Fourth International Symposium on Distribution Automation and Demand Side Management

DA/DSM™ 94
## Table of Contents

**SESSION A1: Improved Feeder Efficiency**

A1.1 DISTRIBUTION CAPACITOR AUTOMATION THAT CONTROLS VOLTAGE AND SAVES ENERGY  
Bradley R. Williams, Southern California Edison Company, USA

A1.2 COMPUTER-AIDED OPTIMAL SWITCHING OPERATION IN DISTRIBUTION SYSTEMS  
M. A. Abu El-Magd, Cairo University, Egypt  
M. A. Abdel-Rahman, Kuwait University, Kuwait  
M. A. El-Shazley, Water & Sewage Authority, Saudi Arabia  
A. M. Sharaf, Univ. of New Brunswick, Canada

A1.3 PLANNING A DISTRIBUTION AUTOMATION PILOT PROJECT AT B.C. HYDRO  
Erik Benedictson, Alf Dwyer, Ivan Herejk, Carl Kober, Ron Nielsen, Joerg Stangl, British Columbia Hydro, Canada  
Nokhum Markushevich, Martin Delson, Utility Consulting International, USA

**SESSION A2: Old Substations Can Be Automated**

A2.1 APPLICATION AND FIELD EXPERIENCE OF A DIGITAL SUBSTATION SWITCH  
Richard Spain, Savannah Electric and Power Company, USA  
Kenneth Fodero, RFL Electronics Inc., USA

A2.2 PRESENT AND FUTURE SUBSTATION CONTROL FOR THE NATIONAL GRID COMPANY  
Jeff Martin, Technology and Science Division, National Grid Company, plc, UK

A2.3 THE IMPLEMENTATION OF SUBSTATION AUTOMATION COORDINATED WITH NUMERICAL PROTECTION RELAYING  
Gordon van Welie, Tom Carolin, Eskom, South Africa

**SESSION A3: Modeling Tools for Distribution Planning and Operations**

A3.1 MODELING DISTRIBUTION AUTOMATION  
Nokhum S. Markushevich, Utility Consulting International, USA

A3.2 EPRI DISTRIBUTION ENGINEERING WORKSTATION AND MEASUREMENT DATA  
Robert Broadwater, Hesham Shaalan, Paul Dolloff, Virginia Polytechnic Institute & State University, USA  
Harry Ng, EPRI, USA

A3.3 DEMAND-SIDE MANAGEMENT AND DISTRIBUTION AUTOMATION IMPACT ON T&D PLANNING  
H. Lee Willis, Hahn N. Tram, L. J. Vogt, ABB Automated Distribution Division, USA
SESSION A4: Sensing and Fault Detection

A4.1 A MICROPROCESSOR-BASED DIGITAL FEEDER MONITOR WITH HIGH-IMPEDANCE & FAULT DETECTION
R. Patterson, W. Tyska, GE Protection and Control, Malvern, PA
B. Don Russell, B. Michael Aucoin, Department of Electrical Engineering, Texas A&M University, USA

A4.2 DSO — THE DANISH DA PROJECT
T. Rahbek, NESA
H.J. Jørgensen, DELRI
E. Jacobsen, Copenhagen Energy, Chairman of the DSO Project Group
T. G. Nielsen, SEAS, Chairman of the DSO steering committee, Denmark

A4.3 "SYSTEM FOR MONITORING ELECTRIC DISTRIBUTION NETWORKS STATUS"
Jose Ramírez Niño, Maria Jojutla Pacheco, Instituto de Investigaciones Eléctricas, División de Sistemas de Control, Departamento de Comunicaciones, Mexico

SESSION A5: Power Quality and Outage Monitoring

A5.1 AUTODIALER TECHNOLOGY MONITORS MOMENTARY OUTAGES—INEXPENSIVELY
Monty L. Mericle, Idaho Power Company, USA

A5.2 AUTOMATIC OUTAGE REPORTING THROUGH IN-HOME MONITORS
Gerald D. Wyse, Consumers Power, USA

A5.3 IMPROVING POWER QUALITY THROUGH ANALYSIS OF VOLTAGE FLUCTUATIONS AND HARMONICS
Toby Landes, Active Control, Inc., USA

