

ASCENT GROUP QUALIFICATIONS

The Ascent Group, Inc. is a management-consulting firm that specializes in customer service operations and improvement, performance benchmarking, competitive benchmarking, work management, and industry research.

Founder and President of The Ascent Group, Inc. Ms. Kozlosky has been providing utility customer service performance benchmarking and performance improvement since the early 90s, including billing, call centers, credit and collection, meter reading, field services, payment processing, business office operations, customer satisfaction measurement, and emergency response. The Ascent Group has conducted significant research into customer care best practices, process improvement, and performance benchmarking and maintains an extensive database of customer service metrics from companies in all industries. Additionally, The Ascent Group offers an online benchmarking service to assist companies in ongoing performance measurement and best practice discovery.

The Ascent Group's publications include:

- *Call Center Strategies*
- *Call Quality Improvement*
- *Credit & Collections Practices*
- *Achieving First Call Resolution*
- *IVR Improvement Strategies*
- *Reward & Recognition Program Profiles & Best Practices*
- *Improving Front-line Recruitment & Hiring*
- *Improving Front-line Training*
- *Improving Front-line Performance*
- *Billing & Payment Profiles & Best Practices*
- *Meter Reading Profiles & Best Practices*
- *Improving Field Services*

More information about The Ascent Group's benchmarking services and best practices research can be found on our website at www.ascentgroup.com.

THE ASCENT GROUP'S CONSULTING APPROACH

Our experience in conducting performance improvement programs has identified a number of factors that typically characterize successful programs. These factors underlie our approach to all assignments, regardless of their functional focus or technical approach:

Joint Effort: In most cases, we include company personnel as working members of the project team. Joint company/consultant teams provide a far greater capability to promote change and capture improvements than either group alone. Consultants bring broad industry perspective, experience with alternative approaches, objectivity, and the ability to focus attention and resources on individual problems and issues. Company participants bring an understanding of current and past operations, as well as knowledge of communication channels and organizational sensitivities. Importantly, this approach can greatly enhance client understanding of underlying concepts and ownership in the results, both that are essential for effective implementation and long-term success.

Management Perspective: When considering potential improvements, impacts must be evaluated from the viewpoint of the management group. This requires the team to look beyond the short-term benefits to individual work groups. Without this broad perspective, the temptation is often to pursue limited-scope improvements at the expense of the company's long-term goals and objectives.

Diagnostic Assessments: To ensure that improvement efforts provide the highest return on investment, we often encourage beginning with a broad-based "diagnostic assessment." The diagnostic is used to identify and assign priorities to the full range of improvement opportunities. Every utility has areas that contain more opportunities for improvement than other areas. The diagnostic, conducted during a brief period by a functional expert, identifies where the most significant improvement opportunities lie. The assessment contrasts client approaches with the broad spectrum of alternative approaches and experience at other utilities. This allows senior management to direct subsequent in-depth efforts to areas that offer the greatest opportunity to enhance overall performance.

Implementation Emphasis: We view successful implementation as the single most important measure of our success. Recommendations that are not implemented are of no value to our clients. Our experience in implementing changes in a broad range of client settings provides the perspective that is essential for developing pragmatic recommendations and for providing guidance during implementation.

Functional Area Expertise: Part of our role is to offer a broad industry point-of-view that helps companies properly define and evaluate alternatives. Our team brings in-depth knowledge of management processes, alternative methods, operational expertise, and best-demonstrated practices from across the industry.

Tailored Approaches for Client Situation and Needs: We will not force fit “canned solutions” or impose improvement techniques that are inappropriate for the client’s environment. We take pride in our ability to mold and develop approaches for specific client needs and situations.

Customer Service Improvement: As industry works to become more customer-driven, we have structured ourselves to work at the leading edge of customer service innovation. Understanding customer expectations is the first step in creating a customer-driven organization. We have developed, managed, and executed customer research projects, including the use of telephone and mail customer surveys. We also have focus group facilitators who are experienced in conducting customer and employee focus group research. Expertise in customer research techniques allows us to offer this service to our clients, when required. It also lets us understand and effectively employ customer research as we work with clients to improve their customer service delivery processes. We have committed ourselves to providing the skills and services that help our clients understand the expectations of their customers, and to helping them realign their business processes to fulfill these expectations using state-of-the-art techniques.

