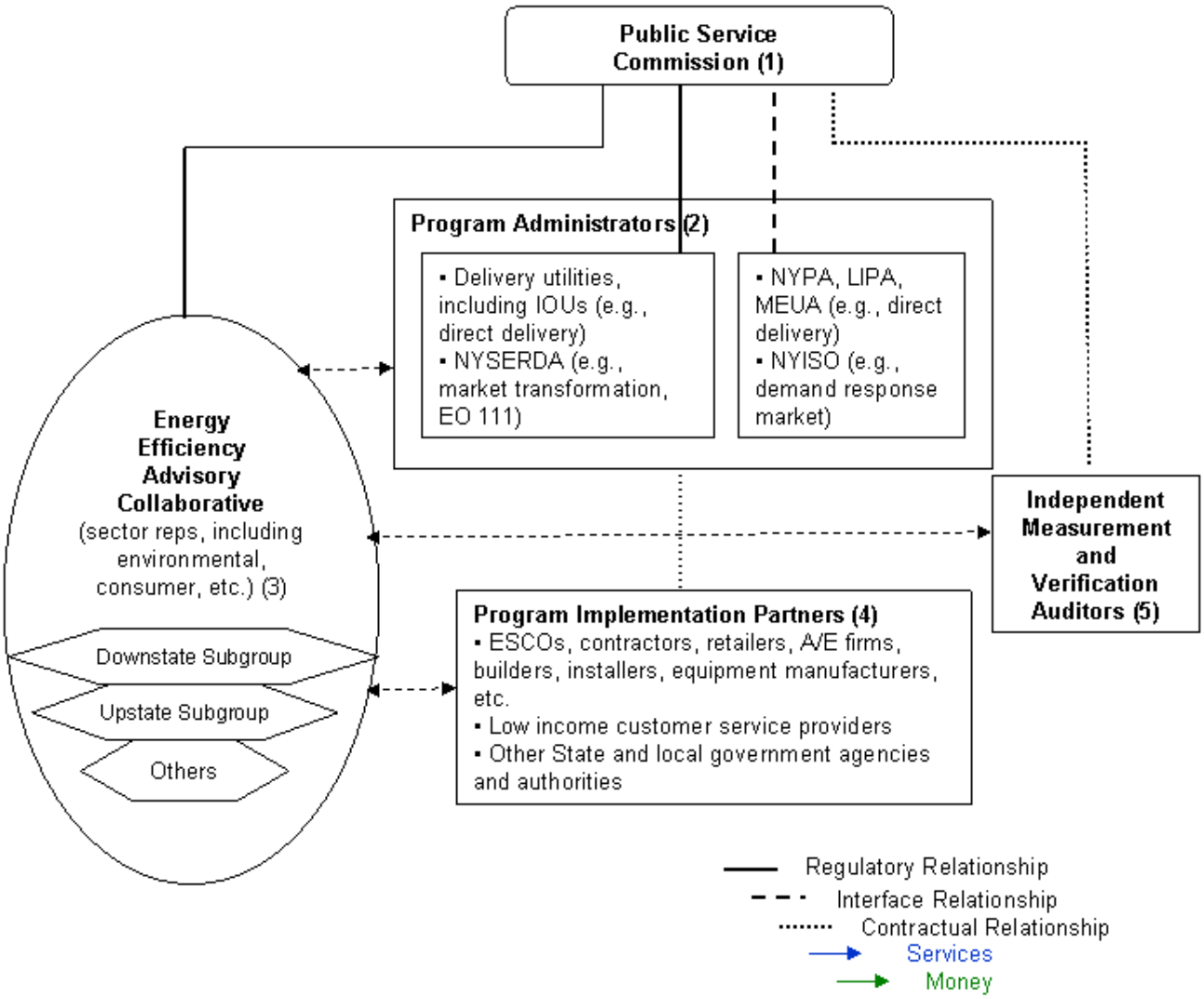
(3) All LSEs: Procure demand-side capacity & energy through NYISO markets the same way supply-side capacity and energy is purchased, as ultimate market-based solution. Funding of demand resources through procurement dollars rather than surcharge dollars. Ensures cost-effective market mix of demand- and supply-side resources.

(4) NYISO: Incorporate demand-side resources into forward capacity market. Enables exposure of cost and reliability of all resources. Forces fast-track of M&V protocols that meet supply-side standards, and will allow demand resources to be traded in carbon cap-and-trade markets.

(5) ESCOs: Provide demand-side savings initially to IOUs, and ultimately to NYISO markets. ESCOs today deliver as much energy efficiencies as all utilities in country combined.