SESSION A6: Costs and Benefits of Distribution Automation

A6.1 SELECTION OF THE BEST LOCATION AND INVESTMENT ON EQUIPMENT FOR THE IMPROVEMENT OF CONTINUITY OF SUPPLY IN DISTRIBUTION SYSTEMS
Jaime Román, Juan Rivier, Gilberto Carrillo, Universidad Pontificia Comillas, Spain
Santiago J. Vicente, Eléctricas Reunidas de Zaragoza S.A., Spain

A6.3 NSP-NORTH DAKOTA DELAYS $2 MILLION SUBSTATION PROJECT BY USING DAS
Dick Wolfe, Northern States Power, USA
David Lum, Motorola, USA

SESSION A7: Overcoming the Economic Barriers to AMR

A7.1 MULTI-UTILITY COMMUNICATION ARCHITECTURES: THE ACTUAL EXPERIENCE
Carolyn Kinsman, Automated Communication Links, USA

A7.2 METERING EQUIPMENT AND COMMUNICATIONS SYSTEMS TO ALLOW COMPETITION IN THE SUPPLY OF ELECTRICITY
Alan Dick, Electricity Association, United Kingdom
SESSION B1: Taking a Look to the Future

B1.2 OPTICAL COMMUNICATIONS TO THE HOME WITH ELECTRIC POWER?
Egill B. Hreinsson, Power Technologies, Inc., USA

SESSION B2: Assessing Communications Architectures and Issues

B2.1 PCS AND THE UTILITY INDUSTRY
George A. Dieter, Baltimore Gas & Electric Co., USA

B2.2 DISTRIBUTION AUTOMATION DOES NOT MEAN SCADA
George Wren, Metricom, Inc., USA

B2.3 APPLICATION OF THE UTILITY COMMUNICATIONS ARCHITECTURE (UCA) IN THE GAS UTILITY INDUSTRY
Paul C. Brooks, Pacific Gas & Electric Company, Customer Energy Services, Technical & Construction Services, USA

SESSION B3: Understanding Communications Design Requirements

B3.1 COMPARATIVE STUDY OF COMMUNICATIONS MEDIA FOR TELEMETERING AND TELECONTROL
M. W. Mortier, N. V. Kema, The Netherlands

B3.3 REQUIREMENTS FOR A FIBER OPTIC-BASED DA COMMUNICATIONS SYSTEM
Rajeev Agrawal, Licom, Inc., USA
George Allen, American Electric Power Service Corporation, USA
Dr. Harold Kirkham, Jet Propulsion Laboratory, California Institute of Technology, USA

SESSION B4: Optimizing Distribution System Operations

B4.1 SWITCHING PLANNING OF MV-FEEDER RESTORATION AND MAINTENANCE OUTAGE
Pekka Verho, P. Järventausta, M. Kärenlampi, J. Partanen, Tampere University of Technology, Electric Power Utilization, Finland

B4.3 MANAGING LARGE-SCALE MULTI-VOLTAGE DISTRIBUTION SYSTEM ANALYSIS
C. M. Walton, London Electricity plc., United Kingdom

SESSION B5: Applying Information Technology to Distribution Automation

B5.1 EXPERIENCES OF USING AN EXPERT SYSTEM IN FAULT LOCATION OF MEDIUM-VOLTAGE FEEDERS
P. Järventausta, P. Verho, M. Kärenlampi, J. Partanen, Tampere University of Technology, Electric Power Utilization, Finland
A. Rinta-Opas, Koillis-Satakunnan Sähkö, Ltd., Finland

B5.2 AN INTEGRATED KNOWLEDGE-BASE FOR AN INTELLIGENT DISTRIBUTION CONTROL CENTER
L. EnriqueSucar, Roberto A. Valdivia, Instituto de Investigaciones Eléctricas, Mexico
B5.3 COMPUTATIONAL ACCURACY AND MODELING FEATURES NEEDED FOR NETWORK ANALYSIS ENERGY NEEDS
Ken C. Parton, ICL Limited, United Kingdom

SESSION B6: Utilizing Graphics for Decision Support

B6.1 GRAPHICAL USER INTERFACES: SETTING THE STANDARDS
Koustuv Ghoshal, Garland Power & Light, USA
Larry D. Douglas, Johnson Yokogawa Corp., USA