Benchmarking Services: We understand benchmarking and have seen the effects of this powerful tool upon organizations that are interested in evolving from average performers into industry leaders. Our approach to benchmarking has been both innovative and pragmatic. Our benchmarking programs reflect the best that the industry has to offer, resulting in better insights and real value. Our depth of experience in developing and managing benchmarking programs includes a diverse array of engagements. We perform focused benchmarking studies directly for clients, as well as sponsoring a number of annually recurring programs that are jointly funded by participating organizations. Organizations from the United States, Canada, and overseas have participated in our annual benchmarking programs.

RELEVANT EXPERIENCE

Call Center Evaluation & Implementation Assistance: Ms. Kozlosky is currently assisting Motion Picture Industry Pension and Health Plans with the consolidation of three call centers into one. While multiple call centers were providing specialized services for plan members and providers, they were creating barriers and confusion for customers, leading to a high number of transferred calls, longer wait times, increased repeat calls, disjointed customer service, and caller dissatisfaction. In phase one of the assignment, Ms. Kozlosky conducted an As-Is Evaluation of MPIPHP's call center practices and performance. Recommendations were then presented to merge the centers and implement practices to improve member and provider satisfaction, achieve higher first call resolution, and increase contact quality. Implementation of these recommendations will proceed throughout 2010.

Check Imaging Implementation Assistance: Ms. Kozlosky is currently assisting Macon Water Authority with the implementation of a new check imaging remittance-processing solution. Following recommendations from a prior Customer Service diagnostic conducted by the Ascent Group, Macon Water Authority replaced its outdated check processing equipment with a solution that provides accounts receivables conversion (ARC) to ACH. The new solution will improve cash flow, reduce banking fees, and streamline cash processing. In-person payments by check will also be converted on-the-spot to ACH, thereby increasing same-day fund availability and eliminating paper check handling and processing.

Credit & Collections Improvement Study: Ms. Kozlosky recently revised credit and collection policies and procedures for the City of Denton's Customer Service organization. As part of a prior management review, Ms. Kozlosky recommended improvement in the City of Denton's collection practices, including risk-based treatment of delinquent accounts, revised credit requirements, a more condensed collection timeline, writing off bad debt, and metrics to track performance. Part of this effort included evaluating payment channels available to customers, including the acceptance of credit/debit cards, e-payment through website and kiosk, and other forms of electronic payment. The city is currently investigating whether to continue accepting credit/debit card payments through its third-party vendor and the implications on accepting payments in person, over the phone, IVR, and web. The City of Denton has already proceeded with many of the changes is currently pursuing City Council approval for those impacting the City Ordinance.

Mobile Work Force Management Implementation Assistance: Ms. Kozlosky is currently assisting Macon Water Authority with the implementation of an automated field order processing system. Mobile laptops with 3G broadband capabilities have been deployed in the field, allowing technicians access to service orders as well as customer account information. Orders status is updated in real-time as orders are worked in the field. Ms. Kozlosky is working closely with field personnel to adapt MWA's business process to maximize effectiveness.

Customer Service Diagnostic & Benchmarking Review: Ms. Kozlosky recently completed a management review of Denton Municipal Electric's (DME) meter reading department and the City of Denton's customer service operation. As part of this review, Ms. Kozlosky evaluated the business processes supporting the delivery of face-to-face and telephone customer service including: payment receipts, payment processing, billing, meter reading, field services, customer accounting, and credit and collections. DME's meter reading organization and the City of Denton's customer service operations were benchmarked against similar-sized utilities to establish a baseline of performance and to identify performance improvement opportunities. Recommendations were provided to the City of Denton, the Utility Review Board, and the City Council.

Customer Service Audit: Ms. Kozlosky recently conducted a management review of customer service operations of a regulated natural gas distribution company in New Jersey. This review, as part of a commission-mandated audit, examined the management and operations of all functions within customer service, including: Meter Reading, Call Center Operations, Billing, Credit & Collection, Field Service, Revenue Protection, and Business Office Operations. As part of this review, Ms. Kozlosky reviewed the operations and performance of the off-shore outsourcing company that is currently handling the majority of customer service calls for the utility; including the decision to outsource, review of the service contract, service level performance, costs, and impact to the natural gas company's overall service delivery and customer satisfaction. Additionally, Ms. Kozlosky reviewed the subsequent decision to bring these capabilities back in-house, as well as the establishment and start-up of a New Jersey-based call center later this year.

Improving First Contact Resolution: Ms. Kozlosky recently benchmarked First Contact Resolution strategies for AT&T to identify best practices and techniques to measure and improve first contact resolution. Ms. Kozlosky also benchmarked AT&T's National Consumer Sales organization's performance against a panel of similar companies. Recommendations were presented to improve AT&T's first contact resolution performance as well as the internal processes supporting the achievement of first contact resolution.

Customer Service Diagnostic: Ms. Kozlosky was the project manager for a review of Macon Water Authority's Customer Service operations. As part of this review, Ms. Kozlosky has evaluated the business processes supporting the delivery of face-to-face and telephone customer service including: payment receipts, payment processing, billing, meter reading, field services, customer accounting, and credit and collections. Recommendations have been presented to the Authority's Board, management, and employee groups. Several improvement projects have been initiated to streamline operations, automate key processes, and improve the level of service provided to customers. MWA has already benefited from increased revenues, reduced field trips, and more efficient operations. MWA's credit policy was revised to incorporate a credit-scoring model. This model is also being used to determine collection treatment for delinquent customers and expedite the processing of account for final collections. Ms. Kozlosky is currently providing implementation guidance.

Customer Care Diagnostic Review: Ms. Kozlosky reviewed call center operations for OEConnection; a software company that provides hosted applications to help automobile dealers, parts managers, repair shops, and body shops find original equipment for automobile repair and maintenance. As part of the operational review and diagnostic, Ms. Kozlosky helped OEConnection identify opportunities to improve the level of service provided to customers. Ms. Kozlosky also compared OEConnection’s call center performance against an industry peer group to identify further opportunities. The processes and systems supporting service and tech support representatives were also reviewed to identify opportunities for improvement. Recommendations and benchmarking results were presented to senior management.

Outage Communications Improvement: Ms. Kozlosky is conducting a follow-up review of outage communication improvements at Ameren Illinois. This review follows a management study conducted in 2008 that examined Ameren Illinois’ storm response and communications during two major storms. Ms. Kozlosky is currently assisting the utility in the implementation of recommendations.

People Process Review: Ms. Kozlosky completed a review of Washington D.C. Metro Area Transit Authority people processes for its front-line customer service employees—train operators and bus drivers. Ms. Kozlosky benchmarked WMATA’s practices against “best in industry” in the areas of hiring, training, and performance. Ms. Kozlosky presented findings and recommendations for improvement to WMATA’s CEO and upper management.

Outage Communications Study: Ms. Kozlosky recently completed a follow-up review of outage communication improvements at Nova Scotia Power. This review follows a management study conducted in 2006 that examined Nova Scotia Power’s storm response and communications during major ice storm. Ms. Kozlosky assisted the utility in the implementation of recommendations, including upgrades to the Customer Information System and Outage Management System, the addition of a third-party overflow service to handle peak calling periods, and changes to the Customer Service storm communications response plan.

Retail Operations Review: Ms. Kozlosky recently completed a review of Verizon New Hampshire’s Retail Service organizations, systems, and processes in conjunction with the proposed transfer of Verizon’s land-line business to FairPoint Communications. Ms. Kozlosky was responsible for reviewing the impact that the business transition would have on retail telecommunications customers, including customer service objectives, product/service offerings, and service quality measurement. The results of this review were filed as expert testimony in the proceeding on the behalf of the New Hampshire Public Utilities Commission Staff.

