
February 2, 2017

*Call Slides and Discussion Summary*
Agenda

- Agenda Review and Ground Rules
- Opening Poll
- Brief Residential Network Overview and Upcoming Call Schedule
- Featured Speakers
  - Steve Cowell, President, E4 The Future
  - Larry Zarker, CEO, Building Performance Institute, Inc. (*Network Member*)
  - Jennifer Amann, Buildings Program Director, ACEEE (*Network Member*)
- Discussion
  - Has your organization observed new trends or changes in the market for home energy upgrades heading into this year?
  - What do those changes imply for different market actors – energy efficiency programs, contractors, financial industry, realtors, consumers, etc.?
  - How is your organization preparing for or adapting to new trends in the industry?
  - Other questions/issues related to emerging trends in the residential energy efficiency sector?
- Closing Poll
Better Buildings Residential Network

**Better Buildings Residential Network:** Connects energy efficiency programs and partners to share best practices and learn from one another to increase the number of homes that are energy efficient.

**Membership:** Open to organizations committed to accelerating the pace of home energy upgrades.

**Benefits:**
- Peer Exchange Calls 4x/month
- Tools, templates, & resources
- Recognition in media, materials
- Speaking opportunities
- Updates on latest trends
- Voluntary member initiatives
- Residential Program Solution Center guided tours

**Commitment:** Provide DOE with annual number of residential upgrades, and information about associated benefits.

*For more information or to join, email bbresidentialnetwork@ee.doe.gov, or go to energy.gov/eere/bbrn and click Join*
Peer Exchange Call Series

*We hold one Peer Exchange call the first four Thursdays of each month from 1:00-2:30 pm ET*

Calls cover a range of topics, including financing & revenue, data & evaluation, business partners, multifamily housing, and marketing & outreach for all stages of program development and implementation.

**Upcoming calls:**

- March 16: *Sold! Engaging the Real Estate Industry in Home Performance*
- March 23: *Effecting Behavior Change: Energy Report Data Usage*

Send call topic ideas to peerexchange@rossstrategic.com

See the Better Buildings Residential Network Program [website](#) to register.
March Energy Madness: Join the game!

Submit your most creative residential energy-related marketing messages to: peerexchange@rossstrategic.com

Due date: February 10, 2017

Tournament Details:
- We will announce the Sweet 16 entering the race on the March 2 Peer Exchange call.
- Call Participants will make their picks to determine what messages are best in the 8 head-to-head match ups.
- On each following Peer Exchange Calls in March, you’ll find out who has made it on to the next round and vote on your favorites.
- The winning message will be selected on the March 23 call!

Better Buildings Residential Network members may be given priority consideration.
Key Trends Outlook: E4 The Future
Key EE Trends

Better Buildings Peer Exchange

Feb. 2, 2017

Stephen Cowell, President, E4TheFuture
Jobs

- E4TheFuture and DOE both published EE jobs reports by state
- More jobs than any other energy sector!
Jobs

- Find at www.e4thefuture.org
- Use it to educate allies and decision makers

Top 10 States for Energy Efficiency Jobs

1. California
2. Florida
3. Illinois
4. Massachusetts
5. Ohio
6. Texas
7. New York
8. Georgia
9. Virginia
10. Pennsylvania

#CleanJobsAmerica

55% of Firms Gain Primary Revenue From EE

- 31.1% All revenue from EE
- 24% Most of revenue from EE
- 13.8% A quarter to almost half of revenue from EE (25%–49%)
- 7.2% Don’t know/NA
- 23.8% Less than quarter of revenue from EE (1%–24%)
National Standard Practice Manual

Guide to evaluating cost effectiveness of energy efficiency measures and programs

• Prepared by a team of experts with 40+ reviewers
• Become a member to receive the final document in April

Sign up:

www.nationalefficiencyscreening.org
Health Impacts of EE

- E4 and DOE reports
- Extensive work on linking health impacts of residential EE
- BPI Health Evaluator Certification
- Low-Income Wx co-funding in WA
Technology

• New technology for in-home equipment creating new opportunities
Renewables . . .

. . . are becoming part of the home energy package.

We need to align rules, regulations, programs and incentives.
Home Performance Coalition
Collaboration to expand industry - Natl Conference: March 19-23, 2017

- Workforce development
- Standards development
- Professional certifications
- BPI GoldStar Contractor program
- Consumer messaging

- Policy development, advice, and implementation assistance
- Policy advocacy at state and national level
- Regulatory advocacy and guidance manuals
- National and regional educational conferences and trade shows
- Online training delivery
- Coordination among low-income & home performance contractors
- Stakeholder engagement

- Home performance trade association
- Policy advocacy at the state and national level
- Webinars, On-line training

- Building science education
- Live educational sessions
- Training in underserved areas
- Annual trade conference

- Trade publication
- Communications & outreach
- Content developer for technical/policy issues for magazine and others
- Links home performance trades and sectors with content
Thank you!
Key Trends Outlook:
Building Performance Institute, Inc.
Key EE Trends

Better Buildings Peer Exchange
February 2, 2017
1. The Integrated Home
Smart House™
b. 1984 – d. 1991
Husbands and wives in the 1990s will be asking the house, not the spouse, to start the coffee, finish the laundry, and make the dinner.

Children who stick their fingers in an outlet won’t be electrocuted.
Your solar panels have checked the weather... They’ve told the dishwasher that the sun is shining so it can kick on.

When a cloud passes, the panels tell it to pause.

Smart grid: Revolutionizing our energy future

Not your average solar panels

Early in the morning, your solar panels have checked the weather to calculate how much energy they’ll need. They’ve told the dishwasher that the sun is shining so it can kick on. When a cloud passes, the panels tell it to pause.

Graphic courtesy of the Environmental Defense Fund
Meanwhile grid managers might cut a deal with your freezer. They pay it (and other freezers in town) to postpone defrosting.

Look, nobody is going to cut a deal with my freezer. I want that cold cash...

Graphic courtesy of the Environmental Defense Fund
Why Can’t We Get All of These?

- Education at Home
- Home Utility Monitoring
- Home Entertainment
- Managing Finances
- Home Security System
- Home Health Monitoring
- Home IEQ Monitoring
- Managing Finances
- Home Security System
- Home Health Monitoring
- Home IEQ Monitoring
- Managing Finances
- Home Security System
- Home Health Monitoring
- Home IEQ Monitoring
With Just One of These.
2. A Broadened Focus on HEALTHY Home Performance
Emerging Trend Toward *Healthy Housing*

Of the 21.8 million people reported to have asthma in the U.S., approximately 4.6 million cases are estimated to be attributable to dampness and mold exposure in the home.

---

**Prevent Childhood Lead Poisoning**

**The Impact**

535,000

U.S. children ages 1 to 5 years have blood lead levels high enough to damage their health.

24 million

homes in the U.S. contain deteriorated lead-based paint and elevated levels of lead-contaminated house dust.

4 million of these are home to young children.

It can cost

$5,600

in medical and special education costs for each seriously lead-poisoned child.

Visit www.cdc.gov/nceh/lead to learn more.
The *Healthy Home Evaluator* Credential

- Building Analyst
- Multifamily Building Analyst
- Healthy Home Evaluator
- Energy Auditor
- Quality Control Inspector
Scope of HHE Credential

- The Healthy Home Evaluator micro-credential builds upon the knowledge of the certified BPI Building Analyst professional, the BPI Energy Auditor, or the BPI QC Inspector by establishing the competencies required to conduct an in-depth healthy home environmental risk assessment.

- The Healthy Home Evaluator assesses and characterizes home-based environmental health and safety hazards by integrating qualitative observations with quantitative diagnostics to determine and prioritize recommendations that address existing and potential hazards.

- The Healthy Home Evaluator communicates the identified risks and hazards to the occupant with the goal of improving health and quality of life.
Good News for the WAP Community!

According to DOE’s WPN 15-4, the *Healthy Home Evaluator* credential is an eligible Tier 2 training activity that can be paid for along with certification exam fees with DOE Training and Technical Assistance funds.
Curriculum Development and Train-the-Trainer

• Development of a model curriculum for trainers to use in preparation for the Healthy Home Evaluator exam
• Piloted in Kansas City through Children’s Mercy Hospital
• A Master Trainer session with 4-6 individuals completed in December
• A Train-the-Trainer initiative is underway to bring the curriculum to the BPI Test Center network of over 135 training organizations
• First TtT session held with 17 Test Centers in Toledo, OH last week
• HHS and BPI investigating ways to better integrate their training networks

Led by Healthy Housing Solutions with funding support from the U.S. Department of Housing and Urban Development
3. Focus on Innovative Financing and PACE

**Home Improvement**
Cumulative PACE financing for residential projects

- $3.5 billion
- 2016: $3.4 billion

![Graph showing Home Improvement](Image)

**Hungry Investors**
The growth of PACE loans has been fueled partly by investor appetite for bonds created from the loans.

**Cumulative securitization of residential PACE loans**
by dollars funded

- $3 billion

- Renew Financial: $288 million
- Ygrene*: $479 million
- Renovate America: $1.96 billion

![Graph showing Hungry Investors](Image)

*Through Dec. 20
Source: PACENation
THE WALL STREET JOURNAL.
Best Practice Guidelines for Residential PACE Financing Programs

November 18, 2016

Residential PACE Market

104,000
Number of Home Upgrades

$2,237 million

22,000
Jobs Created

*All estimated aggregate data is provided to PACENow by PACE programs and not independently verified.
How the Building Performance Institute Helps State and Local Programs Meet DOE's New "Best Practices Guidelines for R-PACE Programs"

**DOE Best Practices Guidelines**

**BPI Offerings to Support PACE**

**Health and Safety Measures**

PACE programs can establish eligibility criteria for financing health and safety measures necessary to protect occupants.

The BPI Healthy Home Evaluator certification is built on a prerequisite requirement of the BPI Building Analyst, Energy Auditor or QC Inspector certifications to conduct environmental risk assessments in homes.
BPI provides a full suite of services to ensure that local PACE programs provide consumers with high quality energy efficiency projects by a trained and certified workforce.

<table>
<thead>
<tr>
<th>DOE Best Practices Guidelines</th>
<th>BPI Offerings to Support PACE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Only a qualified energy assessor or rater should perform assessments.</td>
<td>The BPI Building Analyst (BA) and BPI Home Energy Professional Energy Auditor (EA) certifications require that individuals demonstrate competency through written and field practical exams to the BPI-1100 and BPI-1200 standards.</td>
</tr>
<tr>
<td><strong>Health and Safety Measures</strong></td>
<td>The BPI Test Center network is prepared to provide training and technical assistance to contracting companies and PACE Program staff across the US. With over 130 centers covering all regions, relevant training and technical assistance is easily in reach and can be located quickly on the BPI Test Center locator tool.</td>
</tr>
<tr>
<td>PACE programs can establish eligibility criteria for financing health and safety measures necessary to protect occupants.</td>
<td>The BPI Test Center network is prepared to provide training and technical assistance to contracting companies and PACE Program staff across the US. With over 130 centers covering all regions, relevant training and technical assistance is easily in reach and can be located quickly on the BPI Test Center locator tool.</td>
</tr>
<tr>
<td><strong>Consumer Disclosures on PACE</strong></td>
<td><strong>Customer Dispute Resolution</strong></td>
</tr>
<tr>
<td>Participating contractors should provide homeowners with PACE assessment consumer disclosures in writing.</td>
<td>Homeowners should receive information about whom to contact if they have problems with their PACE contractor.</td>
</tr>
<tr>
<td><strong>Quality Assurance/Anti-fraud</strong></td>
<td>BPI implements a Quality Assurance program on GSCs. GSCs are required to comply with all state and local laws and codes. Failure to comply with these requirements and BPI standards results in suspension or termination of GoldStar status.</td>
</tr>
<tr>
<td>Quality assurance and anti-fraud measures are essential protections for property owners, mortgage holders, investors, and local governments.</td>
<td>The BPI GSC program is a company level accreditation that requires companies to commit to an internal quality management improvement training program, and use certified professionals installing measures and completing work for their customers.</td>
</tr>
<tr>
<td><strong>Minimum Contractor Requirements</strong></td>
<td></td>
</tr>
</tbody>
</table>
Questions or Comments?
Key Trends Outlook: American Council for an Energy-Efficiency Economy (ACEEE)
Key EE Trends: Driving the Next Wave of Energy Efficiency Gains

Jennifer Amann
Buildings Program Director, ACEEE
BBRN Peer Exchange Call
February 2, 2017
## Residential Measures by Savings Potential

