



ADVANCED ENERGY CENTER

Marketing plan

Contents

- Executive Summary2
- Leveraging SCP’s Trusted Brand3
- About Sonoma Clean Power and its Customers3
- About Lead Locally and the Advanced Energy Center 6
- Overall Lead Locally Goals and Metric.....7
- Marketing Plan Goals and Key Performance Indicators..... 8
- Targeted Customer Classes..... 9
 - Understanding our Target Audience10
- Marketing Channels10
 - Advertising.....10
 - Social Media.....10
 - Community Events..... 11
 - On Site Events/Engaging the Business Community 11
 - Targeted Marketing 11
 - Grand Opening Event..... 11
 - Educational Efforts..... 12
 - Public Relations 12
 - Digital Advertising 12
 - Outdoor..... 13
 - Email Marketing 13
 - Website 13
 - Engaging Our Ambassadors and Trust Networks..... 13
 - Merchandising & Customer Experience 13
 - Local Contact Center 13
 - Collateral..... 14
 - SCP Newsletter..... 14
 - Storytelling..... 14
- Additional Brand Opportunities 14
 - Spirit of Entrepreneurship Grant..... 14
 - Messaging..... 15

Executive Summary

The Advanced Energy Center (AEC) from Sonoma Clean Power is an extension of SCP’s brand and customer experience. The marketing efforts to support the rollout of the AEC will build upon the proven brand and customer experience that SCP has cultivated over the last five years.

Leading with SCP's Mission of turning the tide on the climate crisis, through bold ideas and practical programs, the multi-media marketing plan for the AEC calls for: customer and building professional education regarding the energy efficient technologies and available incentives, and ongoing calls -to-action to drive business to the brick-and-mortar location as well as the website.

As with any good marketing plan, promotion of the AEC and its offerings will include an ongoing combination of general and targeted efforts (which may include some or all of the mediums outlined in the following narrative, based on available budget, seasonality and other factors). These efforts will employ repetition to capture the attention of today's busy consumer who is bombarded with marketing messages in their mailbox daily. SCP customers will be contacted through personal electronics and through traditional broadcast and radio advertising.

The market will change, this marketing plan will evolve.

Leveraging SCP's Trusted Brand

As Sonoma Clean Power passes the five year mark of serving customers, we have built brand awareness, brand equity and engendered trust when communicating to our customers. Since the AEC is a new endeavor, whose brand will not yet be familiar to our target market, it will be essential this launch of the Center is identified as an extension of SCP award-winning brand.

Innovative. Practical. Inclusive.

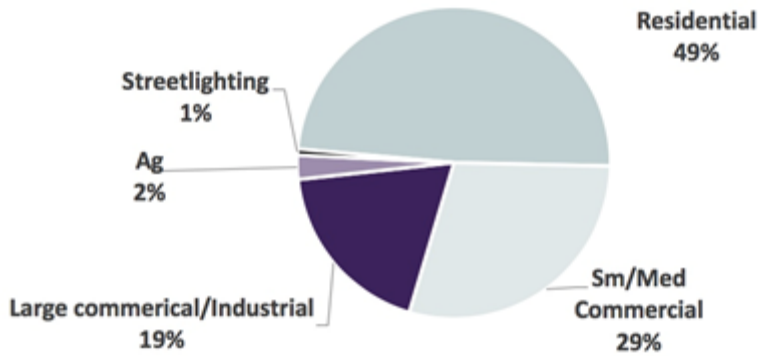
Climate change affects everyone, so our programs are designed for everyone. SCP's services are practical, affordable and inclusive, inviting everyone to be part of the transition toward a clean energy future.

About Sonoma Clean Power and its Customers

SCP is a public power provider operating as a community choice aggregator (CCA) and the default electricity provider for Sonoma and Mendocino Counties. SCP exists to provide broad public benefits relating to affordability, reliability, climate change and sustainability, coordination with local agencies, customer programs, and to support the local economy. The default service for SCP customers is CleanStart, which provides customer with 45% renewable power and 87% carbon free power (2017 Climate Registry certified values). SCP customers also have the option to select EverGreen service, which is 100% renewable power produced entirely within the SCP service area.