Customer Relations Benchmarking & Website Development: The Ascent Group partnered with Competitive Advantage Consulting to conduct a study of customer service performance for the American Water Works Association Research Foundation (AWWARF). This study developed and deployed a customer service benchmark framework for 1,000 member water utilities. As part of the study, an interactive web-based benchmarking tool was developed to collect benchmark data and disseminate benchmark results. Additionally, a customer satisfaction

survey was deployed to measure satisfaction among participating utilities. These tools have now been made available to AWWA member utilities for ongoing benchmark comparisons and continuous improvement.

Best in Industry Research: Ms. Kozlosky interviewed and researched “best in industry” leaders to document call center and customer care best practices and lessons learned. Companies included in the review: Southwest Airlines, FedEx, Tesco, First Direct, The Ritz-Carlton, USAA, Southern Company, State Farm, Dell, Lexus, and Yellow Freight.

Customer Service Operations Review: Ms. Kozlosky completed a management review of customer service and call center operations at Ameritech. This review, as part of a commission-mandated audit, examined the management and operations of the company's sales, service and repair organizations. A large sample of calls were monitored from each of the business offices to determine if Ameritech's employees were adequately disclosing required information to customers. The processes and systems supporting service and repair representatives were also reviewed to identify opportunities for improvement. Recommendations were made for improvement and follow-up.

Customer Service Best Practices: Ms. Kozlosky recently assisted Jacksonville Electric Authority's customer service re-engineering team in the identification and presentation of recommendations to improve JEA's customer service delivery. JEA has identified a goal of being the best service provider in the US by 2007. Recommendations were provided to reorganize around key business processes, implement new technologies, change existing processes to be more efficient and effective, implement additional training and development, and empowerment of front-line employees. JEA will implement the recommendations concurrently with the selection and implementation of a new Customer Information System.

Employee Focus Group Research: The Ascent Group conducted focus group research with call center customer service representatives, collectors, and meter readers at Boston Edison, Sierra Pacific Power, Northeast Utilities, Duke Power, and Illinois Power. Focus groups were conducted to ascertain perceptions and effects of changes in the utility industry, including mergers and acquisitions, work group consolidation, office closings, and corporate re-engineering and downsizing. Customer service representatives were also queried to understand the public's perception of the company and its customer service delivery practices and services.

Integrated Voice Response Technology Benchmarking Study: The Ascent Group conducted a benchmarking study of Integrated Voice Response Technology within ten industries. Illinois Power Company commissioned the study so that it could better design its customer communications systems. The study examined how companies are deploying the technology, how it comes into play from a customer perspective, and how it fits into an overall customer service strategy.

Call Center Design & Implementation: The Ascent Group worked with EDS Utilities to design and implement call center technology for the Electricidad de Caracas in Venezuela. The Ascent Group provided assistance with procedural and systems development as well as best practice discovery and implementation.

Outage Communications Review: Ms. Kozlosky recently conducted a management review of outage communications at Nova Scotia Power for the Utility and Review Board of Nova Scotia. This review examined Nova Scotia Power's storm response and communications. Numerous recommendations were made to improve call center performance and overall outage communications. Ms. Kozlosky provided expert testimony in a hearing at the conclusion of the review. Ms. Kozlosky provides ongoing consulting expertise to the UARB as Nova Scotia Power implements the recommendations to improve its outage and storm communications. As a result of the recommendations, Nova Scotia Power has redesigned its telephony, enhanced its information support systems, upgraded its Outage Management System, and conducted stress testing of all technology to further fine tune the technology and systems integration. Additionally customer research will be conducted to better understand customer expectations for storm response and communications. Nova Scotia Power continues to investigate options to further improve its communications with customers during a large outage through a third-party overflow service.

Meter Reading Best Practices Research: Ms. Kozlosky recently conducted a benchmarking project for a major Southwestern investor-owned energy distribution utility to examine best practices and performance for utility meter reading and benchmarking. Specifically, the Ascent Group researched how utilities address inaccessible meters (short term and long term solutions) and how bills are estimated when readings cannot be obtained. The benchmarking review included looking at best practices for resolving "no access" meters, communications with the customer to gain access to the meter, commission requirements for actual readings, and estimation algorithms. In addition, performance metrics were gathered to compare performance against industry and best performer averages.