<table>
<thead>
<tr>
<th>Measure</th>
<th>Savings (2030)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large reductions in miscellaneous plug loads</td>
<td>3.4%</td>
</tr>
<tr>
<td>New construction programs</td>
<td>1.9%</td>
</tr>
<tr>
<td>High efficiency air conditioners and heat pumps</td>
<td>1.5%</td>
</tr>
<tr>
<td>High-eff heat pumps replacing electric resistance furnaces</td>
<td>1.2%</td>
</tr>
<tr>
<td>LEDS in current incandescent applications</td>
<td>1.1%</td>
</tr>
<tr>
<td>Comprehensive retrofits</td>
<td>1.0%</td>
</tr>
<tr>
<td>Real-time energy use feedback and behavioral response</td>
<td>0.8%</td>
</tr>
<tr>
<td>Appliances (refrigerators, clothes washers &amp; dryers)</td>
<td>0.7%</td>
</tr>
<tr>
<td>Heat pump water heaters and other advanced systems</td>
<td>0.6%</td>
</tr>
<tr>
<td>Smart thermostats</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

Savings as a percentage of total electricity demand in 2030

= Measures with significant natural gas savings potential
Trends: Technological Innovation

Residential LEDs
Very dynamic market, prices dropping
Rapid growth: 84% market share by 2030

Heat pump technologies
Cold-climate and ductless systems
Clothes dryers
Water heaters

Smart products/buildings/manufacturing
Trends: Systems Solutions

Comprehensive retrofits

- HPWES averages savings of 23-32% whole house, depending on region
- Leading programs reaching 0.5-2% of households each year – much room for scaling up
- Other benefits (comfort, health, safety, reduced maintenance costs) very important

New Construction

- Promote beyond-code levels of efficiency and take other steps to lay foundation for code upgrades to these levels of performance
- Residential – DOE ZER home
Trends: Behavior Change

Real-Time Energy Use Feedback & Behavioral Response

- Opower averaging about 2% electric savings
- In-home displays saving from 0-19%, with average so far of 4%
  - Much of the savings comes from a limited number of “cyber-sensitive” customers
  - Amount of savings correlates to intensity of feedback
  - Savings persist with some decline
  - Dynamic pricing can boost results
Intelligent Efficiency
INTEGRATED, RELIABLE, and SMART.

People-Centered Efficiency
Providing real-time information and management tools that enable users to lower energy consumption in response to changing information.

Technology-Centered Efficiency
Using sensors, controls, and software to automate and optimize energy use.

Service-Oriented Efficiency
Shifting behavior and organizational structures to reduce energy-intensive activities.
Takeaways

- A diverse set of efficiency measures can reduce U.S. electricity use 20% by 2030 and cut energy use in half by 2050!
- Savings will come from a mix of opportunities in the residential, commercial and industrial sectors—no silver bullet
- Utility and other customer programs will deliver the savings, but important policy supports are crucial for success
Next Steps

• Research and demonstrate these emerging technologies and practices
• Research and catalyze markets
• Expand options within existing programs to include new technologies and measures
• Launch pilot programs to test new program models and to improve cost-effectiveness
• Integrate and target behavioral change
• Target systems approaches
Cutting U.S. Energy Use in Half

1. Appliance and equipment efficiency
2. Zero net energy new buildings and homes
3. Smart buildings and homes
4. Home and building retrofits
5. Behavior change in buildings
6. Industrial efficiency improvements
7. Combined heat and power systems
8. Light and heavy duty vehicle fuel economy improvements
9. Reducing passenger vehicle miles traveled
10. Reducing freight transport energy use
11. Improving aviation efficiency
12. Conservation voltage reduction & reducing T&D losses
13. Reducing power plant heat rates

Energy & GHG Savings from 13 Measures

### Upcoming ACEEE Conferences

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hot Water Forum</td>
<td>February 26-28</td>
<td>Portland, OR</td>
</tr>
<tr>
<td>National Symposium on Market Transformation</td>
<td>April 2-4</td>
<td>Arlington, VA</td>
</tr>
<tr>
<td>Energy Efficiency Finance Forum</td>
<td>May 21-23</td>
<td>Chicago</td>
</tr>
</tbody>
</table>

The top convener in energy efficiency.
[aceee.org/conferences](http://aceee.org/conferences)
Key Trend: Broader Messaging

- **Joining Forces:** The energy-efficiency industry is moving from being siloed by technology (e.g., HVAC, insulation, etc.) to a more integrated energy efficiency community. This shift will make the far-reaching scope of the industry more visible and will help influence future energy legislation.