B6.2 DIGITAL MAPS INCREASE PROFITABILITY OF NETWORK DOCUMENTATION AND DESIGN
Eero Rossinen, Tietosavo Oy, Finland

B6.3 BRINGING IT ALL TOGETHER
Gary L. Davis, Southern California Edison, USA

SESSION B7: Distribution Automation Architectures for the Future

B7.1 INTEGRATION OF DISTRIBUTION AUTOMATION INTO POWER SYSTEM OPERATION
Edward H.P. Chan, Nokhum S. Markushevich, Utility Consulting International, USA

B7.3 DESIGN LEADERSHIP FOR A DISTRIBUTION MANAGEMENT SYSTEM ARCHITECTURE
Thomas A. Green, ASCE Consultants, USA
Linda A. Finley, Snohomish PUD, USA

SESSION C1: Commercial and Industrial DSM Applications I

C1.1 INTERRUPTIBLE SERVICE SYSTEM: A DEMAND-SIDE MANAGEMENT APPLICATION FOR THE CITY OF LOS ANGELES DEPARTMENT OF WATER & POWER
Micaela Leblanc, David Sweeney, Power Design & Construction Division - Electrical Engineering Section, Los Angeles Department of Water & Power, USA

C1.2 INDUSTRIAL AND COMMERCIAL REFRIGERATION: DSM OFFERS THE HOTTEST IDEAS FOR THE COOLEST SYSTEMS!
Ray Gluckman, March Consulting Group, UK

C1.3 SIDE-BY-SIDE TESTING OF COMMERCIAL OFFICE LIGHTING SYSTEMS
D.S. Parker, T.C. Stedman and J.K. Sonne; The Florida Solar Energy Center

SESSION C2: Residential DSM Applications

C2.1 1991 & 1992 TRADE-IN REFRIGERATOR METERING PROJECT
Willem Bos, Sacramento Municipal Utility District, USA

C2.2 EFFECTIVE USE OF LOAD RESEARCH TO MEASURE RESIDENTIAL DSM PROGRAM SAVINGS
Marvin J. Horowitz, XENERGY Inc., USA
Ann McGraw, Mike Anderson, Florida Power Corporation, USA
<table>
<thead>
<tr>
<th>Session</th>
<th>Title</th>
<th>Authors</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2.3</td>
<td>APPLICATIONS OF ELECTRONIC INTERFACES IN RESIDENTIAL MONITORING AND CONTROL</td>
<td>Joseph C. Kelly, Duke Lee, Southern California Edison Company, USA, Christopher J. Waters, Davis Energy Group, Inc., USA</td>
<td>330</td>
</tr>
<tr>
<td></td>
<td>SESSON C3: Commercial and Industrial DSM Applications II</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C3.2</td>
<td>HOW TO MINIMIZE POWER IN DISSOLVED OXYGEN CONTROL: DSM IN ACTION</td>
<td>Robert G. Skrentner, P.E. Chris G. Lutman, EMA Services, Inc., USA</td>
<td>337</td>
</tr>
<tr>
<td></td>
<td>SESSON C4: End-Use Metering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C4.2</td>
<td>ENGINEERING CHALLENGES IN DEMAND-SIDE MANAGEMENT: KIMBALL ELECTRONICS, SHENANDOAH INDUSTRIES, ESSROC MATERIALS</td>
<td>Brien R. Krieger, PSI Energy, Inc., USA</td>
<td>347</td>
</tr>
<tr>
<td>C4.3</td>
<td>DERIVING END-USE LOAD PROFILES WITHOUT END-USE METERING: USING DISAGGREGATION TO EXPAND THE ANALYSIS SAMPLE</td>
<td>Susan Gamble, Alabama Electric Power Company, USA, Bedig Margossian, Quantum Consulting, Inc., USA</td>
<td>360</td>
</tr>
<tr>
<td></td>
<td>SESSON C5: New Techniques and Technologies in DSM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C5.1</td>
<td>DEMONSTRATION TEST OF CENTRALIZED LOAD CONTROL SYSTEM</td>
<td>Hitoshi Kakimoto, Kyushu Electric Power Co., Inc., Japan</td>
<td>365</td>
</tr>
<tr>
<td>C5.2</td>
<td>THE &quot;THREE E&quot; PROJECT — A NATIONAL DSM INITIATIVE (E SEAL CERTIFICATION SYSTEM)</td>
<td>James L. Trobaugh, A&amp;C Enercom, USA</td>
<td>377</td>
</tr>
<tr>
<td>C5.3</td>
<td>AUTOMATIC CONSTRUCTION OF FINITE STATE LOAD-BEHAVIOR MODELS</td>
<td>George W. Hart, Department of Electrical Engineering, Columbia University, USA</td>
<td>385</td>
</tr>
<tr>
<td></td>
<td>SESSON C6: DSM Monitoring, Tracking, and Control</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C6.1</td>
<td>KNOWLEDGE IS POWER: HOW INFORMATION ALONE CAN CAUSE COMMERCIAL CUSTOMERS TO INSTALL ENERGY-EFFICIENT MEASURES</td>
<td>Andrew Garafalo, Carol Mulholland, Applied Energy Group, Inc., USA</td>
<td>393</td>
</tr>
<tr>
<td>C6.2</td>
<td>WHAT CAN MARKETERS LEARN FROM DSM INFORMATION SYSTEMS?</td>
<td>Carol A. Sabo, Greg F. Collins, Barakat &amp; Chamberlin, Inc., USA</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>SESSON C7: Energy-Efficiency Improvements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C7.1</td>
<td>RESIDENTIAL AUDITS: A KEY ELEMENT IN CUSTOMER ACCEPTANCE OF ENERGY-EFFICIENT TECHNOLOGIES</td>
<td>Mark Coles, Ontario Hydro, Canada</td>
<td>407</td>
</tr>
</tbody>
</table>
C7.2 HOW TO SELECT ELECTRICAL END-USE METERS FOR PROPER MEASUREMENT OF DSM IMPACT ESTIMATES 410
Mark Bowman, P.E., XENERGY Inc., USA