Attachment 1: Model Summaries (cont.)

Joint Utilities Model



- Leverages capabilities of all contributors to meet State & customer needs.
- Investments in energy efficiency treated on equal footing with other investment alternatives.

(1) PSC: Ultimate approval authority. Oversees M&V Auditors.

(2) PAs: Primary responsibility for achieving EPS objectives. Specific performance targets & metrics. Annual plans & reports. Close working relationships among PAs, particularly where service territories/target markets overlap & programs present opportunities for synergy.

(3) EEAC: Participation determined by PSC. Advisory (not governing) body providing insight & analysis to all. Opportunity for input into plans, methodologies, protocols. Agenda & scope collaboratively developed for PSC approval. Conducts annual seminar.

(4) PIPs: Contract with PAs to provide services (e.g., portfolio & program design, load & market research, marketing & customer recruitment, implementation & delivery, evaluation, M&V) or kW/kWh/Dt/peak day Dt savings.

(5) M&V Auditors: Independent review of PA M&V to ensure integrity & validity of results. Annual reports to Governor.

Attachment 2. Potential Funding Sources

- As suggested by parties. List probably incomplete.
- Requires more comprehensive descriptions.

FS	Funding Source	Annotations
1	Where possible, the marketplace should be providing services without the need for ratepayer support	
2	Rely on voluntary, customer-initiated energy efficiency programs (similar to voluntary program reliance in RPS) without subsidies	
3	Increase private sector interest in providing funding for energy efficiency projects	Wall Street funding of energy efficiency project portfolios
4	Improve access to capital	Creative use of NYS financial entities to enhance access to capital; tax-exempt municipal financing; subsidized interest rates for loans; issuance of authority bonds; discounted and/or simplified financial institution financing for program costs borne by participants; work with trade associations to develop low cost loan funding mechanisms for energy efficiency projects; create financing mechanisms to allow for efficiency measures to be financed in mortgages
5	Private/tax-exempt financing to eligible customers via DASNY, with repayment via SBC-like charge (Green Improvement Tariff) remitted to DASNY (short-term: utility as billing agent)	
6	Increased eligibility of types of buildings that can be covered by NYPA funds	
7	Take first year customer savings as payment (or partial payment)	
8	SBC III or analogous funding source (gas/electric volumetric surcharge)	Increase SBC charge and extend to gas; partially replace SBC; add new EPS surcharges
9	Exempt NYPA allocations, flex-rate contracts, interruptible gas & transportation gas customers from any surcharges	

Attachment 2. Potential Funding Sources (cont.)

FS	Funding Source	Annotations
10	Allocate costs/surcharges appropriately for recovery	Allocate costs to gas and electric ratepayers based on share of benefits from each source; allocate costs to & recover from regions for whose direct benefit the costs were incurred; similarly, allocate costs to & recover from customer classes based on program eligibility & receipt of direct benefits; allocate costs within class or subclass, recover according to cost-of-service principles (e.g., volumetric vs. demand charge); all customers should be touched by some of the costs to encourage lowering of energy consumption; all New Yorkers benefit when cost-effective energy efficiency improvements are implemented
11	Money that would normally be used by LSEs to purchase energy supply (natural gas, electricity)	
12	Sale of energy efficiency credits ("white tags")	
13	Sale of demand/energy reductions into NYISO energy, ancillary service, and capacity markets	
14	Use RGGI auction allowance proceeds	Also auction of other emissions allowances associated with the recently finalized Clean Air Interstate Rule; roll forward amounts not used
15	(Low-income Weatherization Assistance Program) Now: DOE & HEAP; Future: Existing unallocated funds or other sources identified by PSC &/or legislative appropriations	
16	DOE grants	
17	Leverage the federal energy tax deductions for commercial buildings and tax credits for new homes	
18	State tax credits	Increase funding for tax-supported programs, such as NYS Green Building Energy Tax Credits (qualifying hotels, office buildings, residential multi-family buildings); add tax credits for residential energy efficiency investments
19	Use NYS pension funds	To underwrite long-term financing for approved measures

Attachment 3: Potential Activity/Expenditure Types

- As suggested by parties. List probably incomplete.