- **Messaging:** Messaging in the industry is reaching decision makers by connecting energy efficiency to job and economic growth.

- **Coalitions:** E4 The Future is collaborating with other organizations, such as the Home Performance Coalition, to put out a national manual that provides a roadmap for how regulators can evaluate how energy efficiency benefits the energy system.
Key Trend: Health and Home Performance

- **Research:** The U.S. has a national asthma epidemic with roughly 5 million cases attributed to factors in the home.
  - Building scientists are working to conduct a comprehensive assessment that will support the medical community assess their patients.

- **Certification and Standardization:** BPI worked with partners to create the Healthy Home Evaluator certification program, which builds contractor knowledge to conduct a healthy home assessment.
  - The Evaluator uses quantitative diagnostics and qualitative observations to train contractors to identify existing and potential hazards.
  - BPI is also creating a curriculum for trainers to ensure training is standardized around the country and builds off of the existing contractor knowledge base.
Key Trends: Technology Integration

- **From Smart Home to the Connected Home**: The ideas from the 80s remain, though we have transitioned from a hardwired structure to a wireless connected home.
  - **Smart Devices**: The devices being manufactured today have chips and will be used to communicate with other appliances in the home. This will lay the foundation for integrated demand response, resiliency to outages, and communication with electric vehicles.
  - **“Smart Phone Model for the Contractor”**: At present, up to 20 different trades service the home (e.g., security, geek squad, etc.). In the future, these silos and multiple contractors will be integrated into a comprehensive contracting company that manages the connected home for the homeowner.
Explore resources related to key trends in energy efficiency:

- Explore the updated best practice guidelines for residential PACE financing programs from DOE.
- Learn how emerging technologies, including advanced data collection (e.g. AMI, smart meters) and data analytics tools, are changing the EM&V landscape.
- Gain marketing & outreach insight from successful programs across the country, starting with these Residential Program Solution Center lessons learned highlights.

- Check out the latest Proven Practices post on Speaking About Financing in Ways That Resonate with Homeowners.

- The Solution Center is continually updated to support residential energy efficiency programs—member ideas are wanted!
2017 Better Buildings Summit
Registration is now open!

SUMMIT
WASHINGTON, D.C.
MAY 15-17, 2017
REGISTER TODAY

Be sure to register today for the 2017 Better Buildings Summit!

Spread the word:
#BBSummit17 registration is right around the corner. Get ready to learn about expert #EnergyEfficiency enhancements http://bit.ly/2iZCMsB
GET SOCIAL WITH US

Stay engaged and connected with the Better Buildings Residential Network and our partners from the residential and multifamily sectors!

Follow us to plug into the latest Better Buildings news and updates!

Share with us your top stories on how your organization is accelerating energy savings through efficiency upgrades, strategies, and investment!

Better Buildings Twitter with #BBResNet

Better Buildings LinkedIn

We can't wait to hear from you!
Addenda: Attendee Information and Poll Results
Call Attendee Locations
Call Attendees: Network Members (1 of 3)

- Alaska Housing Finance Corporation
- American Council for an Energy-Efficient Economy (ACEEE)
- AppleBlossom Energy Inc.
- Arlington County Government
- Austin Energy
- BELCO
- CalCERTS, Inc.
- Center for Energy and Environment (CEE)
- Center for Sustainable Energy
- City of Bloomfield
- City of Kansas City
- Civic Works
- CLEAResult
- Cleveland Public Power
- Davis Energy Group
- District of Columbia Sustainable Energy Utility (DC SEU)
- Efficiency Maine
- Efficiency Nova Scotia
- EnergySavvy
- FMC Facility Management Consultores
- Fujitsu General America Inc.
Call Attendees: Network Members (2 of 3)

- High Country Conservation Center
- Home Energy Magazine
- Honeywell International, Inc.
- Institute for Market Transformation (IMT)
- International Center for Appropriate and Sustainable Technology (ICAST)
- Michigan Saves
- Midwest Energy Efficiency Alliance (MEEA)
- Mitsubishi Electric Cooling and Heating
- Modular Lifestyles
- National Grid
- National Housing Trust/Enterprise
- New Jersey Board of Public Utilities
- New York State Energy Research and Development Authority (NYSERDA)
- OmStout Consulting
- Optimal Energy, Inc.
- Resynergy Systems
- Richmond Region Energy Alliance
Call Attendees: Network Members (3 of 3)