C7.3 SEQUENTIAL ANALYSIS AND PACKAGING OF ENERGY-EFFICIENCY MEASURES 426
Richard C. Bourne, Davis Energy Group, Inc., USA
Lance Elberling, Pacific Gas and Electric Company, USA

SESSION D1: Strategies for Impact Evaluation
D1.1 A VALUE OF INFORMATION APPROACH TO DSM EVALUATION PROGRAM PLANNING 437
Debra J. Lloyd-Zannetti, Tom Kabat; City of Palo Alto Utilities, USA

D1.2 EVALUATING COMMERCIAL AND INDUSTRIAL DSM PROGRAMS 444
Janet Forman, Boston Edison, USA

SESSION D2: As the Energy Markets Expand
D2.1 DSM CONTRACTING—ALL THAT GLITTERS IS NOT GOLD 453
Robert G. Harvey, Nixon, Hargrave, Devans & Doyle, USA

D2.2 PROGRAM EVALUATION IN INTEGRATED RESOURCE PLANNING 460
Clarence D. Council, P.E., Western Area Power Administration, USA

D2.3 DESIGNING BIDDING SYSTEMS FOR DEMAND-SIDE RESOURCES: MAXIMIZING BENEFITS AND MINIMIZING RISKS 468
John C. Dalton, John E. Higgins, Reed Consulting Group, USA

SESSION D3: Economies of Scale—Issues on Fuel Switching
D3.1 MEASURING THE INCREASE IN COMFORT LEVELS AS A RESULT OF A RESIDENTIAL FUEL-SWITCHING PROGRAM 477
Meng Chi and Jeff Magouirk, Public Service Company of Colorado, USA

D3.2 HIGHGATE APARTMENTS: A LOW-INCOME HOUSING FUEL-SWITCHING PROJECT AT GREEN MOUNTAIN POWER 483
Jeffrey E. Currier, Green Mountain Power Corporation, USA

SESSION D4: Data Needs for DSM—a T&D Perspective
D4.2 TARGET-AREA PLANNING: A 21ST CENTURY PLANNING PERSPECTIVE 493
Arlyn C. Frederick, ICF Resources, Inc., USA

SESSION D5: Applications and Methods for DSM and T&D Planning
D5.1 TARGETED TRANSMISSION AND DISTRIBUTION DEMAND MANAGEMENT PROGRAMMES THAT WORK 501
John M. Adams, Northern Rivers Electricity, Australia