AE	Activity/Expense	Annotations
1	Direction & oversight	Determine interaction among program administrators, overall portfolio design, budget allocation, integration across program administrators, major policy direction, cost-effectiveness tests, review of other roles
2	Program design	Protocols, eligible measures, incentives
3	Administration	Hiring contractors, determining eligibility, paying rebates & incentives
4	Infrastructure development	Data management software, websites & communications tools, "white tags" software, auction software, on-bill financing capabilities, etc.
5	Access to customer information	Customer identities, loads, plans, billing data, bill analyses
6	Marketing; Access to customers; Local customer recruitment; Education of customers	Advertising, customer outreach, trade-ally outreach
7	Statewide mass media marketing & messaging centralized service platform	
8	Funding	Raising funds necessary to carry out the programs
9	Lost utility revenues & incentives	
10	Customer/ally incentive payments & loan subsidies	Potentially capitalized
11	Benchmarking	Tie into US Green Building Council's Leadership in Energy and Environmental Design ("LEED") point system
12	Contractor training & certification	
13	Delivery	Performing audits & technical assistance, specifying and installing equipment
14	Quality assurance, on-site inspections, verified installations, rigorous M&V	
15	Statewide data management & reporting centralized service platform	
16	Statewide program evaluation & practices centralized service platform	
17	Advisory assistance	Especially to Direction, Design, and Marketing roles
18	Coordination with other program administrators & energy suppliers	

Attachment 4: Potential Eligible Resource Types

- Eligible resources = (a) Conceptually acceptable for EPS spending & support, (b) Allowed to count toward achievement of 15x15 target, (c) Require M&V.
- As suggested by parties. List probably incomplete.
- Classification scheme should be reviewed.

R	Resource	Annotations
A	***Hands-on all-customer programs***	
1	Fuel switching to electricity or natural gas	Where this reduces GHG emissions
2	Combined gas, electric, and oil programs	
3	Expand use of LED lighting as soon as practicable	Commercial refrigeration, commercial general illumination, and residential general service applications
4	Solar thermal, ice storage, heat storage, geothermal technologies	
5	Require a higher energy efficiency standard for buildings over a predetermined size	This could take the form of a progressive connection fee for every KW above a set minimum
6	Encourage utilities and municipalities to create incentives for high-efficiency new buildings	Accelerated permit processing, reduced utility connection fees, and reduction of local impact fees
7	Put requirements in tariffs that utility service will not be turned on unless specified energy efficiency measures are in place	
8	Include requirements in economic development funding that specified energy efficiency measures must be undertaken before funding will be made available	
B	***Hands-on C&I programs***	
1	C&I whole building new construction	Include two paths: prescriptive and comprehensive; financial incentives covering full incremental costs; design incentives; consider increasing incentives; consider promoting the New Buildings Institute's *Core Performance* program approach
2	C&I performance program for existing buildings	Increase incentives & technical support; aggressively pursue industrial process improvements
3	Commercial lighting rebates, daylighting & controls	Tie-in with developing U.S. Department of Energy Commercial Lighting Initiative; train lighting design professionals; consider lighting resource center in NYC; educate customer in proper disposal of CFLs
4	C&I customized and prescriptive incentives for other high-efficiency electric and gas equipment purchases	Including motors, HVAC, and refrigeration equipment; cover incremental costs
5	C&I programs for small businesses	Direct installation programs paying full installed cost; roll out geographically for cost-effectiveness
6	C&I conversion of No. 6 oil burning to No. 2 oil or natural gas	
7	Public sector buildings & infrastructure	

Attachment 4: Potential Eligible Resource Types (cont.)

R	Resource	Annotations
C	***Hands-on Residential programs***	
1	Low-income residential	Weatherization Assistance Program (WAP) and EmPower New York
2	Residential new construction programs	Include builder training, more aggressive marketing; increase the requirements to qualify for a NY Energy Smart home
3	Residential retrofits	Add retrocommissioning, including energy audits; add contractor training, include combustion safety testing, CO monitoring, and quality assurance inspections
4	Residential central A/C	Downstate only
5	Residential efficient appliance & equipment purchases	Add window A/C, dishwashers, refrigerators/freezers, clothes dryers; combine with a rigorous training and certification component so that appliances are installed properly
6	Residential point-of-sale lighting	Include halogen; enhance shelf placement of CFLs; focus on upstream (manufacturer, distribution channel) buydowns; create lighting catalogs, including an online version, that include CFL lights and fixtures, including hard-to-find items like dimmable CFLs and promote this through multiple channels
7	Residential apartment building energy efficiency	Split into common area/building system and individual unit incentive programs; streamline administration (like NYC Dept. Environmental Protection Agency's former low flow fixture rebate program)
8	Residential conversions of gas-to-oil & lower sulfur limits in home heating oil	

Attachment 4: Potential Eligible Resource Types (cont.)

