

Minutes of PLMA Board Meeting – October 28, 2013 at Hyatt, Atlanta, Georgia

Board Member/Representatives in Attendance: Soman Varghese, Alstrom; Chris Knudson, AutoGrid; Jason Cigarran, Comverge; Richard Philip, Duke Energy; Joseph Childs, Eaton's Cooper Power System; John Steinberg, Ecofactor; Ivan Kustec, Emerson Climate Technologies; Dick Preston, Energy Grid Services ; Ray Pustinger, Enerliance; Brad Davids, EnerNOC; Elaine Johns, Enervision; Charlie Rahilly, Excorda; Robert King, Good Company Associates; Gary Connett, Great River Energy; Ken Van Meter, Intelligent Energy Solution; Joan McCaffrey, IPKeys; Rich Quattrini, Johnson Controls; Dennis Quinn, Joule Assets; Joe 'O'Malley, Mad Dash; Michel Kamel, MelRoK; Stuart Schare & Erik Gilbert, Navigant Consulting; Michael Brown, NV Energy; Ed Thomas, Peak Load Management Alliance; Stephen Knapp, Power Generation Services; Paul Tyno, REGEN Energy; Dave Hyland, Schneider Electric; Peter Weigand & Ross Malme, Skipping Stone; Bill Jackson, Tennessee Valley Authority; and Steve Koep, Vaughn Thermal.

Guests in Attendance: Patty Durand, Smart Grid Consumer Collab.; Sumitaka Matsumoto & Ryutaro Toji, ADR Assn of Japan; Michael Nark & Mike Zimmerman, BuildingIQ; Trent Bowers, Landis & Gyr. Doug Peters , Tenn. Valley Public Power Assn. and Hideo Ishii, Waseda University.

The closed portion of the meeting was called to order at 5:50 p.m. Paul offered opening remarks about the need for a close session, without guests, to discuss financials and conduct the election process.

Officer Elections. Stuart Schare recapped that Officer Elections for a 2-year term are being conducted this year and the Executive Committee will be elected next year. A formal process was created to allow for advance nominations and electronic polling with opportunity to still vote in-person at the meeting. An official quorum will be 25 ballots. Ed distributed and collected paper ballots from those in attendance who had not already voted electronically.

Conference and Treasurer Report. Dave Hyland presented the Treasurers Report to report cash on hand, projected net revenue from the Fall Conference, and 2013 and 2014 budgets as detailed in slides attached. Comments included a request to provide pie charts and graphs in future presentations, discussion of potential for webinar sponsorships, and the observations that strategic objectives budget requests are not included in the preliminary budget planning.

The closed session ended at 6:00pm and adorned to the dinner buffet.

Opening Remarks. Paul Tyno called the open portion of the meeting to order at 6:45 p.m. with introduction of new members in attendance: Alstrom Grid, Excorda, Intellegent Energy Solutions, Great River Energy, and Enervision, as well as around-the-room introductions from returning members and guests.

Election Results. Ed Thomas announced that with 27 ballots the officers for the 2013-2015 are: Paul Tyno as Chair, Rich Philip as Vice Chair and Dave Hyland as Treasurer.

Chairman Report. Paul Tyno discussed the success of the DR Dialogue web series, the creations of the Grid Interactive Water Heater Interest Group, and proposed to create the Secretary Position as an Officer. Paul Tyno moved, and Peter Weigand seconded. The motion was approved. Paul said he would try to accomplish by the end of year via online nomination and voting based on an assessment of the requirements for by-law changes and super majority. Paul described the Strategic Vision 2015 process that resulted from the membership survey. (see sslides)

Board Minutes. Bill Jackson moved to approve the April 23rd, 2013 Board Meeting minutes and Dick Preston seconded. The motion was approved.

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Executive Director Report. Ed Thomas recapped achievements of past 6 months and reiterated need to execute to collective vision to expand the benefits of PLMA to its current members while growing membership. Ed introduced the collaboration with Utility Dive for a weekly newsletter. (see slides)

PLMA GIWH Interest Group. Gary Connett introduced the Group's mission statement and plans for a half-day, post-event workshop.

Strategy Vision 2015 Reports. Goal Leaders presented a recap of the planning to date and called on members to join in the planning to achieve each goal. (see slides)

- Peter Weigand presented: Strategic Goal A - Create PLMA Brand Awareness among DR Stakeholders and their Senior Managers. Increase brand awareness of PLMA to make it be the knowledge source for the DR industry. Peter announced that Jason Cigarran will be assuming leadership of Marketing Committee.
- Bill Jackson presented: Strategic Goal B – Increase the Company Memberships in the Association. Increase the number of companies that are corporate members in the association to increase total participation and build capacity for leadership succession and overall participation. Bill stated the goal of 60 members should perhaps be raised to 75 by Fall 2015 and reiterated the importance to target utility membership.
- Dave Hyland presented: Strategic Goal C - Double Current Revenue to Support the Goals of the Strategic Plan. Double current revenue to support the goals of the strategic plan and allow growth of the association staff.
- Stuart Schare presented: Strategic Goal D-- Drive the Adoption of a Broader Use of DR as Measured by the FERC and DADS Reports. Drive the adoption of Demand Response to the entire energy marketplace by leveraging captured knowledge with increased influence with decision makers and influencers.
- Dick Preston presented Strategic Goal E - Establish Leadership among the DR Related Associations as Measured by the Increased Number of MOU's with other Associations. Establish leadership among DR related associations by creating partnerships that share mutual knowledge and provide PLMA with opportunities to inform and influence members of other associations.

Spring Conference. Ed Thomas introduced that there seems to be sufficient interest in having the Spring Conference in Denver the week of April 7. Dave Hyland moved and Bob King seconded the motion to have the conference in Denver. The motion was approved. Paul Tyno mentioned the need to develop a plan to have someone else succeed Dave as Planning Committee Chair and asked anyone interested to contact him or Dave.

Open Floor Discussion.

- Ross offered letter from EDF to have fall conference in Chicago. Paul mentioned interest from potential hosts in Boston and Philadelphia as well.
- Gary Connett mentioned how ISO 5001 standards are going into effect and will impact commercial and industrial customers. Others noted that this might make a good subject for future conference or Dialogues.
- Sumitaka Matsumoto of ADR Association of Japan spoke on behalf of Japan delegation's interest to collaborative with U.S. counterparts.

At 8:50 pm., Dave Hyland moved that we adjourn and many seconded. The motion was approved.

Closed Session

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

October 28th, 2013

Treasurer's Report

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

October 28th, 2013

Fall Conference Swag Numbers

| | |
|---------------|-------------------------|
| Registrations | \$ 73,000 |
| Sponsorships | <u>\$ 35,000</u> |
| | \$108,000 |
| Cost | \$ 60,000 |
| Margin | <u><u>\$ 48,000</u></u> |

Bank Balances

Account Summary



PEAK LOAD MANAGEMENT ALLIANCE, INC.

Deposit Summary

[expand all...](#)

| <u>Account Name</u> | <u>Account No.</u> | <u>Ledger Balance</u> | <u>Avail. Balance</u> |
|---------------------------------|--------------------|-----------------------|-----------------------|
| Key Business... | xxxxxxxx1199 | \$85,584.35 | \$85,584.35 |
| Key Business... | xxxxxxxx0686 | \$125,169.54 | \$125,169.54 |
| Totals: | | \$210,753.89 | \$210,753.89 |

[Manage](#) statement delivery preferences.

Plus \$ 9,000 of checks in transit
\$219,753.89



**Demand Response Leadership
Since 1999**

*Demand Response Leadership
Since 1999*

2013 Actual vs. Budget

| | Actual | Budget |
|---------------------------|----------------------|----------------------|
| Income | | |
| Accounts Receivables | 52,500.00 | 0.00 |
| REVENUES | 0.00 | 0.00 |
| Conference Fees | 172,676.40 | 200,000.00 |
| Membership Dues | 71,100.63 | 60,269.00 |
| Miscellaneous | 719.57 | 341.00 |
| Training Fees | 0.00 | 0.00 |
| Webinar Fees | 671.00 | 0.00 |
| Total REVENUES | \$ 245,167.60 | \$ 260,600.00 |
| Uncategorized Revenue | 0.00 | 0.00 |
| Total Income | \$ 297,667.60 | \$ 260,600.00 |
| Expenses | | |
| EVENT EXPENSE | 0.00 | 0.00 |
| Hotel/Facility | 50,623.60 | 100,000.00 |
| Miscellaneous | 0.00 | 15,000.00 |
| Onsite/Logistics | 5,943.75 | 20,000.00 |
| Promotion/Marketing | 120.00 | 5,000.00 |
| Total EVENT EXPENSE | \$ 56,687.55 | \$ 140,000.00 |
| OFFICE EXPENSE | 0.00 | 0.00 |
| Bank & Credit Card Fees | 5,036.67 | 6,105.00 |
| Communication | 3,795.78 | 4,500.00 |
| Dues and Subscriptions | 303.65 | 0.00 |
| Insurance, Fees, Tax | 4,790.25 | 4,591.00 |
| Printing/Marketing | 3,592.21 | 1,250.00 |
| Supplies | 366.94 | 2,000.00 |
| Website/Email/CRM Support | 10,015.60 | 15,000.00 |
| Total OFFICE EXPENSE | \$ 27,901.10 | \$ 33,446.00 |
| PROFESSIONAL FEES | 0.00 | 0.00 |
| Accounting | 1,000.00 | 1,500.00 |
| Consulting | 3,183.76 | 0.00 |
| Legal | 1,215.00 | 3,000.00 |
| Management | 69,150.00 | 88,200.00 |
| Total PROFESSIONAL FEES | \$ 74,548.76 | \$ 92,700.00 |
| TRAVEL EXPENSE | 0.00 | 0.00 |
| Entertainment | 0.00 | 0.00 |
| Meals | 1,295.15 | 4,900.00 |
| Transportation | 4,319.73 | 1,250.00 |
| Total TRAVEL EXPENSE | \$ 5,614.88 | \$ 6,150.00 |
| Total Expenses | \$ 164,752.29 | \$ 272,296.00 |



2013 Actual vs. Budget

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|---------------------------|----------------------|----------------------|
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| Total TRAVEL EXPENSE | \$ 5,614.88 | \$ 6,150.00 |
| Total Expenses | \$ 164,752.29 | \$ 272,296.00 |