D5.2 APPLICATION OF INDUSTRIAL DSM TO LEAST-COST T&D SYSTEM PLANNING AND OPERATION 513
Barry J. Holt, N. Richard Friedman, Resource Dynamics Corporation, USA
D5.3 INTEGRATED DISTRIBUTION PLANNING AT PG&E: EXPLORING INNOVATIVE WAYS TO MEET LOCAL AREA LOAD GROWTH AT MINIMUM COST 523
Dennis M. Keane, Freeman, Sullivan & Co., USA
Howard J. Wenger, Pacific Gas and Electric Company, USA

SESSION D6: Marketing Strategies: Turning Data to Customer Information

D6.1 USING GEODEMOGRAPHY TO FORECAST DSM IMPACT AND ADOPTION IN THE RESIDENTIAL MARKETPLACE 535
John Siegman, Equifax-National Decision Systems, USA

D6.2 POWER MARKETING™: SELL WHAT THE CUSTOMER REALLY WANTS RATHER THAN WHAT YOU HAVE 543
Jeannete Hobson, Gateway Consulting Group, Inc., USA

D6.3 DETERMINING FACTORS IN THE DECISION-MAKING PROCESS FOR ENERGY CONSERVATION MEASURES IN THE COMMERCIAL MARKET 546
Pierre Archambault, Hydro-Québec, Canada

SESSION D7: Practical Experience with Evaluating Residential DSM Programs

D7.1 DSM MEASUREMENT AND VERIFICATION PROCEDURES FOR EXISTING RESIDENTIAL UNITS 553
Rusi F. Patel, P.E., Arthur D. Little, Inc., USA
Jose Torres, Public Service Electric and Gas Company, USA
Donald S. Bradshaw, Jr., DMC, The Demand Management Company, USA

D7.3 ASSUMPTIONS TO ACTUALS: PROGRESS OF AN A/C LOAD CONTROL PROGRAM 566
Ken Riordon, Lower Colorado River Authority, USA

SESSION E1: Competition, Survival, and Increased Customer Value

E1.1 ECONOMY OF DSM FROM THE POINT OF VIEW OF LOCAL/REGIONAL ENERGY COMPANIES IN FINNISH CONDITIONS 575
Seppo Kärkkäinen, VTT Technical Research Centre of Finland

E1.2 HOW FOCUSING ON VALUE TO CUSTOMERS CHANGES A DSM PORTFOLIO: ONE UTILITY'S EXAMPLE 583
Patricia Herman, John Chamberlin, Barakat & Chamberlin, Inc., USA

E1.3 ECONOMIC FORCES, COMPETITION, AND UTILITY AUTOMATION 590
Charles M. Studness, Public Utilities Fortnightly, USA

SESSION E2: Applying Advanced Pricing and Financing

E2.1 THE OPTION VALUE OF INTERRUPTIBLE SERVICE CONTRACTS AT ELECTRIC & GAS UTILITIES 597
William J. Golemboski, The Applied Energy Group, Inc., USA
<table>
<thead>
<tr>
<th>Session</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>E2.2</td>
<td>REAL-TIME AUTOMATED BUILDING CONTROL AND REAL-TIME PRICING: AN EFFECTIVE COMBINATION</td>
<td>604</td>
</tr>
<tr>
<td></td>
<td>John Flood, UCS, Inc., USA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Laurence Carmichael, Electric Power Research Institute, USA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mary Ann Sheldon, New York State Energy Research and Development Authority, USA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dr. Charles Culp, Honeywell, Inc., USA</td>
<td></td>
</tr>
<tr>
<td>E2.3</td>
<td>INNOVATIVE RATES: USING MARKET FORCES TO BECOME MORE COMPETITIVE AND ACHIEVE DSM GOALS</td>
<td>612</td>
</tr>
<tr>
<td></td>
<td>Chris Slaboszewicz, CellNet Data Systems, Inc., USA</td>
<td></td>
</tr>
<tr>
<td>E3</td>
<td>SESSION E3: Not Too Cheap to Meter: Verifying DSM Impacts in the Field</td>
<td></td>
</tr>
<tr>
<td>E3.1</td>
<td>DSM IMPACT EVALUATION OF A RESIDENTIAL GAS DRYER PROGRAM</td>
<td>617</td>
</tr>
<tr>
<td></td>
<td>Dave M. Guinn and Meng Chi, Public Service Company of Colorado, USA</td>
<td></td>
</tr>
<tr>
<td>E3.2</td>
<td>DSM SAVINGS VERIFICATION THROUGH SHORT-TERM PRE-AND-POST ENERGY MONITORING AT 90 FACILITIES</td>
<td>627</td>
</tr>
<tr>
<td></td>
<td>Harry Misuriello, The Fleming Group, USA</td>
<td></td>
</tr>
<tr>
<td>E3.3</td>
<td>VERIFICATION OF ENERGY AUDIT ASSUMPTIONS: WHY ENGINEERING ESTIMATES GO BAD</td>
<td>639</td>
</tr>
<tr>
<td></td>
<td>Christopher L. Dent, P.E., D'Arcy B. Swanson, Robert W. Koca, Pacific Science &amp; Technology, USA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bert Tibbetts, California Energy Commission, USA</td>
<td></td>
</tr>
<tr>
<td>E4</td>
<td>SESSION E4: Distribution Automation and the Utility Organization</td>
<td></td>
</tr>
<tr>
<td>E4.1</td>
<td>THE MANAGERIAL ISSUES AFFECTING DISTRIBUTION AUTOMATION</td>
<td>647</td>
</tr>
<tr>
<td></td>
<td>Frank C. Lambert, Georgia Power Company, USA</td>
<td></td>
</tr>
<tr>
<td>E4.2</td>
<td>ENTERPRISE DATA ENVIRONMENT</td>
<td>652</td>
</tr>
<tr>
<td></td>
<td>Bruce Ricketts, M3i Systems Inc., USA</td>
<td></td>
</tr>
<tr>
<td>E4.3</td>
<td>PRACTICAL ISSUES IN AM/FM—SCADA INTEGRATION</td>
<td>658</td>
</tr>
<tr>
<td></td>
<td>Roy Hoffman, CAE Electronics Ltd, Quebec, Canada</td>
<td></td>
</tr>
<tr>
<td>E5</td>
<td>SESSION E5: Gas Distribution &amp; Demand-Management Technologies</td>
<td></td>
</tr>
<tr>
<td>E5.1</td>
<td>AMR FINANCIAL ANALYSIS: HOW TO ENSURE THE PROCESS WORKS FOR YOU</td>
<td>665</td>
</tr>
<tr>
<td></td>
<td>Walter Levesque, Itron, Inc., USA</td>
<td></td>
</tr>
<tr>
<td>CP</td>
<td>SESSION CP: Closing Plenary</td>
<td></td>
</tr>
<tr>
<td>CP.1</td>
<td>THE PLANNING AND IMPLEMENTATION OF A DEMAND-SIDE MANAGEMENT/DISTRIBUTION AUTOMATION SYSTEM AT TAIWAN POWER COMPANY</td>
<td>669</td>
</tr>
<tr>
<td></td>
<td>S. S. Liu, Yun-Wu Chen, Taiwan Power Company, Republic of China</td>
<td></td>
</tr>
<tr>
<td>CP.2</td>
<td>THE INTEGRATION OF METERING AND NETWORK CONTROL SYSTEMS</td>
<td>678</td>
</tr>
<tr>
<td></td>
<td>Gordon van Welie, Tom Carolin, Eskom, South Africa</td>
<td></td>
</tr>
</tbody>
</table>
CP.3  COMPREHENSIVE PROGRAM FOR DEVELOPMENT OF DA/DSM TECHNOLOGY AT VATTENFALL, SWEDEN'S LARGEST DISTRIBUTION COMPANY GROUP 687
  Stefan Melin, MSEE, Vattenfall Utveckling AB, Sweden
  Tord Ingvarsson, Ph. D., Vattenfall AB—Energy Market, Sweden

CP.4  DSM ORGANIZATIONAL EFFECTIVENESS IN A COMPETITIVE MARKETPLACE 692
  Michael A. Laros, Barrington-Wellesley Group, Inc., USA

CP.6  DEMAND-SIDE MANAGEMENT OPPORTUNITIES THROUGH BUSINESS SYSTEM AND TECHNOLOGY INTEGRATION 698
  Philip Hanser, Electric Power Research Institute, USA
  Wade Malcolm, Electric Power Research institute, USA
  Roger D. Levy, Levy Associates, USA

Author Index 709