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CC: Michelle Garakian <mgarakian@labusinesscouncil.org>, Adam Jacobson <ajacobson@labusinesscouncil.org>
Date: 5/12/2011 1:35 PM
Subject: Follow up to our meeting at the CEC IPPR hearing!
Attachments: Fact Sheet -- Making a Market.doc; 75 MW motion.pdf; CLEAN LA COALITION LETTER.pdf; Endorsers 041911.pdf; CLEAN LA 150 MW-SACRAMENTO VERSION.pptx

Commission Chair Weisenmiller, Commissioner Douglas and Commissioner Peterman,

Thank you for inviting me to testify at the IEPR hearing on Distributed Generation last Monday. It was a pleasure meeting both of you. Next week we will submit our written testimony to Heather Raitt and will copy both of you. Per our conversation, I have attached materials that we at the LABC, along with our FiT coalition have been working on. We look forward to working with the CEC in the future to determine proposed solar policy. Included and attached are:

- Attached is the LABC/UCLA solar power point presentation presented Monday.
- A letter in support for a 150 MW Solar FiT, which if implemented in 2011 and planned through 2016, would enable LA businesses and residents to take full advantage of \$300 million in federal tax credits which would fund up to 30% of solar panel installation costs.
- Making a Market executive summary (see attached Fact Sheet)
 - o This study explores the potential for a new privately funded and publically incentivized market for multifamily rooftop solar that reduces owner and tenant utility costs, provides a new revenue stream (FiT), and creates and retains jobs for Los Angeles workers.
 - o The executive summary can be downloaded online at:
http://labusinesscouncil.org/online_documents/2011/LABC-Exec-Summary-Brochure-2011-Final-r-1.pdf
- Our initial two studies on a FiT for LA
 - o The first study, entitled Designing an Effective Feed-in Tariff for Greater Los Angeles can be downloaded online at:
http://labusinesscouncil.org/online_documents/2010/Designing-an-Effective-Feed-in-Tariff-for-Greater-Los-Angeles-040110.pdf
 - o The second study, entitled Bringing Solar Energy to Los Angeles assesses a FiT and its impacts to the City. It can be downloaded online at:
http://labusinesscouncil.org/online_documents/2010/Consolidated-Document-070810.pdf
- The 75 MW motion, which was recently introduced by LA City Council President pro Tempore in the Energy and Environment Committee for adoption by the LA DWP
- And a list of endorsers for our CLEAN LA Program

Thank you and please let me know if we can be of any service (i.e. testifying at hearings, commission hearings, panels, etc.)

Many Thanks,
 Mary Leslie

DOCKET	
11-IEP-1G	
DATE	<u>MAY 12 2011</u>
RECD.	<u>MAY 12 2011</u>

FACT SHEET

*Making A Market:
Multi-family Rooftop Solar and Social Equity in Los Angeles*

Visit www.labusinesscouncil.org to download the Executive Summary

General Overview/Context:

- This study, a partnership between UCLA and USC researchers, builds on past research showing that Los Angeles has tremendous untapped rooftop solar potential.
- This study's unique contribution is to show the vast solar potential available on multi-family housing units – primarily, large apartment buildings.
- A well-designed multi-family solar program can provide significant benefits to Angelenos, particularly those at the lower end of the income range.
- This rooftop solar program will supply renewable energy at a reasonable cost, spur private investment, create thousands of new jobs and reduce greenhouse gas emissions.

Key findings:

- Many of the rooftops with the greatest potential for solar power are found in economically depressed neighborhoods – and the potential is spread city-wide.
- A multi-family solar program can create job opportunities and stabilize distressed neighborhoods. We estimate 4,500 job-years would be created by a 300 MW program.
- The program can, if well-tailored, provide monetary benefits for low-income residents in the form of rebates or reduced energy costs.
- And it contributes to a larger pool of clean, renewable energy that can power homes and businesses throughout the city.

Overall potential:

- We estimate that about 300 megawatts of multi-family capacity could be built if property owners were adequately incentivized with a payment equivalent to 24-26 cents per kilowatt-hour. This would be a significant contribution to the city's renewable energy portfolio, providing enough power to supply 30,000 typical homes.
- It will be easier and less expensive to harness significant quantities of solar power from multi-family roofs than from single-family homes or smaller commercial rooftops.

Multi-family residents in Los Angeles:

- Just under half of the city's population – 1.7 million people – lives in multi-family housing. Of these, 94 percent are renters.
- The median household income in multi-family housing is about \$36,000 per year, compared to a median household income of \$71,800 for single family homes in the city.

Solar + equity potential:

- An overlay map shows where low-income residents live, and where solar potential lies. The greatest overlap may be found in Hollywood, Westlake, Koreatown and across large sections of the San Fernando Valley.

- By targeting economically distressed areas with significant solar potential, a multi-family solar program can serve many low-income residents and, if properly designed, can benefit those residents in a number of ways.

Modeling details:

- The greatest potential for cost-effective solar development is among commercial apartment buildings (of 5+ units). These buildings can take advantage of both an investment tax credit and standard depreciation.
- Based on economic modeling, we believe that a rate of 24 to 26 cents per kilowatt-hour would be sufficient to attract a significant number of property owners.
- This rate could be in the form of a direct payment, as in the case of a feed-in tariff (FiT), or a combination of payment and rebates, such as with net-metering
- Based on an analysis of expected demand, we estimate that 300 MW of capacity could be generated in the next 5 to 10 years.
- This program could reduce CO2 emissions by 6.7 million tons (compared to coal) or 4.1 million tons (compared to natural gas). This is comparable to removing between 69,000 and 112,000 cars from the roads over 10 years.

Barriers and solutions:

- Local solar incentives are declining, and there is currently no solar FiT in Los Angeles.
 - Policy makers can easily determine that the benefits of a robust incentive program offset its modest costs, and that the solar FiT is an important policy solution.
- It is difficult to channel benefits from a solar program directly to tenants.
 - Policy makers can require that building owners participate in energy efficiency programs that directly benefit residents in the form of rebates or reduced utility costs. Other creative solutions may be possible, too.
- It is a challenge to ensure that job creation benefits accrue to local residents, particularly in economically distressed areas
 - Potential solutions include local labor requirements; targeted projects based on mapping data; job-training programs in neighborhoods where multi-family solar installations are located.

Overall rationale for multi-family solar:

- LA Housing Partnership says it best: “The beauty of the solar panels is that they offset our costs so much so that we pay nothing for utilities, allowing us to funnel those savings into our resident programs, providing computers, education programs and activities for the community.”
- Rooftop solar is a clean, renewable energy source that can help wean Los Angeles off coal-fired power – and provide a tremendous economic boost to the city. Adding multi-family housing to the mix will broaden the potential for more Angelenos to participate.

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11-0617

APR 12 2011
ENERGY & ENVIRONMENT

MOTION

A two part UCLA study (*Bringing Solar to Los Angeles: An Assessment of the Feasibility and Impacts of an In-basin Solar Feed-in Tariff Program*) commissioned by the Los Angeles Business Council shows that a well-designed Feed-in Tariff (FiT) program could help the Department of Water and Power (DWP) successfully achieve a number of important policy objectives. Key policy objectives include meeting the DWP's renewable energy goals, generating private investment in renewables and creating green jobs.

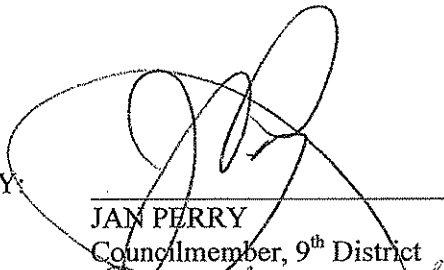
The UCLA study demonstrates that there is ample rooftop capacity in the City to implement a successful program; and that a disproportionate amount of it is located in economically challenged parts of the City. These areas suffer from high unemployment rates that desperately need private sector investment and new jobs.

The DWP has proposed a 150 megawatt (MW) FiT program to be implemented over 15 years. SB 32 currently requires utilities to implement at least a 75 MW FiT program. There is broad support among the business and the environmental community for a viable FiT program to be implemented in the near term to take advantage of federal tax credits.

In the interests of the City being compliant with SB 32 requirements and to create an economic development strategy that advances our renewable portfolio objectives, the DWP should pursue the implementation of a Fit program.

I THEREFORE MOVE that the Department of Water and Power report to the Council on the implementation of a 75 MW Feed-in Tariff (FiT) pilot program; including the pace of implementation and commensurate annual costs.

PRESENTED BY:


JAN PERRY
Councilmember, 9th District

SECONDED BY:


Paul Kerkorian


Bill Paul
E. C. 4



ORIGINAL

APR 12 2011

CLEAN LA: Clean Energy for America Now – Los Angeles

J.R. DeShazo, Director, **UCLA** Luskin Center for Innovation
& **Ryan Matulka**, Lead Researcher



UCLA Luskin Center

School of Public Affairs

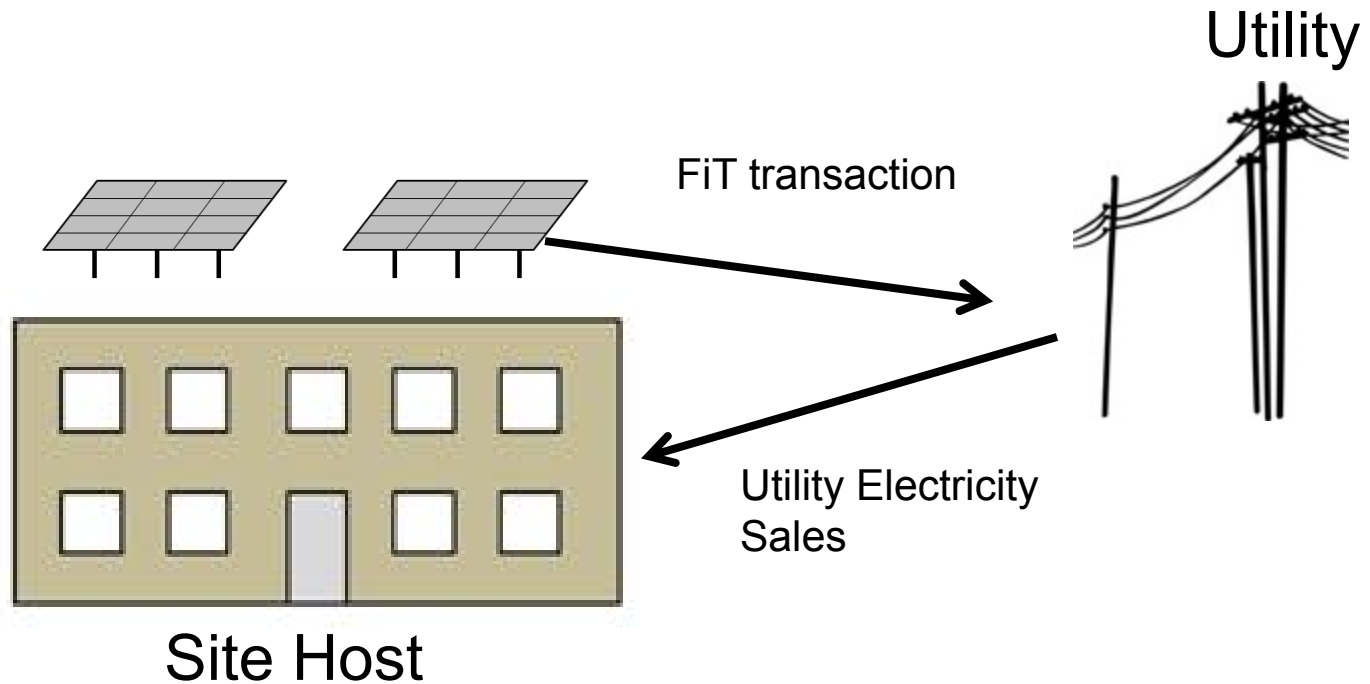
Outline

1. What is a Feed-in Tariff?
2. Why does Los Angeles need a FiT program?
3. LABC/UCLA Solar FIT proposal for Los Angeles
4. Does Los Angeles have the capacity to support this program?
5. Is this program cost effective for rate-payers and DWP?
6. Who supports it?

FiT Basics

- A solar FiT or solar reward program allows homeowners and businesses with solar installations to sell the electricity they generate back to the utility for a guaranteed price.
- Used in Europe and several jurisdictions in the U.S. and Canada to spur local solar development.

FiT/Solar Reward Diagram



Solar Reward (FiT) vs. Net metering



Net metering does not provide any financial incentive to maximize rooftop solar potential.

Solar Reward (FiT) would be more efficient. Roof top installations would be built to provide the maximum power rather than to only power the buildings below.

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Public benefits of a local in-basin solar reward program

- Spurs economic growth by producing in-basin high wage jobs (particularly in economically depressed areas)
- Signals a commitment to attract clean tech businesses to LA.
- Creates billions in clean energy investment
- Allows community to generate local energy for all Angelinos
- Quickly generates energy to meet RPS
- Reduces utility's out-of-basin transmission requirements and costs



LA Needs Renewable Energy

1. Los Angeles has ambitious renewable energy goals
 - DWP reached 20% by 2010
 - Eliminate coal by 2020 (currently, LA gets 40% of energy from coal, mostly out of state)
 - 33% (State of CA) and (DWP) by 2020
2. Los Angeles has looming energy generation deficit
 - Severe cuts this year in DWP future renewable energy capacity
 - State laws will cut our future use of coal

Local Solar Development Creates Jobs

What types of employment?

- a. **Equipment manufacturers & assembly:** Manufacturing of system components, inverters, solar cells, panels
- b. **Professional services:** Financing of projects, small business loans, debt and equity services, legal services.
- c. **Installation:** system design, engineering, construction and integration
- d. **System monitoring:** Performance monitoring, reporting, operations and maintenance

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CLEAN LA

Solar FiT Proposal

DWP-Announced Pre-Program Pilot: 5MW October 2011

Phase One: 150 MW phased in 2011 to 2016

- 12.5 mw residential and small commercial
- 87.5 mw multi-family and large commercial Industrial
- 50 mw ground mounted small scale in-basin utility

Phase Two: 450 MW phased in 2016 to 2020

CLEAN LA Solar FiT Proposal Phase One - Key Facts

Total estimated private investment over first five years for 150 MW - \$500 million

Tariffs (contract rates paid by the DWP) re-evaluated every 1-2 years

Easy and low cost application. DWP acts in timely, fair & transparent fashion.

UCLA estimates 4500 direct indirect FTEs or job-years created in Los Angeles.

Avoids 2.25 million metric tons of CO₂ emissions

Powers 34,250 typical LA households

\$500 million in Private Investment Potential

Los Angeles Private Investment Generated from a 10-Year 600 MW Feed-In Tariff *

Year	Installations (W)	System (\$/W) ⁽¹⁾	Total Cost	LA Cash Flow
2011	55,000,000	\$ 5.00	\$ 275,000,000	\$ 125,950,000
2011 (residential)	50,000,000	\$ 6.00	\$ 300,000,000	\$ 129,700,000
2012	55,000,000	\$ 4.50	\$ 247,500,000	\$ 119,515,000
2013	55,000,000	\$ 4.05	\$ 222,750,000	\$ 108,537,688
2014	55,000,000	\$ 3.65	\$ 200,475,000	\$ 98,455,998
2015	55,000,000	\$ 3.28	\$ 180,427,500	\$ 89,209,651
2016	55,000,000	\$ 2.95	\$ 162,384,750	\$ 86,115,006
2017	55,000,000	\$ 2.66	\$ 146,146,275	\$ 77,887,141
2018	55,000,000	\$ 2.39	\$ 131,531,648	\$ 70,378,250
2019	55,000,000	\$ 2.15	\$ 118,378,483	\$ 63,532,207
2020	55,000,000	\$ 1.94	\$ 106,540,634	\$ 57,296,383
TOTAL	600,000,000		\$ 2,091,134,290	\$ 1,026,577,323

Private Investment Sources	Description	Amount	LA Beneficiary
Project Financing **	2% Profit Margin	\$ 225,014,152	Banks
Maintenance ⁽²⁾	0.50% per year	\$ 209,113,429	Maintenance Companies & Crew
Administration ⁽³⁾	0.75% per year	\$ 313,670,143	Insurance, Leasing & Management Companies
Sales/Use Tax to the City ⁽⁴⁾	1.5% of Material Costs	\$ 8,087,453	City of Los Angeles
Subsequent Spending ⁽⁵⁾	82% of Labor	\$ 185,012,676	Gas Stations, Restaurants, etc.
System Cost	Various	\$ 1,026,577,323	Installers, Retailers & Material Manufacturers
TOTAL		\$ 1,967,475,177	

Notes:

* Figures do not take into account profit to system owner, income tax, capital expenditures for manufacturing facilities or avoided unemployment costs.

** 90% of installations are projected to be financed at 6% annual interest over 10 years; 2% profit margin is assumed to be LA cash flow (excludes administration, cost of financing, etc. which could also be funds expended in the city).

Structure

For 150 MW Program

Category	Eligible Systems	Typical Participants	Initial Tariff per kWh	Capacity Allocation
Small-scale Rooftops	Less than 50 kW	<i>Single family homes, small office & retail, apartment buildings</i>	\$0.32	12.5 MW
Large-scale Rooftops	50 kW and Greater	<i>Warehouses, distribution facilities, light manufacturing, industrial</i>	\$0.19	87.5 MW
All Ground Mounted	Ground-mounted systems	<i>Large commercial and industrial parcels.</i>	\$0.16	50 MW

Tax Benefits Left on the Table?

Federal tax credits that expire in 2016 will subsidize 30% of installation costs and accelerated depreciation will subsidize approximately an additional 10% of the costs.

Installing 150 MW by 2016 will allow Los Angeles to make use of

Federal tax benefits worth as much as ***\$300,000,000***

Why target large-scale residential, commercial and industrial rooftop?

- Federal tax incentives lower installation costs.
- Larger roof-tops enjoy economies of scale: produce energy more cheaply.
- Jobs are created more cost-effectively.
- Allows DWP to pay lower tariffs thus lower impacts on rate payers.

Solar for Multi-family Housing

Two approaches:

1. Public and Non-profit: HUD and LA Housing

- State MASH Program
- New Federal programs

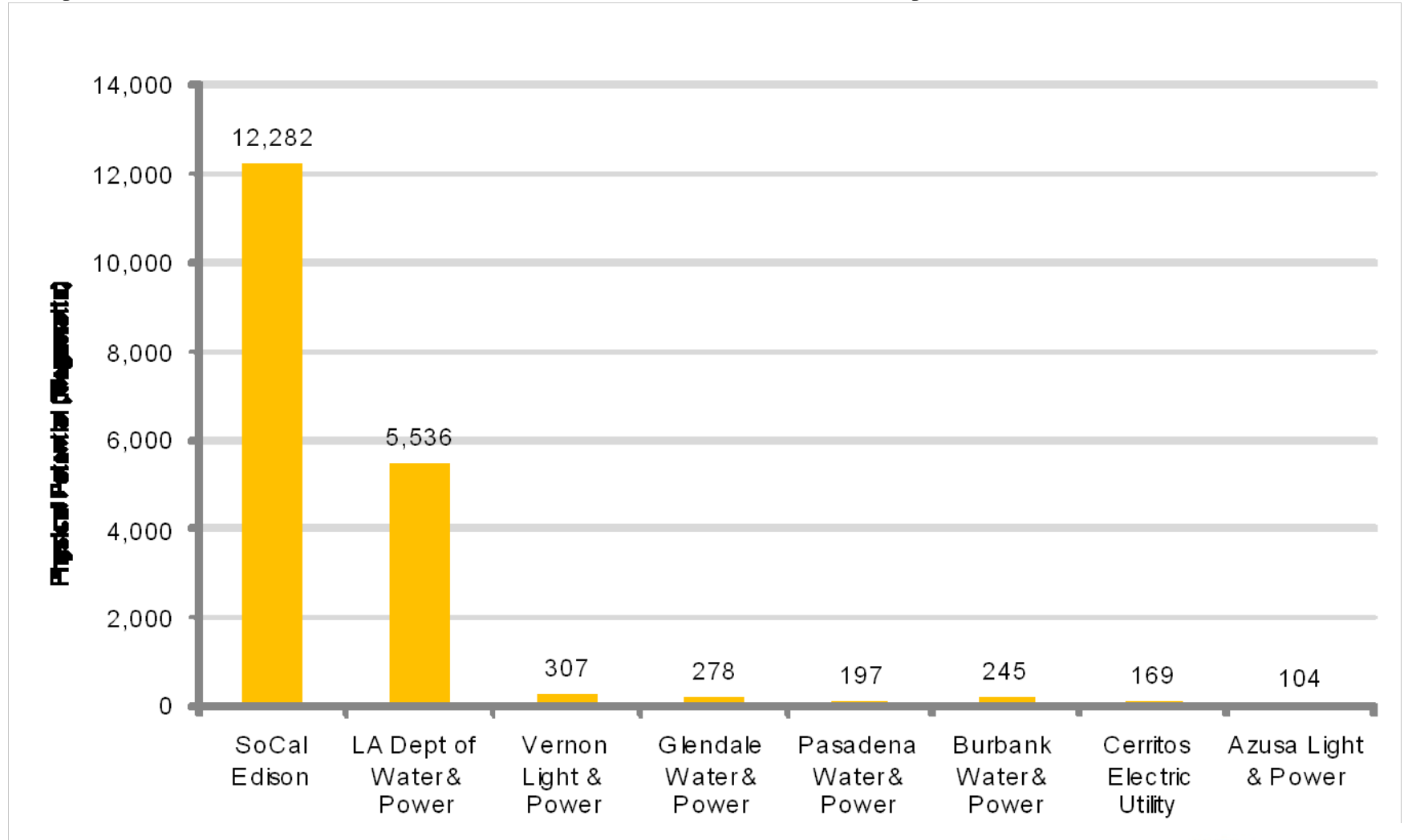
2. Privately-owned:

- virtual net-metering
- solar gardens (shares in adjacent parking and ground-mounted systems)

Outline

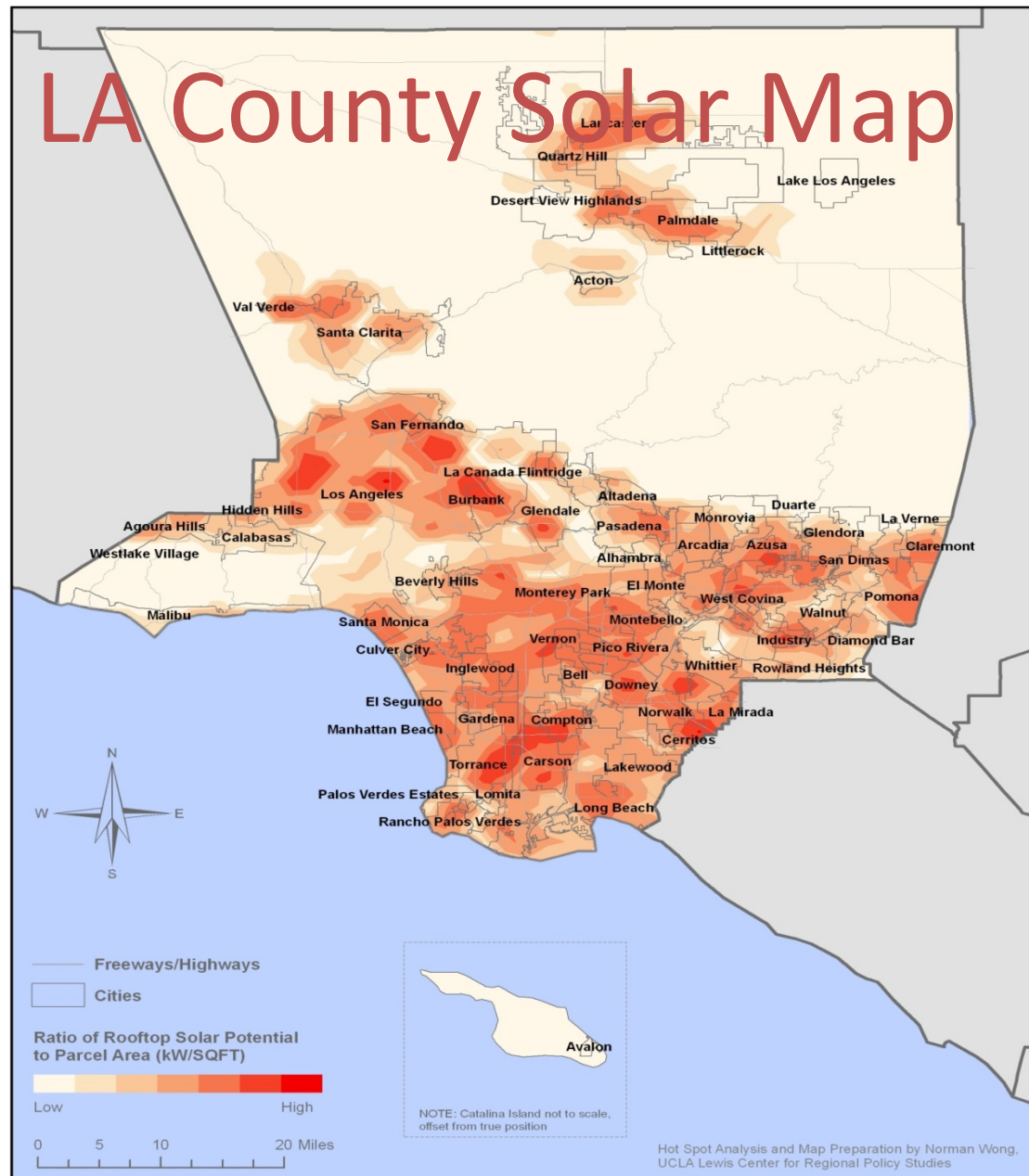
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Physical Potential LA County (19.13 GWs)

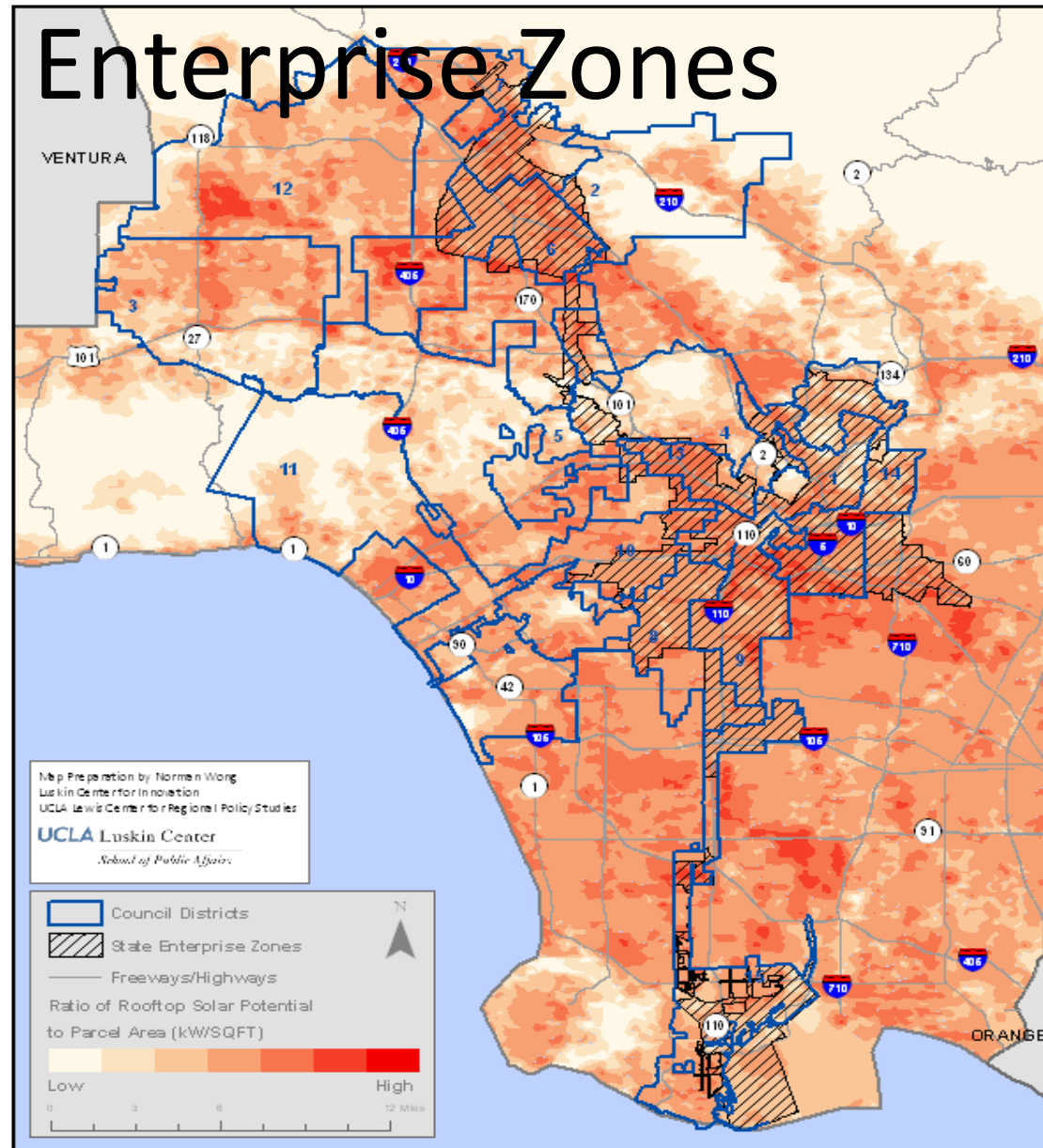


Where is the greatest *physical* solar potential in the City of LA?

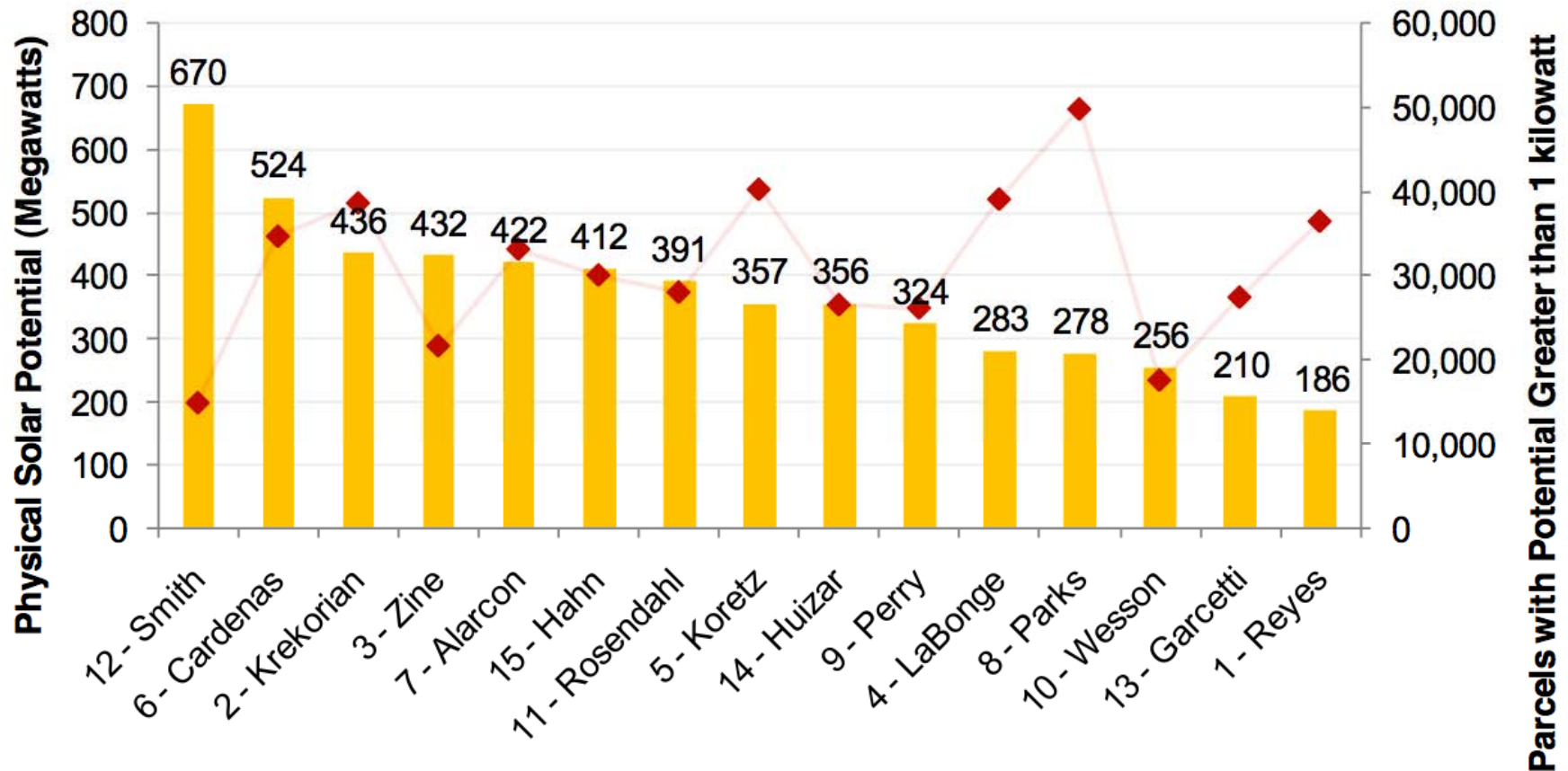
	Capacity (MW)
1. Commercial and Industrial	2,218
2. Single family homes	1,752
3. Multi-family homes	1,411
4. Government/non-profit	156



Rooftop Solar Capacity - Enterprise Zones and Council Districts



Megawatts of Physical Rooftop Solar Potential by City Council District

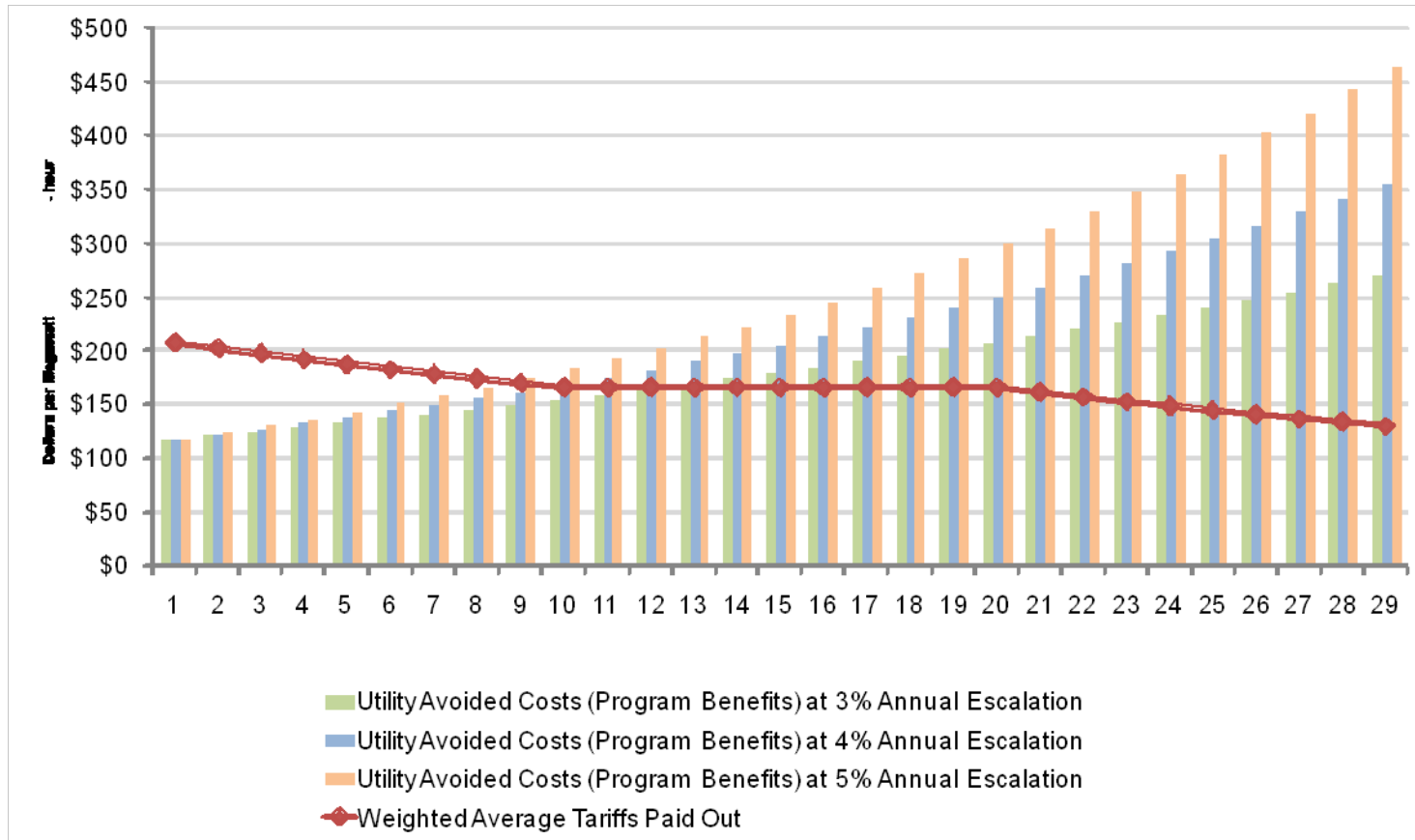


Los Angeles City Council Districts

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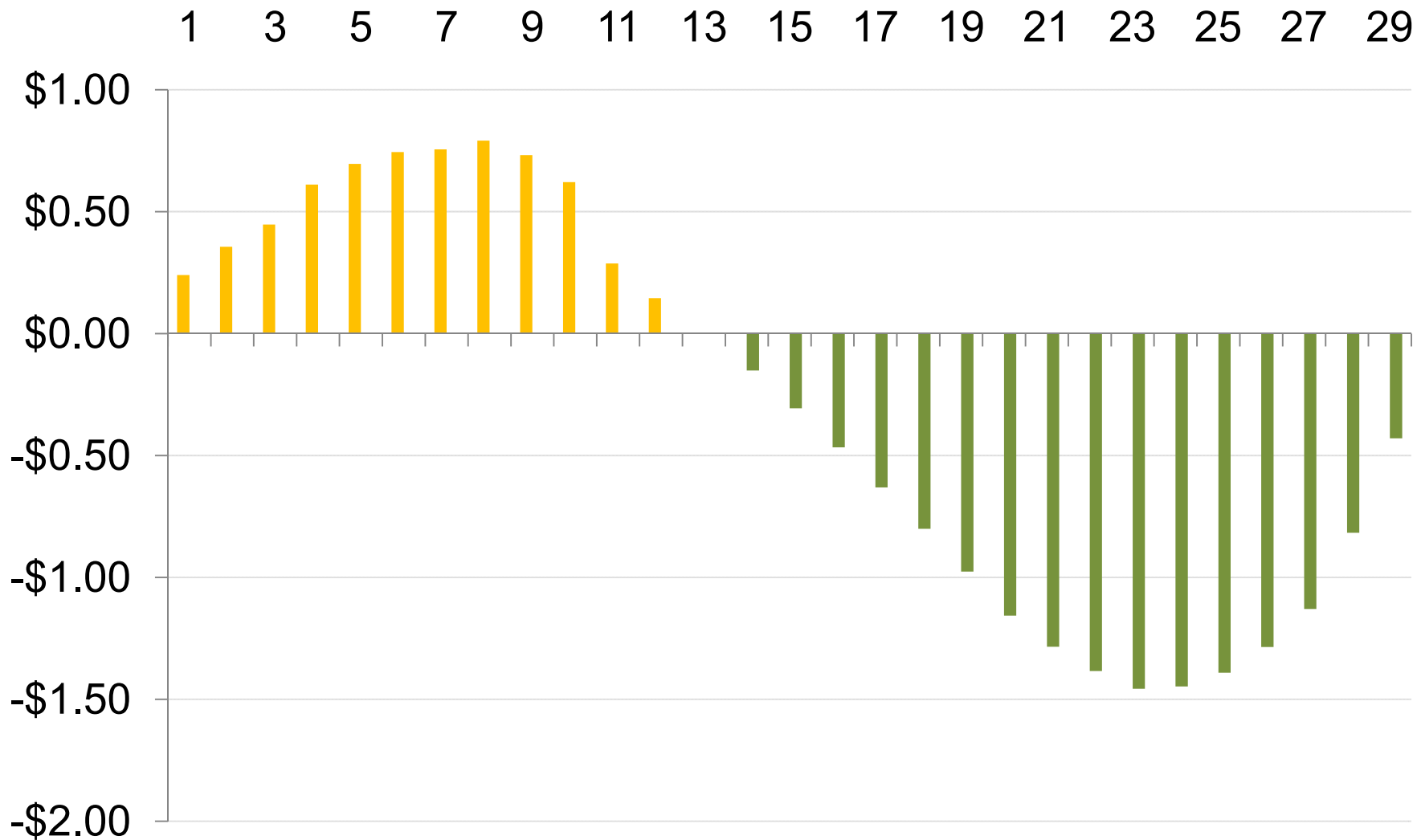
Avg Tariff Paid Out



Year	1	2	3	4	5	6	7	8	9	10
Avg. Tariff	\$0.21	\$0.20	\$0.20	\$0.19	\$0.19	\$0.18	\$0.18	\$0.17	\$0.17	\$0.17

Monthly Rate Impact on a Typical Los Angeles Household

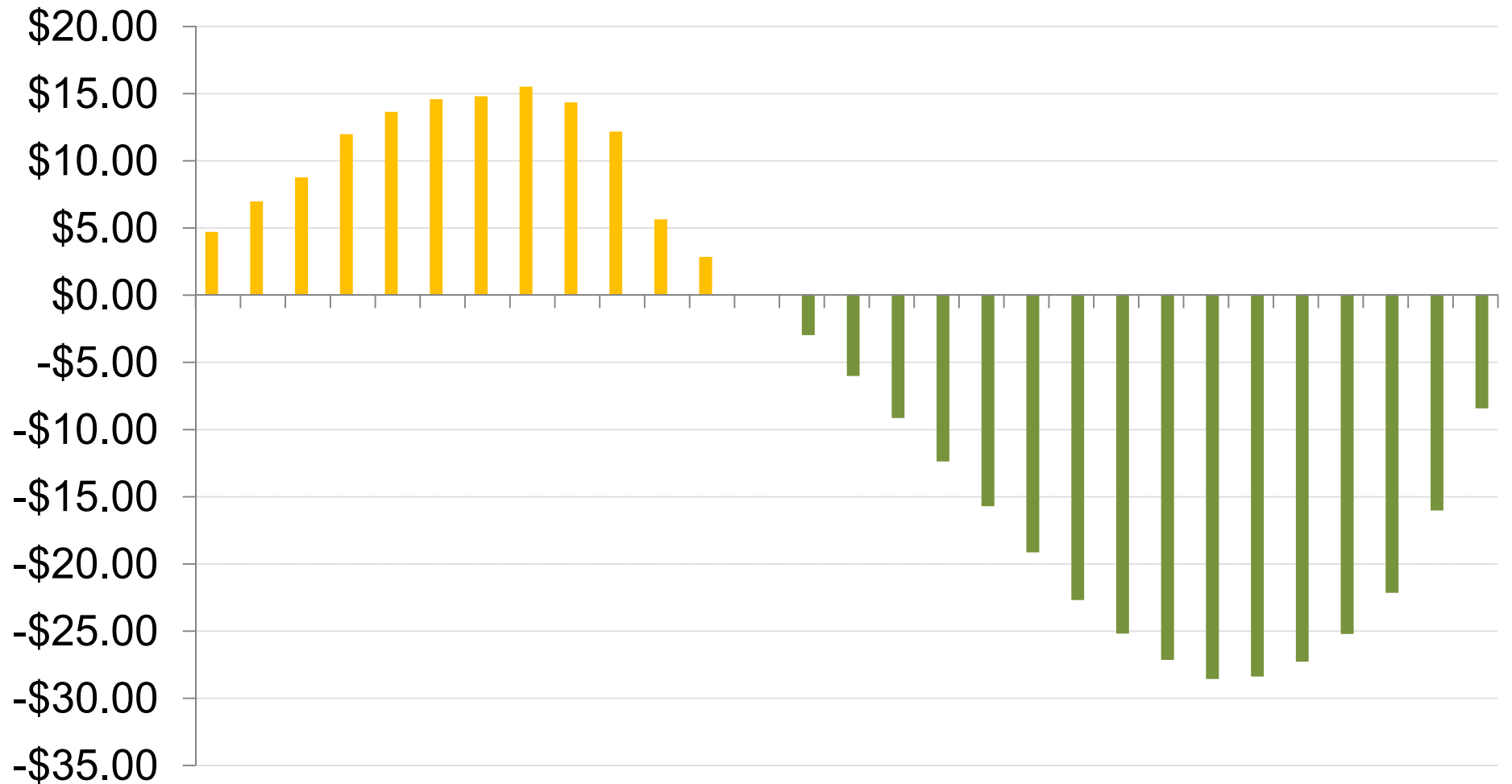
Program Year



Monthly Rate Impact on a Typical Commercial Customer

Program Year

1 3 5 7 9 11 13 15 17 19 21 23 25 27 29



Market Sector Case Studies with Layered Solar Incentives

Case studies evaluated:

- 1) 200kW Commercial System
- 2) 36kW Small Commercial System
- 3) 12kW Residential

Layering incentives used:

- » 30% Federal Tax Credit
- » State Tax Credit (Enterprise Zone)
- » Feed In Tariff (after tax)
- » Depreciation: Fed and Net State

200kW Commercial System



200kW Commercial System

•Contract Price	\$(1,197,071)
•State Tax Credit(Enterprise Zone)	\$62,248
•30% Federal Tax Credit	\$359,121
•Depreciation: Fed and Net State	\$424,912
•Feed In Tariff (after tax)	<u>\$840,269</u>
•Net Profit (20 Years)	\$489,479

Assumes \$.22/kWh Feed-In Tariff

36kW Small Commercial



36kW Small Commercial System

- Contract Price \$(244,804)
 - State Tax Credit(Enterprise Zone) \$14,321
 - 30% Federal Tax Credit \$73,441
 - Depreciation: Fed and Net State \$84,896
 - Feed In Tariff (after tax) \$227,303
 - Net Profit (20 Years) \$157,157
-
- Assumes \$.34/kWh Feed-In Tariff

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CLEAN LA COALITION

LA CITY COUNCIL

Eric Garcetti, Council President

Jan Perry, Council President Pro Tempore

Janice Hahn, Councilmember

Paul Koretz, Councilmember

Bernard Parks, Councilmember

Bill Rosendahl, Councilmember

Greig Smith, Councilmember

BUSINESS, NON-PROFIT, ENERGY INDUSTRY, AND UNION LEADERSHIP

Nicci Solomons, Executive Director, AIA|LA

Bonnie Holmes-Gen, Sr. Director, Policy & Air Quality, American Lung Assn.-CA

Robin Greenberg, Beverly Hills/Greater LA Association of Realtors

Jane Warner, President and CEO, American Lung Association-CA

Michelle Dennis, President, BOMA

Susan Kateley, Executive Director, Cal SEIA

Ryan Minniear, Executive Director, California Apartment Association-LA

Jeff Anderson, Executive Director, Clean Economy Network

Jeff Schaffer, Vice President, Enterprise Community Partners

Lee Wallach, President, Faith 2 Green

Mary Luevano, Director, Policy & Legislative Affairs, Global Green USA

Gene Hale, Chairman, Greater LA African American Chamber of Commerce

Ruben, Guerra, Executive Director, Latin Business Association

Gary Toebben, President, LA Area Chamber of Commerce

Stephanie Klasky-Gamer, President & CEO, L.A. Family Housing

Bruce Saito, Executive Director, LA Conservation Corps

Bill Corcoran, Western Director, Beyond Coal Campaign, Sierra Club

Silverlake Neighborhood Council

Mike McCarron, Executive Secretary-Treasurer, SW Regional Council of Carpenters

Carolyn Casavan, Co-Chair, San Fernando Valley Green Team

Andy Lipkis, Executive Director, TreePeople

Ronald Johnston, PhD, Executive Director, Union Roofing Contractors Assn.

Lance Williams, Executive Director, USGBC-LA

FOUNDING SOLAR WORKING GROUP MEMBERS

AECOM

Allen Matkins

Bank of America

CBRE

Cedar Sinai Medical Center

Energy Choice, Inc.

G and C Equipment Corporation

Global Green

Holland & Knight

Jones Lang LaSalle

JP Morgan

Kahn Solar

KYOCERA Solar, Inc.

LA County

LACCD

Latham & Watkins

Los Angeles Area Chamber of

Commerce

Los Angeles World Airports

Macerich

Parsons

Parsons Brinckerhoff

PsomasFMG

Siemens

Sierra Club

SolarWorld

Trammell Crow

Turner Construction

UCLA School of Law

UCLA School of Public Affairs

Union Roofing Contractors Assn.

Suncal Companies

Watt

Westfield

Next steps:

- Continue to gather community input and support for CLEAN UP- LA Solar reward program
- UCLA produces policy implementation recommendations for phase three of study
- Pre-pilot study reports back to Energy and Environment June 3.
- City Council votes on CLEAN LA solar FIT proposal



LABC CLEAN LA Coalition

AIAILA

American Lung Association-CA

BOMA

Cal SEIA

California Apartment Association-LA

Clean Economy Network

Enterprise Community Partners

Faith2Green

Global Green USA

Greater LA African American Chamber of Commerce

Latin Business Association

LA Area Chamber of Commerce

L.A. Family Housing

LA Conservation Corps

Sierra Club

San Fernando Valley Green Team

TreePeople

Union Roofing Contractors Assn.

USGBC-LA

March 1, 2011

Re: Support for 150 MW Solar Feed-in Tariff (FiT) Program for Los Angeles by 2016

Dear _____ (Mayor, LA City Council, LA DWP Board of Commissioner/GM),

A broad-based coalition of business leaders, community groups and non-profits recognize your leadership and appreciate your support for the inclusion of a Feed-in Tariff (FiT) program in the proposed LADWP Integrated Resource Plan. More specifically, we have the following recommendations:

- 1) **A 150 MW FiT, implemented in 2011 and planned through 2016, would enable LA businesses and residents to take full advantage of \$300 million in federal tax credits which would fund up to 30% of solar panel installation costs.**
- 2) Expediting the 150 MW of Solar FiT would create 900 high-wage jobs each year for 5 years, leverage more than \$500 million in private investment, and contribute to meeting our renewable energy goals.
- 3) For maximum benefit, the program should require a simple application, 20-year contract at a fixed price with a guaranteed access to the grid. As you know, SB 32 already requires that the LADWP adopt at least a 75 MW FiT program by 2016 and directs the utility to set a price and offer the program on a first come, first serve basis.
- 4) As envisioned by the Mayor, it is important that the implementation of this program be on par with the utility built solar program, be cost competitive and provide minimal impact to ratepayers.

Based on the independent economic modeling done by UCLA which found that a minimum of 600 MW program was necessary to optimize benefits, we recommend that an additional 450 MW of FiT be planned through 2020 to create certainty for the solar industry while improving air quality and providing a healthier environment for all Angelenos.

We look forward to working with you on ensuring the timely and successful implementation of these recommendations as part of the LADWP's Integrated Resource Plan and budget.

Sincerely,

Mary Leslie

Mary Leslie
President, LA
Business Council

Gary Toebben

Gary Toebben
President, LA Area
Commerce

Bill Corcoran

Bill Corcoran
Western Regional
Director, Sierra
Club's Beyond Coal
Campaign



AIA Los Angeles
A Chapter of the American Institute of Architects

AMERICAN LUNG ASSOCIATION
IN CALIFORNIA

BOMA
Greater Los Angeles

CAL SE4



CLEAN ECONOMY
NETWORK

Enterprise



Greater Los Angeles
African American
Chamber of Commerce



Michele Dennis
President, Building Owners and
Managers Association of
Greater LA

Jeff Anderson,
Executive Director, Clean
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Jeff Schaffer
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Lee Wallach
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Andy Lipkis
Founder and President, Tree
People

Henry Cisneros
Executive Chairman, CityView
and former Secretary of US
HUD

**Lance A. Williams, Ph.D.,
LEED AP**
Executive Director, Unites
States Green Building
Association-Los Angeles

William G. Luddy
Director, Special Projects
United Brotherhood of
Carpenters

Mary Luevano
Director, Policy and Legislative
Affairs, Global Green USA

Ronald Johnston, Ph.D.
Executive Director, Union
Roofers Contractors Association

cc: The Honorable Antonio
Villaraigosa, City of Los
Angeles
Cc: Members of the Los
Angeles City Council
Cc: LADWP Board of
Commissioners
Cc: Ron Nichols, General
Manager, Los Angeles
Department of Water and Power

Ryan Minniear
Executive Director, California
Apartment Association-LA

Sue Kateley
Executive Director, California
Solar Energy Industries
Association

Bruce Saito,
Executive Director, LA
Conservation Corps

Stephanie Klasky-Gamer
President & CEO, L.A. Family
Housing

CLEAN LA

CLEAN LOCAL ENERGY ACCESSIBLE NOW-Los Angeles

ENDORSERS OF THE 600 MW CLEAN LA SOLAR PROGRAM

LA CITY COUNCIL

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Mary Luevano, Director, Policy & Legislative Affairs, Global Green USA
Gene Hale, Chairman, Greater LA African American Chamber of Commerce
Ruben Guerra, Executive Director, Latin Business Association
Gary Toeppen, President, LA Area Chamber of Commerce
Stephanie Klasky-Gamer, President & CEO, L.A. Family Housing
Bruce Saito, Executive Director, LA Conservation Corps
Carolyn Casavan, Co-Chair, San Fernando Valley Green Team
Bill Corcoran, Western Director, Beyond Coal Campaign, Sierra Club
Silverlake Neighborhood Council
Mike McCarron, Executive Secretary-Treasurer, Southwest Regional Council of Carpenters
Andy Lipkis, Executive Director, TreePeople
Ronald Johnston, PhD, Executive Director, Union Roofing Contractors Assn.