SCP serves just over 220,000 accounts, of which 86% are residential accounts. On an annual basis, SCP's load is comprised of about 50% residential energy use as shown in Figure P-1.

Fig P-1. SCP Customer Load for 2017



In aggregate, 86% of SCP’s accounts are residential, accounting for approximately 50% of its load. Table 6 shows the load breakdown in SCP territory relative to the State of California.

Table 1: Share of Total Electricity Consumption for SCP and California

Territory	Residential	Sm/Med Commercial	Lg Commercial/Industrial	Agriculture	Transportation/Street lighting
SCP	49%	29%	19%	2%	1%
California	32%	37%	17%	8%	6%

The population in Sonoma and Mendocino County have experienced similar significant shifts in the composition of its population, for example:

- Hispanic or Latinos represented 24 percent of Sonoma County and 22 percent of Mendocino County residents in 2010, up from 17 percent and 16 percent in 2000, respectively
- Over 28 percent of Sonoma County residents and 32 percent of Mendocino County are now 55 years or older and the county’s median age is five and seven years older than the state median of 34, respectively
- Ten percent of Sonoma County and seven percent of Mendocino County residents were living at or below the Federal Poverty level (of \$10,956 per year) in 2008 and 2010, respectively

Table 7 summarizes the additional information on SCP customer classes.

Table 2: SCP Customer Classes

Low income CARE/FERA customers	Solar customers (all on TOU rates)	EV customers (all on TOU rates)	TOU Customers (including Solar/EV customers)
--------------------------------	------------------------------------	---------------------------------	--

16%	3.6%	1.3%	18.5%
-----	------	------	-------

Table 8 demonstrates the housing composition of residential SCP customers relative to the State of California.

Table 3: Housing Composition of SCP Customers and California¹

Geography	Single Family Homes (detached and attached)	Multi-Family Units (2+)
Sonoma County	159,048	38,556
Mendocino County	31,124	5,325
California	9,109,826	4,352,807

Economic drivers, including touring, agriculture and ranching, are also shared by Sonoma County and Mendocino County. Other industries specific to Sonoma County include healthcare and medical devices, technology and education. Table 9 demonstrates the composition of commercial and industrial SCP customers relative to the State of California.

Table 4: Composition of commercial and industrial SCP Customers and California²

Territory	Sm/Med Commercial	Large Commercial/Industrial	Municipal/Government	Agriculture
Sonoma County	18,137	0	N/A	539
California	1,472,721	1,944	36,019	16,402

Additionally, the buildings characteristics of SCP customers vary depending on the age and locality of the structure. Recently built or renovated buildings may be equipped with rooftop solar panel (PV) systems and electrical vehicle service equipment (EVSE), and, buildings in more remote areas may rely on propane or wood for heating.

¹ 2017 American Community Survey; Selected Housing Characteristics.

<https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

² State of California Employment Development Department; Size of Business Data including Data for Metropolitan Areas for Santa Rosa - Petaluma MSA and Third Quarter Payroll and Number of Businesses by Size of Business - Classified by Industry (Table 2A) for 2017; https://www.labormarketinfo.edd.ca.gov/LMID/Size_of_Business_Data.html. Small/Medium Commercial for purposes of this table is defined as businesses with less than 500 employees.

Sonoma Clean Power Authority (SCP), its employees, agents, contractors, and affiliates shall maintain the confidentiality of individual customers' names, service addresses, billing addresses, telephone numbers, email addresses, account numbers, and electricity consumption, except where reasonably necessary to conduct SCP's business or to provide services to customers as required by the California Public Utilities Commission (CPUC). SCP shall not, under any circumstance, disclose customer information for third-party telemarketing, e-mail, or direct mail solicitation. Aggregated data that cannot be traced to specific customers may be released at SCP's discretion.

Any questions or concerns regarding the collection, storage, use, or distribution of customer information, or those who wish to view, inquire about, or dispute any customer information held by SCP or limit the collection, use, or disclosure of such information, may contact Erica Torgerson, Director of Customer Service, via email at etorgerson@sonomacleanpower.org.

[About Lead Locally and the Advanced Energy Center](#)

Sonoma Clean Power's (SCP) "Lead Locally" project (Project), funded through the California Energy Commission's (CEC) GFO-17-304 aims to identify strategies and technologies that can assist with the State's goals of doubling the efficiency of existing buildings by 2030. The Project will include applied research and technology deployment activities, each of which will propose innovations that could stimulate the energy efficiency market. With the applied research work, the team will investigate a series of innovative technologies that have the potential to be integrated into existing program models. Lessons learned from the applied research projects will be funneled directly to consumers, contractors, real estate professionals, and building officials through SCP and its local partner organizations. This technology demonstration and deployment work will be driven in part through the SCP "Advanced Energy Center", a physical storefront where consumers can directly procure energy efficient products and services. The Advanced Energy Center will:

- demonstrate the appeal, impact, and efficiency of multiple advanced energy technologies through technologies showcases and displays, trainings, and the results from performance data at active Lead Locally demonstration sites
- speed deployment of energy efficiency, make energy efficiency programs more accessible to all customers, and increase customer knowledge of energy efficiency and energy code requirements.
- Provide customer education on the upcoming shift to Time of Use rates, ways for customers to access CARE and FERA rates, and general benefits and opportunities for customers to be aware of when moving to any of these rate plans.

The AEC will be located in a 9,400 sf space in downtown Santa Rosa. It will be staffed by SCP employees and representatives. Contractors and vendors of energy efficiency technologies will be encouraged to participate in the AEC through trainings and equipment displays and demonstrations; vendors may staff their display as needed.

Overall Lead Locally Goals and Metrics

- Average Energy Savings for Participating Commercial Customers: 20%
 - SCP's Commercial Account Manager can directly communicate to local governmental agencies, winery, agricultural, cannabis and industrial customers to promote both the AEC and associated incentive programs and commercial technology upgrades. Through newsletters, trades meetings, calls and scheduled public events such as: Economic Development Board events, State of the County, Farm Bureau, Love of the Land, and other economic forums the team intends to attract a monthly average of 5 new commercial customers with a higher than average season between April through October primarily correlating with public event schedules.
- Average Energy Savings for Participating Residential Customers: 10%
 - A key factor for success in residential participation is an increase in public awareness, contractor and installer education, and providing a meeting location for community events. SCP intends to dedicate 100% of its incentive dollars towards electrification technologies that contain data to help achieve this goal.
- Total Square Footage for Participating Residential and Commercial Properties: 300,000 sf
 - This goal is associated with both residential and commercial participation goals. SCP intends to dedicate its incentive base and marketing efforts directly towards electrification technologies that contain data to demonstrate energy savings and will help meet this criterium.
- Total Participating Homeowners: 200
 - A Monthly average of 10 participating homeowners. The team expects an initial uptick of 15 participants per month between January to June 2020 and a low for the following six months. To overcome the second half lull in foot traffic SCP intends to use public engaging events to present a public awareness of the AECs location and offerings.
- Total Participating Businesses: 30
 - The AEC is designed to hold 20 initial participating vendors and expects to add 4 new vendors annually. As a part of the Marketplace Training Plan the team also intends to schedule events with various commercial industries to allow the meeting space combined with direct association to emerging technologies that benefit that industry.
- Total Target for # of Entries into Storefront: 2,000
 - The AEC is located in a high vehicle and foot traffic area. Through SCP programs such as their induction cooktop lending program and DIY toolkits, contractor training classes, fieldtrips and other events the team feels it can schedule and reach a goal of 85 monthly entries into the AEC.
- Total Target of Participants in Training Classes: 30 people per class, one class per month

- The Marketplace Training Plan outlines intentions to provide ongoing monthly contractor trainings to add approximately 30 installers by certified companies to each vendors contractor list. Additionally the AEC will provide an opportunity for k-12 fieldtrips, culinary class demonstrations and other courses expected in the training schedule.