Sarbanes-Oxley Compliance: Ms. Kozlosky recently assisted a multi-service mid-Atlantic energy company in the risk assessment of its corporate information systems—primarily to confirm the appropriate segregation of duties in combination with the company's Sarbanes-Oxley compliance. Ms. Kozlosky coordinated the collection and analysis of systems access and key business process control to identify potential risks and initiate remediation efforts.

Billing Practices Research: Ms. Kozlosky recently conducted a benchmarking project for a large investor-owned California energy distribution utility to examine best practices and performance for utility billing. Specifically, the Ascent Group researched how utilities address inaccessible and how bills are estimated when readings cannot be obtained. The benchmarking review included looking at best practices for resolving “no access” meters, communications with the customer to gain access to the meter, commission requirements for actual readings, and estimation algorithms. In addition, performance metrics were gathered to compare performance against industry and best performer averages.

Study of E-commerce Opportunities: The Ascent Group conducted a study of E-commerce opportunities for the National Rural Electric Cooperative Association. Results from the study demonstrated the wide range of e-commerce solutions and applications that are being adopted and introduced by companies from many industries, including the energy industry. Study results are helping member cooperatives understand how e-commerce can benefit the cooperative and its members.

Customer Service Operations Review: Ms. Kozlosky recently conducted a management review of customer service and gas operations of a regulated natural gas distribution company in New Jersey. This review, as part of a commission-mandated rate review, examined management and operations of all functions within gas operations and customer service, including Distribution Operations, Distribution Engineering, Meter Reading, Call Center, Billing, Credit & Collection, Field Service, and Business Office Operations.

Customer Service Operations & Maintenance Review: Ms. Kozlosky recently completed a management review of customer service and call center operations at Commonwealth Edison. This review, as part of a commission-mandated rate review, examined all capital and operation and maintenance expenditures over a five-year period and of all improvement efforts and their impact upon the budget and expenditures.

Customer Correspondence Redesign: In another project, the Ascent Group analyzed and redesigned NSTAR Electric’s collection and customer service correspondence. Recommendations were made to eliminate unnecessary correspondence and all remaining correspondence was rewritten to be more professional and more “customer sensitive.”

Customer Response System Conceptual Design Facilitation: The Ascent Group facilitated the development of an executive level conceptual design of a Customer Response System for NSTAR Electric. The project developed an integrated vision for responding to customer inquiries that optimizes the use of information systems and technology. Ms. Kozlosky facilitated an inter-departmental team in the design of the response system, drawing together industry best practices, process mapping findings, and technology expertise. The resulting document was presented to senior management recommending the initiation of a project to implement the Customer Response System.

Competitive Competencies Research: For Entergy, the Ascent Group recently conducted a competitive assessment of the ways in which utility companies are acquiring new products and services to prepare for the competitive marketplace. For the past year, The Ascent Group has examined the utility and telecommunications industries to understand the range of competencies that are being acquired through joint ventures, partnerships, acquisitions, and alliances.

Benchmarking Business Office Operations: The Ascent Group recently conducted a study of business office operations within five utilities that still operate full-service, walk-in customer service centers. The study focused on how these offices fit into an overall customer service strategy and how they impact customer satisfaction. Ms. Kozlosky also looked at the future of face-to-face customer service within the utility industry. The study was conducted for Entergy

Billing Operations Benchmarking: The Ascent Group conducted a benchmarking study of billing operations at more than a dozen utilities. The study focused on how companies are looking to new billing products and services as the industry moves to deregulation and competition. Companies were interviewed to understand how quickly services like Internet bill presentation and payment and “weatherized” bills are being adopted and implemented.

Customer Service Benchmarking and Best Practice Discovery: The Ascent Group conducted a “best in class” benchmarking study for Entergy’s Retail Operating Support organization. The Ascent Group directed the benchmarking efforts of four company teams. Areas studied in detail included: telephone center operations, meter reading, billing, remittance processing, credit and collections, and payment agency operation. The study focused on comparing Entergy’s performance in a competitive environment.

