



PACIFIC GAS & ELECTRIC COMPANY

More Than A Million Offering

The Company

Pacific Gas and Electric Company (PG&E) is one of the largest utilities in the United States, providing electric and natural gas service to approximately 15 million customers throughout a 70,000-square-mile service area in northern and central California.

PG&E was awarded an ENERGY STAR 2008 Partner of the Year Award for Excellence in Energy Efficiency Program Delivery for the achievements of its *Automated Benchmarking Service* and its *More Than a Million (MTM)* offering.

Goals and Objectives

An offering within PG&E's Large Commercial & Institutional programs, *More than a Million* directly targets large customers with multi-facility portfolios to participate in energy efficiency projects. The goal of MTM is to help these multi-facility customers reduce electric demand by more than a million watts, and achieve associated electricity and natural gas usage savings. Targeted customers have buildings under their control that approach or exceed about 10 million square feet.

Description

PG&E devised *More than a Million* in February 2007 to strategically target the substantial energy efficiency potential from large-scale commercial and institutional customers. PG&E recognized that it had been historically challenging to achieve large-scale program participation from this sector, and was motivated to meet aggressive energy efficiency goals established by the State of California.

MTM is a creative offering that provides wrap-around services including dedicated project managers, administrative staff, and technical resources that support customers in identifying and implementing energy efficiency improvements.

A dedicated technical support team (DTST) is comprised of PG&E staff, an energy savings consultant and customer representatives. Together they benchmark a set of buildings using EPA's ENERGY STAR Portfolio Manager, identify energy efficiency projects in their "fleet",

provide technical analysis of the projects, prioritize the projects, and assist the customer with program applications and forms. The customers and projects are directed to existing incentive programs offered by PG&E, where they are flagged as MTM customer participants.

▶ Target Customers

MTM potential participants are identified in a screening process by PG&E staff, and include large commercial and institutional customers with large fleets of buildings, such as property management firms, building engineering firms, facility management firms, brokerage firms, and state and federal governments.

Targeted customers are expected to have the potential for 1 megawatt of demand savings. Initial participants consisted of companies with significant square footage in office spaces. Other potential targets include transportation institutions that run electric trains and large warehousing firms.

▶ Marketing/Outreach

MTM brochures that describe program opportunities and commitments are mailed to pre-identified customer leads. Next, MTM dedicated staff arrange face-to-face meetings with customers' corporate-level staff. Because these projects require commitments across the customers' operations, investment decisions are made at the corporate level. MTM staff work with PG&E's existing regional teams and energy efficiency project managers to identify and implement projects for customers.

▶ Process

Customers begin participation in MTM by signing a letter which describes the following key features:

Management

PG&E establishes a dedicated technical support team (DTST) to work with the customer to reach the energy savings targets. The DTST consists of a PG&E staff person, an energy savings consultant, and customer representatives. A regular meeting schedule is established between the DTST and customer.





Kick-Off Meeting

This meeting begins the MTM engagement.

Benchmarking with EPA's Portfolio Manager

The MTM offering requires participants to use EPA's ENERGY STAR Portfolio Manager to benchmark their energy performance. PG&E works with the customer to enter all eligible buildings in the customer's fleet into Portfolio Manager. Then PG&E employs its new **Automated Benchmarking Service**, which provides automatic updates of monthly energy consumption to Portfolio Manager, so that building performance can be tracked over time. With the EPA energy performance rating, PG&E and its customers can:

- Focus their retro-commissioning and retrofit efforts on the buildings with largest energy savings opportunities
- Aggregate opportunities across the portfolio
- Monitor the effectiveness of their energy efficiency investments by measuring decreased energy consumption and reduced costs

Establish Project Criteria

The customer establishes an overview of the criteria they will use to select projects, such as payback, maximum cost, and operational constraints and provides that information to PG&E.

Project Initiation

An initial list of projects is selected by the customer, who retains the responsibility to choose and contract vendors for project implementation. The DTST and consultant are involved in selecting these projects for energy savings and cost-effectiveness. Shared online documents are used so that PG&E, the customer, and the consultant can track projects and progress throughout the process and easily aggregate total energy, carbon, and dollar savings.

Establish Project Portfolio

The initial project list is expanded into a project portfolio as more projects are identified. The portfolio is aimed at fulfilling the demand savings target of more than one million watts for the customer's fleet. Incentive applications, documentation, and field verification occur through the processes within PG&E's standard Large C&I processes. However, projects are marked so they can be identified and MTM impacts can be evaluated.

Project Fulfillment

DTST and the customer work together on project implementation and completing incentive applications through

PG&E's Large C&I programs. The standard programs that apply to these large fleets of facilities include: Retro Commissioning, Non-Residential Retrofit, New Efficiency Options, Non-Residential New Construction, Energy Efficiency Rebates and Demand Response.

Throughout the process, PG&E's dedicated technical support team provides monthly reports detailing portfolio-level energy savings and carbon footprint reductions, so that progress from installations can be tracked at the corporate level. This is easily provided through the customers' enrollment in PG&E's automated benchmarking tool and ENERGY STAR's Portfolio Manager. The DTST works with the customer from project kick-off through fulfillment, and identifies energy efficiency projects, aids in benchmarking buildings, develops project implementation budgets, project schedules, helps coordinate implementation, and follows projects to completion by receiving incentive payments through PG&E's commercial energy efficiency program.

Results

Since its launch in February 2007, 15 large corporate building clients with control over 100 million square feet of floor space have enrolled in *More Than a Million*.

The first participant, a large banking firm, achieved over 1 megawatt of savings by the end of 2008. In addition, a well known dot com firm is in position to achieve the MTM goal by mid-2009. The current offering participants are expected to deliver 15 MW of peak demand savings within three years.

Benchmarking with EPA's Portfolio Manager is the dashboard for PG&E's MTM offering, and the tool enables customers and PG&E to achieve more cost-effective energy efficiency results.

Contact Information

For further information about this offering you may visit www.pge.com/benchmarking or contact:

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