R	Resource	Annotations
D	***Market-based & enabling technology programs***	
1	Appliance standards	
2	Building codes	Include "stretch" code of savings up to 30% above baseline code; upgrade to latest standards as soon as reasonable (IECC 2006 or ASHRAE 90.1 2004); update on a frequent, streamlined timetable; codes mainly target heating loads but could be expanded to include measures like residential lighting; place higher value on code measures that reduce electricity usage at peak times; include energy efficient electronics and reductions in plug loads
3	Pay a bounty to builders that achieve a higher HERS rating than average	
4	Participation of energy efficiency/demand response resources in all NYISO capacity, energy, ancillary service markets, including any forward capacity market(s)	Create forward capacity market where energy efficiency and DG can participate; allow additional opportunities for small customer aggregation to participate in demand response markets
5	Standard offer/competitive solicitations	Neutral with respect to technologies, equipment, and fuels, including thermal, chemical, mechanical, and electrical energy storage technologies; incentives provided to customers based on their specific proposals & needs
6	C&I bid programs for large businesses	(a) very flexible, specific to individual customer business needs and facilities; (b) include a cap, or ceiling, on the amount of EPS surcharges than can be imposed on an individual non-exempt customer within a 12-month period; and (c) "bank" individual customers' EPS surcharges and accords them the first opportunity to recoup them, on a dollar-for-dollar basis, to fund their own efficiency projects subject to mandatory verification

Attachment 4: Potential Eligible Resource Types (cont.)

R	Resource	Annotations
D	***Market-based & enabling technology programs***	
7	Deliver timely, accurate, meaningful price signals to all or most system loads	Reconcile with hedging policies; consider a "critical peak" pricing program for residential and small C&I customers, such as California is now implementing.
8	Advanced metering	Includes standard-setting; use interval metering to compare participant and non-participant loads; demand, efficiency improvement are primary drivers of smart metering; collect data on customer appliance usage using smart grid technology and design energy efficiency programs based on that information; install upgraded meters that can capture better data on how electricity is used and that can provide two-way communication to allow for control of appliances, lighting, air conditioning etc; design metering and communication protocols to support efficiency and load management program evaluation (advanced metering offers the opportunity to better determine the load shape impacts of efficiency measures, which is important in documenting the capacity benefits from efficiency programs)
9	Voluntary energy efficiency programs (not utility customer funded)	
10	Energy savings controls	HVAC, refrigeration
11	Load management & peak reduction	Demand response cannot be separated from energy efficiency from customer perspective; reduces need for new generation & use of high-cost peaking generation; coordinate load management and efficiency program delivery (for example, air conditioning cycling could be marketed in tandem with air conditioner replacement programs)
12	"Smart Grid" enabled technologies	Allowing two-way interaction between end-uses & power system; to enhance effectiveness of rates & AMI; encourage use of automated demand response programs
13	Technical education	Contract with community colleges to provide training for contractors, building inspectors, builders, architects; encourage more energy efficient home and commercial building design through partnerships with architectural and engineering schools; certification of energy efficiency auditors

Attachment 4: Potential Eligible Resource Types (cont.)

R	Resource	Annotations
E	***Other programs***	
1	T&D efficiency	Look for additional opportunities to reduce line losses, especially at the distribution level; investigate opportunities to reduce power losses via better reactive power control; install more energy efficient transformers, building on the expected federal standard
2	Distributed generation	Microturbines, biogas-fueled DG, PV, customer-sited wind, battery energy storage, CHP, micro-CHP; reduces T&D losses
3	Generation efficiencies	Remove constraints that lead to out-of-merit dispatch of generation to improve the efficiency of the generation fleet
4	Upstream efficiency	Meet with manufacturers to develop collaborative approaches to making new generations of products dramatically more efficient
5	National programs	Participate in national efforts to design Zero Net Energy Buildings by 2030
6	Improve the building inspection process, including enforcement mechanisms	
7	Customer information	Develop a system whereby those seeking building permits automatically receive information about energy efficiency opportunities available to them or require them to certify that they have contacted NYSERDA and/or the local utility about energy efficiency programs; develop a report card/home energy rating system for prospective homebuyers on the energy efficiency of appliances and the home as a whole; use smart grids to provide customers with up to date information about how their energy is being used
8	SEQRA to evaluate and minimize energy usage in projects involving state permits and approvals	
9	Pilot programs	
10	Research & development	

Attachment 5: Calendars

November 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

December 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Attachment 5: Calendars

January 2008

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

February 2008

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	