2013 Actual vs. Budget

Proforma with Additional Conference Expense

| | Actual | Budget |
|--------------------------------|----------------------|----------------------|
| Income | | |
| Accounts Receivables | 52,500.00 | 0.00 |
| REVENUES | 0.00 | 0.00 |
| Conference Fees | 172,676.40 | 200,000.00 |
| Membership Dues | 71,100.63 | 60,259.00 |
| Miscellaneous | 719.57 | 341.00 |
| Training Fees | 0.00 | 0.00 |
| Webinar Fees | 671.00 | 0.00 |
| Total REVENUES | \$ 245,167.60 | \$ 260,600.00 |
| Uncategorized Revenue | 0.00 | 0.00 |
| Total Income | \$ 297,667.60 | \$ 260,600.00 |
| Expenses | | |
| EVENT EXPENSE | 0.00 | 0.00 |
| Hotel/Facility | 50,623.80 | 100,000.00 |
| Miscellaneous | 0.00 | 15,000.00 |
| Onsite/Logistics | 5,943.75 | 20,000.00 |
| Promotion/Marketing | 120.00 | 5,000.00 |
| Total EVENT EXPENSE | \$ 56,687.55 | \$ 140,000.00 |
| OFFICE EXPENSE | 0.00 | 0.00 |
| Bank & Credit Card Fees | 5,036.67 | 6,105.00 |
| Communication | 3,795.78 | 4,500.00 |
| Dues and Subscriptions | 303.65 | 0.00 |
| Insurance, Fees, Tax | 4,790.25 | 4,591.00 |
| Printing/Marketing | 3,592.21 | 1,250.00 |
| Supplies | 366.94 | 2,000.00 |
| Website/Email/CRM Support | 10,015.60 | 15,000.00 |
| Total OFFICE EXPENSE | \$ 27,901.10 | \$ 33,446.00 |
| PROFESSIONAL FEES | 0.00 | 0.00 |
| Accounting | 1,000.00 | 1,500.00 |
| Consulting | 3,183.76 | 0.00 |
| Legal | 1,215.00 | 3,000.00 |
| Management | 69,150.00 | 88,200.00 |
| Total PROFESSIONAL FEES | \$ 74,548.76 | \$ 92,700.00 |
| TRAVEL EXPENSE | 0.00 | 0.00 |
| Entertainment | 0.00 | 0.00 |
| Meals | 1,295.15 | 4,900.00 |
| Transportation | 4,319.73 | 1,250.00 |
| Total TRAVEL EXPENSE | \$ 5,614.88 | \$ 6,150.00 |
| Total Expenses | \$ 164,752.29 | \$ 272,296.00 |
| Fall Conference Expense | \$ 55,000.00 | |
| Final Expenses | \$ 219,752.29 | |
| Net Income | 77,915.31 | -11,696.00 |



2014/15 Budget Planning

27% & 43% increase in Revenues

| | Budget Year | | |
|--------------------------------|----------------|----------------|----------------|
| | 2013 | 2014 | 2015 |
| Income | | | |
| Accounts Receivables | | Carry Over | |
| REVENUES | | | |
| Conference Fees | 200,000 | 211,387 | 275,000 |
| Membership Dues | 60,259 | 100,001 | 140,000 |
| Miscellaneous | 341 | 120 | 120 |
| Webinar Fees | 0 | 20,000 | 60,000 |
| Total Income | 260,600 | 331,508 | 475,120 |
| Expenses | | | |
| EVENT EXPENSE | | | |
| Hotel/Facility | 0 | 130,000 | 130,000 |
| Onsite/Logistics | 0 | 10,000 | 10,000 |
| Promotion/Marketing | 0 | 0 | 0 |
| Total EVENT EXPENSE | 140,000 | 140,000 | 140,000 |
| OFFICE EXPENSE | | | |
| Bank & Credit Card Fees | 6,105 | 6,105 | 6,105 |
| Communication | 4,500 | 4,500 | 4,500 |
| Dues and Subscriptions | 0 | 0 | 0 |
| Insurance, Fees, Tax | 4,591 | 4,950 | 4,950 |
| Printing/Marketing | 1,250 | 1,250 | 1,250 |
| Supplies | 2,000 | 2,000 | 2,000 |
| Website/Email/CRM Support | 15,000 | 15,000 | 15,000 |
| Total OFFICE EXPENSE | 33,446 | 33,446 | 33,446 |
| PROFESSIONAL FEES | | | |
| Accounting | 1,500 | 1,500 | 1,500 |
| Consulting | 2,000 | 2,000 | 2,000 |
| Legal | 3,000 | 0 | 0 |
| Management | 88,200 | 98,200 | 98,200 |
| Total PROFESSIONAL FEES | 94,700 | 101,700 | 101,700 |
| TRAVEL EXPENSE | | | |
| Meals | 4,900 | 2,000 | 2,000 |
| Transportation | 1,250 | 2,000 | 5,000 |
| Total TRAVEL EXPENSE | 6,150 | 4,000 | 7,000 |
| Total Expenses | 274,296 | 279,146 | 282,146 |
| Net Income | -13,696 | 52,362 | 192,974 |