Market Research: Ms. Kozlosky recently conducted market research for Utiliquist, a large underground facilities locating firm based in Atlanta, Georgia. The research determined market size and potential for locating services throughout the United States.

Customer Expectations Review: The Ascent Group partnered with Haddon Jackson Associates to help Nashville Electric Service (NES) align customer service delivery processes with external customer expectations. The first phase of the study helped NES understand customer needs, expectations, and satisfaction through mail surveys, telephone surveys, and focus groups. At the same time, The Ascent Group reviewed internal business processes and practices to identify strengths and weaknesses and highlight opportunities to better respond to customer service requests. The second phase of the study looked at opportunities to re-engineer customer service delivery processes. Areas reviewed included call center operations, billing, metering, field services, office operations, and remittance operations.

Meter Reading Benchmarking Study: The Ascent Group partnered with The COBA Group for three years to deliver its annual multi-company Meter Reading Comparative Practices Study. Ms. Kozlosky conducted a detailed review of the meter reading organization, practices, policies, and management of more than twenty electric, gas, and water utilities located across the US, Canada, and the UK. Areas researched include: emerging technologies utilized in route optimization and meter automation, staffing strategies, training, performance incentive programs, and approaches to resolve inaccessible meters, reduce off-cycle reads, address high read-cost meters.

“Best in Class” Voice Response Technology Study: The Ascent Group conducted a benchmarking study of Integrated Voice Response Technology for Illinois Power Company. The study analyzed “best in class” IVR installations within the utility and telecommunications industries as well as other large service organizations. Participants were studied to determine the practices and approaches they used to create truly customer-friendly and highly leveraged systems. Recommendations were made to Illinois Power to improve its existing installation and ongoing customer evaluation and measurement.

AMR Transition Planning Benchmarking Study: The Ascent Group and The Liberty Consulting Group lead a benchmarking study of transition planning practices among 20 electric, gas, water, and combination utilities currently implementing automatic meter reading (AMR) technology. The study examined how each company planned for the transition to AMR, including aptitude testing, staff relocation and re-training, project and schedule management, organizational impact, resource planning, and lessons learned. This study was commissioned by the City of Colorado Springs.

Development of a Data Acquisition & Publication System: Ms. Kozlosky recently assisted a start-up Internet company with the design and development of a data acquisition and publication system for selling and syndicating content over the Internet. Ms. Kozlosky is responsible for designing the input mechanism and developing specifications for the development of the Internet knowledge-base distribution mechanism.

Customer Service Benchmarking and Best Practice Discovery: The Ascent Group partnered with UMS Group to design, facilitate, and deliver a multi-company customer service performance benchmarking program. The Ascent Group was responsible for facilitating joint-utility meetings to design performance measures, a measurement framework, and best performer qualifications. The Ascent Group was also responsible for coordinating data collection, data analysis, best practice discovery, and communication to the 20+ participant panel of utilities. Workshops were conducted to design measures, review preliminary benchmark data, review performance, and share best practices. Executive level presentations were made at the conclusion of the program.