- Rocky Mountain Institute
- Rural Ulster Preservation Company (RUPCO)
- Seventhwave
- Solar and Energy Loan Fund (SELF)
- South Burlington Energy Committee
- Southeast Energy Efficiency Alliance (SEEA)
- The Insulation Man, LLC
- TRC Energy Services
- U.S. Department of Energy (DOE)
- WattzOn
- Wisconsin Energy Conservation Corporation (WECC)
Call Attendees: Non-Members (1 of 4)

- 1200AE
- 2rw Consultants
- Alliant Energy
- AnnDyl Policy Group
- Apogee Interactive
- Association for Energy Affordability
- AtSite
- AYNI Project
- Bank of Montreal
- Bay City Electric Light & Power - Service Building
- BKi
- BlocPower

- Boston Tax Help Coalition
- Brooklyn Green Home Solutions Inc
- Budova Engineering, Inc.
- C.G.I Technology
- California Housing Partnership
- Carley Consulting
- Centennial Contractors
- City of Bloomington
- City of Dallas
- City of Houston
- City of Milwaukee
- City of Mt. Vernon
- City of West Hollywood
Call Attendees: Non-Members (1 of 4)

- civicspark
- Conservation Connection Consulting
- Cook County Department of Environmental Control
- County of San Diego
- Craft3
- CSRA
- CT Green Bank
- Downtown DC Business Improvement District
- Dr. Energy Saver Houston
- Duke University
- E4TheFuture
- Earth Advantage
- Eko Smart Solutions
- Electric & Gas Industries Association
- Emerson Climate Tech
- Enbridge Gas Distribution
- Energy Management Services (EMS)
- Energy Resources Group
- Energy Smart Colorado
- Eversource Energy
- Ferguson Township Supervisors
- Flathead Electric Cooperative
- Fox Energy Specialists
Call Attendees: Non-Members (2 of 4)

- Franklin Energy Services, LLC
- GoodCents
- Green & Healthy Homes Initiative
- Green Compass Sustainability
- Green Home Advisers, LLC
- Groundswell
- Hawaii Energy
- Holy Cross Energy
- Home Office Training & Technology
- Home Performance Coalition Inc.
- ICF International
- Katerra
- Knauf Insulation
- L&L Insulation
- LGC
- LINC Housing
- Local Government Commission
- Local Initiatives Support Corporation
- Massachusetts Department of Energy Resources
- Menlo Spark
- Mercy Housing Management Group
- Michaels Energy
Call Attendees: Non-Members (3 of 4)

- MN Pollution Control Agency
- Montana DEQ
- NANA
- Natural Resources Canada
- Nexant
- Off The Grid Renovations, LLC.
- Opportunity Council/Community Energy Challenge
- PA Public Utilities Commission
- Pacific Northwest National Laboratory
- People's Self Help Housing
- PG&E Energy Training Center
- Poch
- PosiGen Solar
- Preservation of Affordable Housing
- Salcido Solutions LLC
- Schreiner Design
- Seattle City Light
- SGS Guangzhou
- Smaart House
- Snohomish County PUD
- Southwest Energy Efficiency Project
Call Attendees: Non-Members (4 of 4)

• SPEER (South-central Partnership for Energy Efficiency as a Resource)
• Stone Energy Associates
• Sunowner Inc
• Sustainable South Bronx
• The Energy Network
• Thermostat Recycling Corporation
• University of North Texas
• US Dept of HUD

• V3 Smart Energy
• VCREA
• Woods Bagot
• Ygrene
Opening Poll

- Which of the following best describes your organization’s familiarity with trends affecting the residential energy efficiency sector?
  - Some familiarity – 47%
  - Very familiar – 41%
  - Limited familiarity – 10%
  - No familiarity – 2%
  - Not applicable – 0%
Closing Poll

- After today's call, what will you do?
  - Seek out additional information on one or more of the ideas – 79%
  - Consider implementing one or more of the ideas discussed – 12%
  - Make no changes to your current approach – 6%
  - Other (please explain) – 3%
Thank you!

Please send any follow-up questions or future call topic ideas to: peerexchange@rossstrategic.com

Find summaries from previous peer exchange calls online.