Next Steps

- ✓ Strategic Goal Approvals
- ✓ Budget Request/Approvals
- ✓ Adjusted Budget

Officer Elections

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

October 28th, 2013

Dinner Break

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

October 28th, 2013

Open Session

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

October 28th, 2013

Member Introductions

1. **Alstom**
2. Apogee Interactive
3. Austin Energy
4. AutoGrid Systems
5. Bonneville Power Admin.
6. Comverge
7. Con Edison
8. Constellation Energy
9. Duke Energy
10. Eaton's Cooper Power
11. Edison Electric Institute
12. Emerson Climate Tech.
13. **EnergyHub**
14. Enerliance
15. EnerNOC
16. **Energy Grid Solutions**
17. **Enervision**
18. E Source
19. **eXcorda**
20. Good Company Assoc.
21. **Great River Energy**
22. **Honeywell Grid Solutions**
23. Integral Analytics
24. **Intelligent Energy Solutions**
25. **IPKeys Technologies**
26. Johnson Controls
27. Joule Assets
28. Mad Dash
29. MelRok
30. MP2 Energy
31. Nation-e
32. Navigant Consulting
33. **NTC**
34. NV Energy
35. Omaha Public Power
36. Opower
37. PECO
38. Pacific Gas and Electric
39. Power Generation Service
40. REGEN Energy
41. Schneider Electric
42. Skipping Stone
43. SMUD
44. Southern Calif. Edison
45. **Steffes Corporation**
46. The Brattle Group
47. Tennessee Valley Auth.
48. Threshold Door-to-Door
49. **Tri-State G&T Assn**
50. Vaughn Thermal
51. **Xcel Energy**
52. **[Insert Your Name Here]**

Chairman's Report

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

October 28th, 2013

Secretary Responsibilities

- ✓ Records minutes of meetings, and ensures their accuracy and availability
- ✓ Proposes policies and practices
- ✓ Maintains membership records
- ✓ Fulfills any other requirements of a Director and Officer, and performs other duties as the need arises and/or as defined in the bylaws

Strategic Vision 2015

- Concern that the group's momentum had begun to slow and the influence of PLMA needed to be revived.
- The Executive Committee felt it was time to re-focus on the growth of PLMA and the DR industry as well.
- The team felt that any initiative needed a structure to follow and commissioned a facilitator to assist in creating the **PLMA Strategic Vision 2015**.

Strategic Vision 2015

Executive Committee members of the Peak Load Management Alliance (PLMA) met on August 28th and 29th, 2013 at the Hotel Cambria in Indianapolis, Indiana to develop a **Strategic Vision 2015** that will guide the growth of their association. The session was facilitated by Ken Herr of Strategic Leadership Associates

Participants in the planning session were:

Paul Tyno, Chairman

Rich Philip, Vice Chairman

Dave Hyland, Treasurer

Ed Thomas, Executive Director

Joseph Childs, Executive Committee

Ross Malme, Executive Committee

Dick Preston, Executive Committee

Stuart Schare, Executive Committee

Michael Brown, Education Committee Chair

Bill Jackson, Executive Committee and
Membership Committee Chair

Strategic Vision 2015

Prior to starting the process and development of a strategic plan the Executive Committee commissioned a survey of the then 44 member full Board.

Key discoveries from the survey were then used to provide a basis for a SWOT analysis.

The team then went through an analysis of PLMA's strengths, weaknesses, opportunities and threats. The results contributed to the formation of the strategic goals and action steps.

Accountability and Review

The Executive Team understands the importance of maintaining momentum as the teams work to achieve the goals it has set. In order to ensure the teams maintain steady pace achievement, it adopted the following Accountability Process:

- Each team will report on the following points to the executive team on a monthly basis:
 - Review of the team's intended actions for the previous month.
 - Indicate which actions were achieved and which were not.
 - Indicate any needs for assistance from outside the team.
 - Set the action steps by the team for the coming month.
- The Executive Team will prepare a report to the membership that will be presented at the Spring and Fall conference outlining the Plan's progress since the previous report.
- The Executive Team will meet once a year prior to the Fall Conference to review progress on the entire Strategic Vision and make any revisions and additions as needed. The Executive Team will include any revisions and additions in its report to the general membership at the Fall Conference.

Approve Minutes

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

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Executive Director's Report

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

October 28th, 2013

Spring 2013 Challenges

- ✓ More than Conferences
 - ✓ Better articulate member value
- ✓ Be Transparent
 - ✓ Communicate structure to overcome perception
- ✓ Preserve Switzerland
 - ✓ Assure all are welcome/represented
- ✓ Laser on Utility Member Targets
 - ✓ Engage utilities and others will join

PLMA is Topical and Relevant



www.platts.com

Friday, October 25, 2013

Possible fatigue in DR market being addressed

ANALYSIS The growth of demand response resources has brought with it concerns about reliability implications in case customers are not willing to trim their power usage several days in a row, when demand may be climbing and the power grid is being strained.

The notion of response fatigue — where a customer is not willing to adjust usage after several days of doing so during a heat wave or extended period of stress on the power grid — has been mentioned by the North American Electric Reliability Corp., a NERC official believes the issue deserves more attention.

However, DR participants and utilities counter that they are designing programs and following practices where the same customers are not being tapped to cut usage for many days in a row. Or, in the few instances where that has been the case, (continued on page 14)

DRM could boost higher performance pay

Price trends at key trading points (\$/MWh)



But at Consolidated Edison of New York, the utility experienced a five-day heat wave in July and its DR participation not drop off, related Colin Smart, section manager for commercial customer solutions at ConEd. The utility and the customers in the peak demand shaving program knew what to expect and were prepared for the heat wave, with participation on the fifth day actually more than the first day, Smart related during a conference call sponsored by the Peak Load Management Association.

One key element was that ConEd doubled the compensation for any customer who participated five days in a row, Smart pointed

Achievements

- ✓ Executing to the Vision
 - ✓ Introduce Fall Conf. Call for Presenters
 - ✓ Re-establish Web Workshops
- ✓ Building on Solid Foundation
 - ✓ Enhance website for public and members
 - ✓ Offer Electronic Ballot for Officer Election
 - ✓ Expand Member Directory
 - ✓ Introduce DR Dialogue
- ✓ Extending Olive Branch Strategically
 - ✓ OpenADR Alliance; Advanced Load Control Alliance; Smart Grid Consumer Collaborative; Industry Drive
- ✓ Growing Membership

Member Introductions

1. **Alstom**
2. Apogee Interactive
3. Austin Energy
4. AutoGrid Systems
5. Bonneville Power Admin.
6. Comverge
7. Con Edison
8. Constellation Energy
9. Duke Energy
10. Eaton's Cooper Power
11. Edison Electric Institute
12. Emerson Climate Tech.
13. **EnergyHub**
14. Enerliance
15. EnerNOC
16. **Energy Grid Solutions**
17. **Enervision**
18. E Source
19. **eXcorda**
20. Good Company Assoc.
21. **Great River Energy**
22. **Honeywell Grid Solutions**
23. Integral Analytics
24. **Intelligent Energy Solutions**
25. **IPKeys Technologies**
26. Johnson Controls
27. Joule Assets
28. Mad Dash
29. MelRok
30. MP2 Energy
31. Nation-e
32. Navigant Consulting
33. **NTC**
34. NV Energy
35. Omaha Public Power
36. Opower
37. PECO
38. Pacific Gas and Electric
39. Power Generation Service
40. REGEN Energy
41. Schneider Electric
42. Skipping Stone
43. SMUD
44. Southern Calif. Edison
45. **Steffes Corporation**
46. The Brattle Group
47. Tennessee Valley Auth.
48. Threshold Door-to-Door
49. **Tri-State G&T Assn**
50. Vaughn Thermal
51. **Xcel Energy**
52. **[Insert Your Name Here]**

Maintain Momentum to Engage/Grow Members

- ✓ Refresh website with **new** conference photos and award program **enhancements**
- ✓ Convert attendees/wannabes to members
- ✓ Launch **Spring** Conference Call for Presenters
- ✓ Set **DR Dialogue** Curriculum/Schedule
- ✓ Further Leverage Associate Members and Promo Partners
- ✓ Enhance/articulate the membership value

Be Consistent and Authentic

Introducing... Demand Response Dive

- ✓ Announce tomorrow as collaboration between PLMA and UtilityDive
- ✓ Launch on Wednesday
- ✓ 4-week trial subscription to 30,000++
- ✓ Opt out/in to continue to receive for free
- ✓ Weekly opportunity for PLMA content



Preferred Rates for PLMA Members

PLMA Demand Response Newsletter **NEW**

Available Placement

Newsletter Sponsorship

- Exclusive real estate at the top of the newsletter that week
- Your logo and text at the top gets you noticed, and the link drives click-throughs to your offer.
- \$1,000 to reach 10K subscribers

10% off for PLMA members

Subscribe for Free
UtilityDive.com/Signup/DRNewsletter

Utility DIVE

| Overall Audience | The Dive Difference | More Products |
|---|--|--|
| <ul style="list-style-type: none">➤ 10K email subscribers to the Utility Dive Demand Response newsletter➤ 13K email subscribers to the Utility Dive newsletter➤ 50K page views per month➤ 125K members in online community | <ul style="list-style-type: none">➤ Hand-picked stories from the best sources➤ Short article summaries for quick reading➤ Mobile-friendly so you can read anywhere➤ Always free | <ul style="list-style-type: none">➤ Website www.UtilityDive.com➤ Newsletter www.UtilityDive.com/signup➤ Mobile Apps   |

E. advertising@industrydive.com | P. 202-643-7433

Grid-Interactive Water Heater Interest Group

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Strategic Vision 2015

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

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Marketing Committee Report

“Aligning with Strategic Vision 2015”

Strategic Vision 2015 Goal A

**Create PLMA Brand Awareness among DR Stakeholders
and their Senior Managers.**

We are seeking new committee members who will actively participate!

Strategic Vision 2015 Goal A:

Create PLMA Brand Awareness among DR Stakeholders and their Senior Managers

Goal Drivers: Member Survey - Marketing Committee Take Away Points

1. While members see value in using the PLMA logo in their marketing, 80% don't use it

Action Item: Upgrade logo and member branding kit

2. Expand our contact database – 80% agree

3. Expanded Web Content – 64% desire improved web site with more content

Content: Service Provider Directory – 35%

Content: Newsletter – 66%

Content: Educational/Training Information – consensus to multiple questions

Content: Regulatory/DR Program Information – 32%

Content: Market Research – 30%

Content: Expanded Networking Capability – 40%

Strategic Offsite Vision 2015 Action Items List: (Marketing items in red)

| A | B | C | D | E | Action Steps |
|---|---|---|---|---|--|
| x | | | | | Add content to the website |
| x | | | | | Leverage current info on the website to create value to others |
| x | x | | | | Develop an membership directory-spotlight members |
| | | | x | | Focus on regulatory and state agencies to drive market transformation |
| | | x | | | Restructure membership and dues structure |
| x | | | | | Increase conference content to increase brand awareness |
| | x | | | | Improve networking opportunities at conference |
| | | | x | | Make DR utility friendly by working with regulators |
| | x | | | | Create a target list of membership candidates |
| | x | | | | Define our value to membership |
| | | | | x | Identify partner organizations and what we want from the relationship |
| x | x | | | | Create website links to current information |
| | x | | | | Conduct survey to general membership |
| | x | | x | x | Benchmark best practices on how to use DR |
| x | | | | | Develop a quarterly newsletter with sections that lead us to our long term goals |
| | | x | | | Create fee based educational programs as part of the conference |
| | | x | | x | Create fee based educational programs for general industry |
| | | | x | | Redefine DR into dynamic resource management as our platform |
| | | x | | | Increase paid conference registration |
| | | x | | | Convert contacts to revenue or (conference or membership) |
| | | x | | | Identify additional revenue steams |
| x | | | x | | Create PLMA DR Index |
| x | | | | x | Ensure that PLMA is in the first page 5 of Google & Bing Searches |

Strategic Offsite Vision 2015 Action Items List:

- **Add content to the website**
- **Leverage current info on the website to create value to others**
- **Develop an membership directory-spotlight members**
- **Utilize conference content to increase brand awareness**
- **Create website links to current information**
- **Develop a quarterly newsletter with sections that lead us to our long term goals**
- **Create PLMA DR Index**
- **Ensure that PLMA is in the first page 5 of Google & Bing Searches**

Marketing Committee Responsibility

Primary

Shared

Supportive

Marketing Committee Vision 2015 Proposal

Primary Activities

1. Web content development & SEO Strategy
2. Newsletter
3. Grow Contact List
4. Content for Brand Awareness

Secondary Activities

1. Upgrade Logo
2. PLMA Member Branding Package

**Total Marketing Budget Request for next 12 months: \$17,000
(breakdown on following pages)**

Web content development & SEO Strategy

PLMA Strategic Objectives

- Add content to the website
- Leverage current info on the website to create value to others
- Develop an membership directory-spotlight members (shared)
- Create website links to current information
- Ensure that PLMA is in the first page 5 of Google & Bing Searches

Implementation Method:

- Add site content per the Member Survey & Strategic Objectives
- Hire a part time webmaster to work for Ed to implement changes
- Identify PLMA member to oversee content components and framework

Timeframe - 6 Months for framework and content to be completed

Budget Request: \$12,000

Newsletter

PLMA Strategic Objectives and Action Steps

- Develop an membership directory-spotlight members
- Develop a quarterly newsletter with sections that lead us to our long term goals

Implementation Method:

Enter into a partnership with Utility Dive to launch PLMA sponsored DR newsletter (done)

Identify a PLMA newsletter content coordinator

Create a backlog of content

Newsletter will be free to PLMA members.

Timeframe –

2 Months - negotiate and launch first issue with Utility Dive (done)

Now – seeking PLMA member for newsletter coordinator

Budget Request: \$0

Grow Contact List

PLMA Strategic Objectives and Action Steps

Membership Survey – 80% Agree

Increase Viable contacts to 20,000

Implementation Method

Hire a part time intern at \$10/hr.

Utilize Jigsaw www.jigsaw.com contact swap/exchange

Timeframe – Ongoing through 2014 – goal to reach 20,000 contacts in 6 months

Budget Request: \$5,000

Leverage Content for Brand Awareness

PLMA Strategic Objectives and Action Steps

Implementation Method

The DR Dialogue Series of 30 minute thought leader sessions
Use email and press to build attendance, leverage new contacts for memberships, conference attendance, etc.

Success to Date:

- # DR Dialogues Held – 5
- # Registered Attendees – (138,128,186,245,120)

Timeframe – Ongoing through 2014

Budget Request: \$0

Secondary Activities

Upgrade Logo

Bring our current logo up to a higher design standard
Improves our image as a professional organization
Many uses throughout web, materials, etc.
Budget: \$300

PLMA Member Branding Package

Once improved logo completed, create an organizational and member branding package
Includes web content, member icon for web use, PowerPoint templates, various marketing materials, event materials, also used for awards, etc.
Budget: \$500

Timeframe – Complete by Spring Conference

Budget Request: \$800



Strategic Goal B – Increase the Company Memberships in the Association.

Increase the number of companies that are corporate members in the association to increase total participation and build capacity for leadership succession and overall participation.

Success Metric: *Increase PLMA Member company membership to 60 by October 2015.*

| Action Steps | Start Date | Completion Date | Action Step Champion |
|--|----------------|-----------------|----------------------|
| 1. Prioritize Action Steps. | September 2013 | October 2013 | Bill Jackson |
| 2. Establish annual budget estimate to complete action steps. | September 2013 | October 2013 | Bill Jackson |
| 3. Develop a membership directory to spotlight members. | TBD | October 2015 | TBD |
| 4. Improve networking opportunities at the conferences. | TBD | October 2015 | TBD |
| 5. Define our value to the PLMA membership. | TBD | October 2015 | TBD |
| 6. Expand the recent survey to include the general membership. | TBD | October 2015 | TBD |
| 7. Benchmark best practices how to use DR. | TBD | October 2015 | TBD |



- Review lists of Utilities with Demand Response programs and target those that are not current PLMA members
- Identify current PLMA members that are working with or have a business relationship with targeted utilities
- Utilize APPA and NRECA as advocate organizations to address targeted Public Power utilities
- Review the Webinar registration lists to determine if targeted utilities members participated and if so, use that participation as leverage
- Work with the Marketing Committee to develop membership solicitation materials
- Develop a membership solicitation plan that spreads solicitation out over a 6-8 month period to allow for appropriate resource availability and prevent member fatigue
- Identify 8-10 additional members for the Membership Committee

Action Item

Estimated Budget Impact

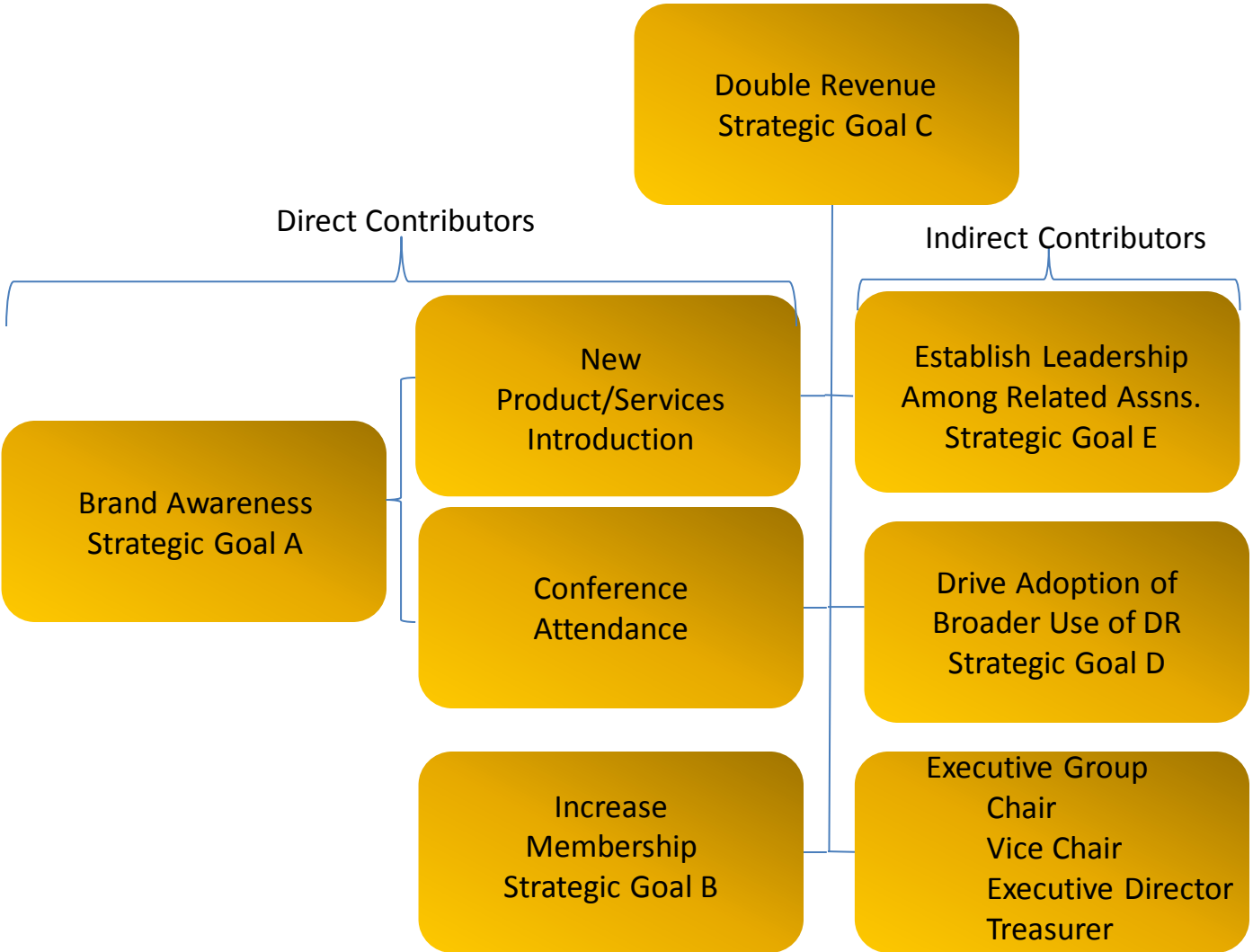
- | | |
|---|---|
| • Prioritize Action Steps. | • \$0.00 |
| • Develop a membership directory to spotlight members. | • \$2,000.00 |
| • Improve networking opportunities at the conferences. | • \$0.00 |
| • Define our value to the PLMA membership. | • \$1,500.00 (creating Value Proposition) |
| • Expand the recent survey to include the general membership. | • \$5,000.00 |
| • Benchmark best practices how to use DR. | • \$10,000.00 (contracted) |



*Demand Response Leadership
Since 1999*

Strategic Goal C

**Double Current Revenue to Support
Goals of Strategic Plan**



Strategic Steps

1. Formalize Revenue Committee (Exec. Comm.)
2. Review of Strategic Groups Activities
3. Determine & List Viable Revenue Opportunities
4. Assign Revenue Lead
5. Determine Support Needed
6. Review Process

Start Last Week of November

Strategic Steps

1. Formalize Revenue Committee (previous page)
2. Review of Strategic Groups Activities
3. Determine & List Viable Revenue Opportunities
4. Assign Revenue Lead
5. Determine Support Needed
6. Review Process

Strategic Goal D

PLMA Fall 2013 Board Meeting
Atlanta, Georgia
October 28th, 2013



Strategic Goal E

**Establish Leadership Among DR
Related Associations**

Serving

Electric Utilities and C&I Markets



Alliance – Partner Mission Statement

Identify Associations and Establish An Affiliation With
Demand Response Related Associations

Measure:

Jointly Executed Memorandums Of Understanding
Between PLMA
And The Partnering Association



Strategic Goal E - Establish Leadership among the DR Related Associations as Measured by the Increased Number of MOUs with other Associations

| Action Step | Start Date | Completion Date | Action Step Champion |
|---|----------------|-----------------|----------------------|
| 1. Identify the relevant industry associations. | September 2013 | October 2013 | Dick Preston |
| 2. Create a model MOU. | September 2013 | October 2013 | Dick Preston |
| 3. Prioritize action steps. | September 2013 | October 2013 | Dick Preston |
| 4. Identify partner organizations and what we want from the relationship. | TBD | October 2015 | TBD |
| 5. Benchmark best practices on how to use DR. | TBD | October 2015 | TBD |
| 6. Create fee based educational programs for the general industry. | TBD | October 2015 | TBD |

Targeted Association Matrix

| Organization | Action | Supporting Member |
|--|-------------------------------|-------------------|
| America Public Power Association & National Rural Electric Cooperative Associations United Telecommunication Council | Confer. Partner | |
| Open ADR Alliance Smart Grid Consumers Collaborative | Spkr & Confer Partner | |
| National Association Of Regulatory Commissioners | Spkr Exchange Confer Partner | |
| DistribuTECH/PennWell | Confer Partner | |
| EUIC Environmental Defense Fund | Confer Partner | |
| Advanced Load Control Alliance | PLMA Spkers | |
| American Council For Energy Efficiency Economy | Water Heater DR /Promote PLMA | |
| National Energy Marketers Association | Confer Partner | |
| Lawrence Berkeley Lab/Pacific Northwest Lab | Exchange Technical Info | |



Actions and Alliance Objectives With Identified Associations

- Personal contact with the leadership of Identified Alliance Association
- Develop and Present Value Proposition on behalf of PLMA to Alliance Association
- Secure FIVE Memorandums Of Understanding by 2015
- Conduct quarterly conference calls with Alliance Associations to discuss PLMA updates, Industry trends and their Association needs
- Reevaluate Identified Alliance Associations and Identify new organizations where PLMA can provide value
- PLMA representative to speak and or attend Alliance Association conferences &, or workshops
- Enlist the support and services of PLMA membership



Alliance & Association Budget

| | |
|-------------------------------|----------------|
| • Legal –MOU Support | \$ 500 |
| • PLMA Administration Expense | \$1,000 |
| • Travel | \$3,500 |
| • PLMA Confer Supporting Exp. | \$4,000 |
| • Miscellaneous | <u>\$1,000</u> |
| TOTAL | \$13,000 |

Spring Conference

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

October 28th, 2013

Open Floor Discussion

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

October 28th, 2013

Adjourn

PLMA Fall 2013 Board Meeting

Atlanta, Georgia

October 28th, 2013

PLMA Grid-Interactive Water Heating Interest Group

Mission Statement: The PLMA Grid-Interactive Water Heating Interest Group (GIWH-IG) provides a focused platform for information sharing and market development efforts in support of wide scale implementation of grid-interactive electric water heating technologies. Grid-Interactive Water Heating (GIWH) is the consensus term describing high-speed, two-way communication between the electric water heating appliance and the electric utility, balancing authority, independent system operator or aggregation entity. When equipped with a grid-interactive control device, a large-capacity electric thermal storage (ETS) water heater becomes a ‘thermal battery’ for storing electric energy, having the ability to follow locational marginal pricing, providing fast regulation service and better integrating renewable energy, thereby effectively reducing the carbon footprint of the appliance.

The GIWH-IG is dedicated to bringing the economic, environmental and societal benefits of grid-interactive electric water heating to end-use electric customers.

About the Peak Load Management Alliance. The Peak Load Management Alliance (PLMA) was founded in 1999 as the national voice of demand response practitioners. It is a non-profit organization dedicated to the principles of demand side management, load shaping, and the integration of energy efficiency and demand response. Its membership represents a diverse collection of utilities, curtailment service providers, service and technology companies, industry consultants, and consumers. PLMA strives to be an advocate of critical energy management initiatives – providing a community of expertise within a rapidly changing energy landscape. Details at www.peaklma.org.

Media Contact: Ed Thomas, Executive Director, PLMA; phone (707) 652-5333 or email ethomas@peaklma.org



October 28, 2013

Dear PLMA Board:

Please accept this letter as a request to hold your fall 2014 conference in Chicago, IL.

As the Vice President of US Climate and Energy for the Environmental Defense Fund (EDF), one of the largest non-profit organizations aiming to reduce greenhouse gas emissions, I am pursuing a strategic agenda to support the proliferation of demand response through advocacy and as a unbiased third party verifier to help with market development.

Why Chicago? There is momentum there due to the Retrofit Chicago initiative where the Mayor's office has challenged building owners to reduce energy consumption by 20% in five years. EDF has engaged to help accomplish this through the EDF Climate Corp program, which matches MBA interns to companies in order to identify economic solutions to reduce energy consumption. We have targeted 50 buildings in the Chicago metropolitan area to participate in the summer of 2014 and want to expand the focus on demand response.

We believe the market will be more engaged in demand response by fall 2014. Holding your conference can both help encourage demand response in Chicago and allow you to have a location where there will be good, on the ground examples of demand response. We would like to have PLMA host their conference to continue the momentum. As such, EDF will encourage all of our building participants and other stakeholders to attend the conference as well as consider being a sponsor and encouraging other sponsors for the event.

Sincerely,

A handwritten signature in blue ink that reads 'Jim Marston'. The signature is written in a cursive, flowing style.

Jim Marston
Vice President
U.S. Climate & Energy
Environmental Defense Fund