

ALLIANCE TO SAVE ENERGY

using less. doing more.



2017
YEAR IN
REVIEW



Dear Friend of the Alliance:

What a year it's been to mark the close of the first four decades of the Alliance to Save Energy and the last year of my tenure as president of this illustrious organization! It has been my distinct honor and privilege to lead the Alliance over the past 14 years, and I am truly grateful to all of you who have helped drive our success. I am proud to be leaving the Alliance a strong and effective organization that I have no doubt will continue to do great things. We have always led the charge on energy efficiency in Washington, and the work we did in 2017 was no different, paving the way for my successor to begin the next 40 years of bipartisan leadership.

I can say without hesitation that 2017 was a year like no other in my tenure here. We started with the inauguration of a new and unconventional president and a fresh crowd of politicians looking to leave their mark on Washington, and ended with a flurry of legislative activity with significant implications for the future of energy efficiency. In between, the Alliance was again making sure that energy efficiency is in the thick of the national discussion on energy and environment.

On the tax side of the ledger, we won a modest victory at year's end when the tax overhaul included immediate expensing provisions that should stimulate installation of upgraded, more efficient HVAC equipment and roofing components in buildings across the country. We held the line on funding for efficiency programs. And we saw new promise for reinstating three expired efficiency tax incentives for homes and buildings, as congressional leaders offered assurances that a bill to continue those incentives and others would be considered early in 2018.

Celebrating the 40th anniversary of our founding in 1977, we rebranded with a **modernized Alliance logo** and a **new vision and mission** more focused on energy productivity. We took our message on the road with educational field trips to Colorado, Illinois, New York and North Carolina, showing congressional staff and other leaders how efficiency is bolstering local economies. We launched a national **"50x50 Commission"** charged with finding a pathway to reducing energy use in the U.S. transportation sector by 50 percent by 2050. We released a **seminal report** on the policies and actions needed to drive systems efficiency in buildings. We brought new champions in Congress into our fold and saw our 40 years of progress recognized in the **U.S. House and Senate**.



Of course, not everything has been rosy, and in many ways 2017 was a challenging year. We saw moves to repeal the Clean Power Plan and withdraw from the Paris climate accord – both of which would have spurred efficiency gains across the U.S. economy. And, we spent much of the year playing defense against proposed, draconian budget cuts to key and longstanding federal energy efficiency programs. Notably, we launched a full-throttled campaign to protect ENERGY STAR and other foundational programs, generating national attention and galvanizing significant stakeholder and grassroots engagement.

I am proud that we have thus far fended off major injury on the funding front, with the Senate standing firm to protect efficiency budgets and short-term spending bills maintaining the status quo. That said, numerous threats loom on the horizon, including a likely new barrage of proposed budget cuts and potential efforts to weaken efficiency standards for appliances and equipment – some of the most powerful energy-saving policies we have. We are by no means out of the woods, and 2018 could very well be more challenging than 2017.

But, I can assure you that the Alliance Board, its corporate Associate members and its full staff stand ready to continue the march toward a more energy-productive future. Our new strategic plan and our aggressive agenda for 2018 lay a foundation of success for the new Alliance president, whom the Board intends to name this quarter.

The Alliance is poised to be a significant force not only in the national but also the global policy arena with the hosting of **EE Global 2018** in Copenhagen this May. I thank and congratulate each of you for helping to make the opening 40-year history of the Alliance one for the books even as we work together to write the next chapter for our beloved organization.

Sincerely,

Kateri Callahan, President





ADVOCATING
SMART
EFFICIENCY
POLICY AND
STEADILY
BUILDING OUR
COALITION

FEDERAL AFFAIRS

Facing dire proposals to cut ENERGY STAR and other federal energy efficiency initiatives, the Alliance jumped to their defense and mobilized a national coalition of support, punctuated when 1,100 companies and other organizations signed an Alliance-led letter to Congress asking lawmakers to protect ENERGY STAR from elimination. In the end Congress closed out the year with status quo funding in place, setting the stage for more fights to come in 2018. While the House has approved significant cuts, the Senate – where the Alliance has cultivated strong bipartisan support from key appropriators – held the line, and we will continue our efforts to ensure efficiency programs are protected in 2018.

While it included little in the way of incentives specifically aimed at efficiency, the tax bill enacted into law in December contained a long-sought Alliance priority allowing immediate expensing for equipment such as HVAC and roofing instead of a 39-year depreciation period that discouraged replacements. The new provision should encourage building owners across the country to replace old, inefficient equipment with more efficient models. Also on the tax front, Senate Finance Committee Chairman Orrin Hatch, R-Utah, introduced legislation late in the year that would reinstate three expired incentives for commercial and residential efficiency upgrades. The Alliance is urging Congress to pass a tax package as soon as possible in 2018 with updates to the efficiency incentives to strengthen their impact. Achieving these priorities would mark a significant victory on the tax front.

AMONG OTHER ACCOMPLISHMENTS IN WASHINGTON THIS YEAR, THE ALLIANCE:

- ