

CONTENTS

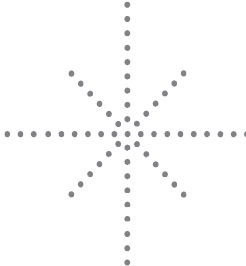
Chapter 1: The Great Demand for Utility Analysts	5
Utility Bill Errors Cost Thousands.....	5
What It Takes to Succeed.....	7
Is Entrepreneurship for You?	8
Is Life as a Utility Analyst Right for You?.....	9
Chapter 2: Structuring Your Business	10
Legal Considerations	10
Financial and Insurance Considerations	12
Marketing and Sales.....	13
Office Organization	16
Chapter 3: Finding and Securing Clients	17
Get Your Pitch Down	17
Have Your Company Information Readily Available.....	18
Marketing: It's the Little Things	19
Sample Sales Letter	21
Understanding Your Client's Business, Part I	22
The Contract or Agreement	23
Gathering Client Information	28
Understanding Your Client's Business, Part II	30
Checklist for Utility Bill Review	31
Setting Expectations and Following Through.....	32
Chapter 4: The Natural Gas Industry	33
Your Clients: Industrial and Commercial	33
Understanding the Natural Gas Industry.....	33
A Brief History.....	34
Key Components of the Natural Gas System.....	35
Chapter 5: Reviewing a Natural Gas Bill	39
Tariffs.....	39
Reading the Bundled Bill	39
The Audit: Analyzing the Natural Gas Billing Statement.....	45
Reviewing Dual-Fuel Customers.....	58
Reviewing Third-Party Gas Customers	59
Checklist for Natural Gas Bill Review	65
Chapter 6: The Electric Utility Industry	
Understanding the Electric Utility Industry.....	66
Remember: Serve Industrial and Commercial Clients.....	68
Key Components of the Electricity System.....	68
A Brief History	70

- Chapter 7: Reviewing an Electric Bill 72
 - Tariffs and Rates.....72
 - Reading an Unbundled Bill.....72
 - The Audit: Analyzing the Electric Billing Statement78
 - Checklist for Electric Bill Review.....87

- Chapter 8: Communicating Your Findings to Your Client 88
 - Sample Review Summary Letter89

- Chapter 9: Growing Your Business 92
 - Telephone and Water/Sewer Review92
 - Consulting on Energy Procurement/Brokering93
 - Monthly Review and Reporting.....94
 - The Sky's the Limit!.....95

- Appendixes 96
 - Glossary of Utility Terms96
 - State Departments of Utility Control108
 - Further Resources114
 - 21 Ways to Satisfy Customers.....116



CONTENTS CONTINUED