REPRESENTATIVE CLIENTS & RESEARCH PARTNERS

Selection of Past Clients	Subscribers to Ascent Group Publications	Subscribers to Ascent Group Publications, cont'd
<p>Aetna Alabama Power Ameren Ameritech American Water Works Association Research Foundation Arizona Public Service Arkansas Power & Light Baltimore Gas & Electric BC Hydro BellSouth Communications Boston Edison BPU Kansas City, Kansas Carolina Power & Light Central Power and Light City of Lakeland, Florida Commonwealth Edison Consolidated Edison Delmarva Power & Light Denton Municipal Electric Detroit Edison El Paso Electric El Paso Natural Gas Empire District Electric Entergy Corporation Florida Power & Light Florida Power Corporation General Public Utilities Service Corporation Georgia Power Gulf States Utilities Houston Lighting & Power Illinois Power Jacksonville Electric Authority Jersey Central Power & Light Kansas City Power & Light Louisiana Power & Light Lower Colorado River Authority Macon Water Authority Metropolitan Edison Mississippi Power & Light Nashville Electric Service National Fuel Gas National Rural Electric Cooperative Association New Jersey Natural Gas Niagara Mohawk Northeast Utilities Northern States Power Nova Scotia Power</p>	<p>Public Sector Utilities Austin Energy BC Gas BC Hydro Bellevue, City of Burbank PUD City of Anaheim City of Palo Alto City of Plano City of Redding City Public Service Clark Public Utilities Colorado Springs Denver Water Jacksonville Electric Authority Lakeland Electric Las Vegas Valley Water District LCRA Long Island Power Authority LADWP Omaha Public Power District Sacramento County Utilities Seattle City Light Seattle Public Utilities SMUD Tacoma Public Utilities Tennessee Valley Authority</p> <p>Telecommunications AT&T Aliant BellSouth Communications Bell Canada GTE MobileNet SBC Telecommunications Sprint Verizon</p> <p>Regulators & Trade Groups American Water Works Illinois Commerce Commission Missouri PSC National Rural Electric Cooperative Nova Scotia Utility Board San Francisco PUC</p>	<p>Investor Owned Utilities Alagasco Alliant Energy Ameren American Electric Power American Water Aquila Arizona Public Service ATCO Electric Baltimore Gas & Electric Bermuda Electric Light Co. China Light & Power Central Hudson Gas & Electric Central Maine Power Cinergy Citizens Gas & Coke Conectiv Power Delivery Consolidated Edison Consumers Gas Dominion Power DTE Energy Duke Power Eastern Electricity Entergy Exelon Energy First Energy Corporation Florida Power & Light Gaz Metropolitan Hawaiian Electric Hennepin County Dynergy Hydro Ottawa Hydro Quebec Indiana Gas Indianapolis Power & Light Keyspan Energy KG&E Laclede Gas LG&E Manitoba Hydro Midlands Electricity PLC National Grid USA NiCOR NJ American Water NJ Natural Gas Northeast Utilities Northern Electric Northwestern Energy Norweb Nova Scotia Power</p>

<p>OEConnections Oklahoma Gas & Electric Pacific Gas & Electric Pacific Power & Light Pennsylvania Electric Pennsylvania Power & Light Philadelphia Electric Potomac Electric Power Providence Gas Company PSI Energy Public Service Electric & Gas Public Service of New Mexico Rochester Gas and Electric Rochester Telephone Sacramento Municipal Utility Seattle City Light SBC Sierra Pacific Power South Carolina Electric & Gas Southern California Edison Southern California Gas South Jersey Gas Southwestern Bell Telephone Tampa Electric Company Texas Utilities Verizon Washington Gas Light Washington Metropolitan Area Transit Authority (WMATA) Wisconsin Electric Power</p>	<p>Other Industries AAA National Accenture Airborne American Express America Online American Airlines Bank of America Blue Cross Blue Shield Boston Consulting Group Chase Bankcard Services CheckFree Corp Choice Hotels CIGNA Corporation Deloitte Touche Tohmatsu Department of Defense Eastman Kodak Company EDS Gannett GMAC Hewlett-Packard Home Shopping Network IBM Corporation Intel IRS Lotus Development McKinsey & Company Michelin North America Microsoft Corporation New York Times Oracle Perdue Consulting Philip Morris USA Ryder Transportation Services Siemens Westinghouse Toyota Motor Sales Wells Fargo Bank Yellow Transportation</p>	<p>NSTAR NUI City Gas of Florida NYSEG Oklahoma Gas & Electric Ontario Hydro PacifiCorp PEPCO PG Energy PNM Portland General Progress Energy PSE&G Puerto Rico Electric Power San Diego Gas & Electric SCANA Services, Inc ScottishPower Manweb Sempra Energy International Sierra Pacific Singapore Power Southern California Edison Southern Company TECO Energy Tucson Electric Power TXU Corporation Union Gas Ltd United Illuminating United Water Washington Gas We Energies Xcel Energy</p>
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