Marketing Plan Goals and Key Performance Indicators

The AEC marketing effort will be robust, but like with any project, the team must make efficient use of limited resources. To help stay focused, the team will use the following major goals to determine whether a planned activity supports the AEC marketing plan. Additionally, the team will track the following Key Performance Indicators (KPIs) to measure marketing effort outputs toward each major goal. Although specific targets have not been included for KPIs in this plan, actual performance during the first year will be used to inform targets for future years.

- Create Brand Awareness for the AEC and drive visitors to the store:
 - # visitors to the AEC
 - Press mentions/press pick-ups/social media mentions
 - Social media likes, shares
 - New email subscribers (new list for AEC to be created)
 - Unique website hits
 - Community Events
 - #collateral pieces distributed
- Educate SCP customers about energy efficiency using the AEC storefront:
 - Number of participants in training classes
- Increase customer participation in SCP programs:
 - Number of email sign-ups for more information on rebates
 - Number of inquiries about AEC and Lead Locally through call centers
 - Number of participating homes

Some activities in the marketing effort may fall outside of these major goals, but may still support a KPI or other strategic initiative of the AEC.

Budget

SCP has budgeted through the grant approximately \$2,167,203 in direct and labor costs over the project. Of that total budget \$1.9M in incentives and \$158k in labor. Additionally, SCP budgeted \$317K to enhance marketing at the AEC for the first year.

Schedule

This plan covers a two-year period, beginning June 15, 2019 through March 2022. We anticipate the AEC will launch approximately January 15, 2020. Prior to the AEC opening, marketing activities will be fairly limited. Approximately 8 weeks before the launch, we will begin to promote the opening using general awareness/multi media advertising and other channels. After the AEC has opened, there will be an initial advertising and outreach campaign for approximately 3 months. We will then settle into regular operations for marketing activities.

Targeted Customer Classes

While Lead Locally technologies will be available to all SCP residential and commercial customers, the goal of this plan is to help focus our activities toward meeting specific, focused goals. In order to achieve the marketing plan goals, the team will tailor its messaging and outreach activities to target those customers who we believe have the highest propensity to participate. We will augment the marketing and outreach to include those customers who may have somewhat lower propensity to participate, but who are underserved and therefore may see increased participation due to increased outreach. As possible, the customer outreach strategy will leverage information from customer meter data analysis.

Customer segmentation will draw from two main categories – customer characteristics, and building characteristics.

1. Customer Characteristics

- a. Residential and/or Small Commercial customers.
- b. Low-income customers. Low-income customers will require access to capital or credit unavailable through existing incentive programs in order to take advantage of Lead Locally resources.
 - i. CARE/FERA Customers
 - ii. Customers not eligible for standard debt financing options
- c. Indoor Air Quality Sensitive Populations, such as nursing homes or day cares, that may benefit from program participation.
- d. High energy users in comparison to relevant population. For example, customers with high hot water loads during peak times may benefit from Lead Locally water heating technologies.
- e. Customers with children. Relevant to the safety benefits of residential induction cooking technologies.
- f. Commercial food service type. This will determine feasibility and type of appropriate commercial induction cooking technologies.

2. Building Characteristics

- a. Photovoltaic (PV) system and electric vehicle (EV) owners. Customers with installed PV systems and EVSE will require information about how Lead Locally technologies may interact with these systems.
- b. Time of Use (TOU) customers. TOU customers will need to be aware of how specific Lead Locally technologies impact their electricity costs during times of peak pricing.
- c. Propane users. Propane users will need to know that Lead Locally technologies are functional alongside propane fueled equipment without causing any disruptions, or know the cost and greenhouse gas savings of replacing their propane appliances.

- d. Yellow-tagged property owners. A yellow-tagged building means Cal Fire deemed the structure is safe to occupy after the 2017 wine country fires, but that it requires repairs and permits from the City. Installation of Lead Locally technologies may require additional work and financial investment.
- e. Older buildings. Buildings with a vintage before a specified year.
- f. Existing homes with electric space and water heating. Homes with ducts in unconditioned space.
- g. Commercial spaces with year-round, day-time occupancy, but little operation at night. Relevant to phase change material and grid integrated heat pump water heater technologies.
- h. Rented vs. owned properties. Owners generally have more agency than renters for installing measures, but renters still benefit from EE.

Understanding our Target Audience

While SCP offers practical solutions that help customers lower their carbon footprint, improve energy efficiency and combat climate change through our robust program offerings, the target audience for the AEC may not include all segments of SCP's customer base in Sonoma and Mendocino counties.

Because the intended audience is limited to SCP customers who are retrofitting their homes (excluding new construction), the marketing plan will include both general brand awareness for the AEC, as well as targeted efforts to deliver messages to those most likely to be able to take advantage of the offerings.

Marketing Channels

Advertising

The AEC will be marketed through extensive advertising campaigns consisting of but not limited to: digital/on-line advertising, broadcast radio, music streaming sites, cable television, newspapers and magazines, outdoor billboard & signage, and direct mail. Additional exposure to include: radio interviews, brochures, sponsorships, logo placements, mentions etc.

Social Media

With the ability to target specific audiences and reach thousands of users, social media platforms like Facebook and Instagram will play a crucial role in SCP's marketing and education efforts regarding the AEC. Currently, SCP has accounts for Facebook, Instagram, Twitter, Google My Business, LinkedIn, and Alignable. Facebook and Instagram are SCP's most active accounts, with the most engagement from followers. As mentioned in previously, it will be important to focus our resources on reaching and attracting a very specific target audience. Through sponsored posts and ads, SCP can have significant control over the effectiveness of advertisements on both Facebook and Instagram. The other platforms can be used to strengthen the consistency of

messaging and promotion of the AEC. However, Facebook and Instagram will primarily be where social media marketing funds and resources are spent.

The advertisement options that can be utilized on both channels include boosted posts directly from SCP's page and paid ads that show up only in our target audiences' newsfeeds. All ads are customizable and will be created through collaboration between SCP's Marketing, Programs, and Customer Service Departments. Visuals for the AEC ads can be either still images or videos, and the ad copy can be anywhere in length from one sentence to a full article. Given its fluid nature, social media will allow for SCP to test the reactions to various images and messaging related to the AEC, which can help influence advertisement decisions throughout other mediums (e.g. print, billboard, digital). SCP's social media accounts will also provide a means for answering customer questions about the AEC in addition to the website, phone line, or email.

Community Events

SCP sponsors different types of events throughout the year in both Sonoma and Mendocino counties to promote general awareness and program implementation. Promoting the AEC at community events will be similar to other programs that SCP has rolled out. Employees/volunteers will be well versed in communicating all the benefits that the AEC can provide.

On Site Events/Engaging the Business Community

SCP plans to hold a number of onsite events at the AEC to promote awareness and engagement. Audiences we plan to invite/engage include the Santa Rosa Metro Chamber of Commerce (and their members), industries including local REALTORS, builders, contractors, architects, city/town staff within Sonoma/Mendocino counties, elected officials, community leaders, etc. Through engaging a wide variety of people and industries within our communities, we will create organic/viral marketing opportunities.

Targeted Marketing

SCP wants to make it as easy as possible for community members to engage with the AEC and feel comfortable. Building in an urban location the public will traffic regularly. Staffed with the mission to assist and educate rather than steer. This mission will provide trust of where to go for information and emerging technologies. Providing a location familiar to the local contractor community to use as a resource. That means asking the building community what they want, adjusting the AECs hours of operation to work to meet their schedules, and demonstrating direct benefits for their business by participating through the AEC. SCP plans to leverage partners and champions (those that support the AECs goals, but do not have a direct stake in it). Asking them to communicate proactively and frequently. Arming champions, partners and allies with materials and information to share.

Grand Opening Event

90 days out, invitations, ribbon cutting, Chamber, politicians and community leaders, manufacturers (on site tabling), photography, media coverage,

Educational Efforts

SCP will contract with Design AVenues, RCPA and Sonoma County's Energy & Sustainability Departments to develop an ongoing community outreach program for educational and contractor training and certification opportunities.

SCP will schedule monthly workshops and classes about proper specification, product installation, code compliance and other relevant topics. There are opportunities for classroom instruction as well as hands-on installation of new technological products emerge. Training is available for homeowners, engineers, architects, dealers, contractors and inspectors. Participants can earn professional development hours (PDH), continuing education units (CEU) through a variety of states and organizations, and install course certifications by the manufacturer.

Another key component to SCPs educational efforts is reaching out to K-12 schools. Visits will focus on teaching the communities youth about potential next generation educational opportunities for onsite fieldtrips, and discussions of renewable energy procurement, climate change, fuel switching. By partnering with Sonoma County and the Regional Climate Protection Agency we can immediately add to ongoing educational programs and include the AEC as a resource for those programs.

At the AECs Induction Kitchen Demonstration Area both culinary institutions and homeowners can test induction cooking. This will provide a unique environment demonstrating a residential kitchen look and feel so homeowners will experience cooking just as they would at home. SCP will provide the equipment needed for a professional cooking demonstration that we hope will attract culinary schools wanting to teach a futuristic culinary experience.

All educational courses at the AEC can be recorded and converted into webinars for virtual educational purposes. An E- library of Lead Locally research reports, installation guides, and other innovation information about electrification, decarbonization and climate change will be available both physically at the AEC and virtually through the AEC website.

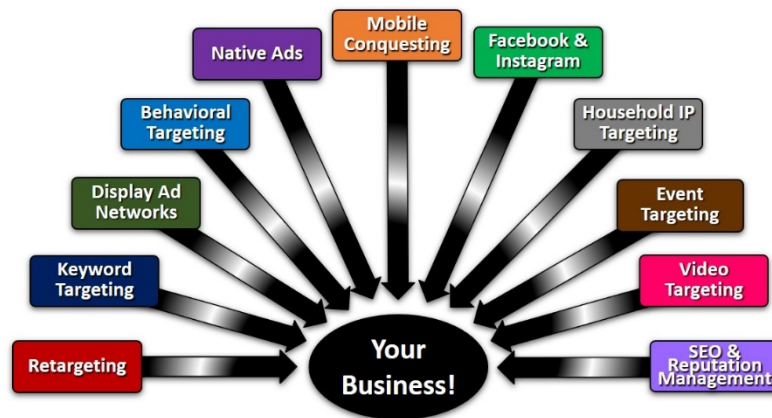
Public Relations

Public relations efforts will play a key role in the introduction and ongoing awareness of the AEC. This will be done through traditional mediums, which may include press releases, public service announcements, engaging the local media and journalists to help tell our story, op eds, etc. SCP manages our PR efforts through a robust platform that provides assistance with local, regional, statewide and national journalist outreach, provides metrics on the effectiveness of PR campaigns, monitors SCP's mentions in publications and social media, and more.

Digital Advertising

In addition to an extensive ongoing social media campaign, SCP will launch a targeted digital ad campaign directed at both geographic targets and also demographic/lifestyle targets based on interests, recent shopping habits,

environmental beliefs, etc. It will consist of website banner ads, in-content ads and pop up advertising on mobile devices. Additionally SCP will run an extensive digital ad campaign with the Press Democrat.com.



Outdoor

SCP utilizes outdoor marketing including 24hr electronic billboard and transit signage.

Email Marketing

SCP will utilize email marketing as one of the components of the AEC marketing strategy. Audiences may include SCP’s email subscribers as well as targeted residents obtained through purchased lists.

Website

When designing the AEC website, it was decided that a similar look and feel to SCP’s website would be the best option. This will establish a connection between both brands providing the customer with confidence in the program. The new AEC website will showcase high efficiency electric appliances/technologies.

Engaging Our Ambassadors and Trust Networks

Engage like-minded groups/agencies to help spread our message to their members, employees, etc. Examples include the Center for Climate Protection, RCPA, SCTA, the CCA industry, SCP’s Board, CAC, employees and our personal trust networks, etc.

Requests for support from these groups will likely be done through a combination of personal emails, phone calls, in person meetings, etc.

Merchandising & Customer Experience

Street facing displays in the storefront windows to capture the attention of downtown foot traffic, as well as in-store displays and directional signage to guide and educate visitors, ensuring a strong customer experience.

Local Contact Center

Sonoma Clean Power is fortunate to have a local contact center with years of experience in the CCA space. SCP customer service representatives (CSRs) receive extensive training by Calpine Energy Solutions that is supplemented

by SCP. In preparation of the AEC opening, SCP staff will update CSR scripting to educate customers and create talking points to help answer frequently asked customer questions. Prior to the opening of the AEC, SCP will invite its CSRs and the contact center management to visit the AEC and learn about the different technologies offered. SCP will complete a minimum of two “Lunch and Learns” with CSRs to further their knowledge of the AEC, answer any questions, and coordinate updating scripting and talking points as more information is learned.

Collateral

Promotional items will be selected specifically as it pertains to the items at the AEC to drive traffic to the AEC. Brochures and flyers will also be produced for the customer as a takeaway. Promotional items shall be sustainably sourced and printed collateral will be on recycled paper with soy-based ink.

SCP Newsletter

Every quarter, SCP sends out an e-newsletter (known as the Clean Power Quarterly) that highlights timely program updates, recent partnerships with local organizations and businesses, articles in local, state, and national publications at mention the agency, as well as any important meeting and event dates. There are currently 1,379 subscribers to our newsletter, all of which signed up to receive our email updates either through our website or at an event. As we begin to promote the opening of the AEC, the newsletter will serve as another channel with which we can educate the public on the different aspects of the center and the technologies that will be offered.

Storytelling

Developing an inviting perception of the AEC will be key to ensuring that our customers take the time to visit the physical facility and take advantage of the technology incentives once they are there. In order to appeal to the average homeowner, storytelling and sharing customer experiences will play a large role in our marketing strategy.

For many of our customers, the notion of retrofitting their home with new, energy-efficient technology is not seen as a priority, nor a necessity. By featuring the results of the Lead Locally research projects and testimonials from participating customers, our educational efforts will be grounded in real experiences and real benefits. Demonstrating how the AEC will make the transition to these technologies practical, cost-effective, and easy for all homeowners in Sonoma and Mendocino counties will be a crucial message to spread. This storytelling will be included in a variety of applications including collateral materials, social media, and the website.

Additional Brand Opportunities

Spirit of Entrepreneurship Grant

Sonoma Clean Power presented the inaugural Spirit of Entrepreneurship grants in spring 2019. These grants are awarded to students participating in the Santa Rosa Junior College’s Business: Entrepreneurship Certificate program who incorporate sustainable practices into their small business plans. The SCP Spirit of Entrepreneurship Grant is intended to develop sustainable

entrepreneurs invested in establishing a strong culture of environmental stewardship, economic vitality, and social equity throughout the region. In addition to the annual grants awarded to students, SCP established an endowment with the Santa Rosa Junior College Foundation. In uncertain economic periods, the endowment ensures that financial support continues and that we have the means available to promote an ongoing, growing workforce committed to incorporating sustainable practices while delivering services to make a positive impact at the local level.

A short write up and picture of the grant winners each year shall be displayed in the AEC, showcasing SCP's commitment to our community's future sustainable leaders. In addition, it will provide exposure to the grant winner's green businesses.

Messaging

A sense of urgency will be necessary to incite participation in our program, which can be supported by facts about the emissions of homes and buildings, the importance of fuel-switching and building decarbonization, and the long-term cost-savings that energy efficient technologies provide for a homeowner. As promoting the AEC will be SCP's primary marketing effort, promotion of the AEC will be integrated into nearly every (relevant) messaging, event or other opportunity throughout the promotional period.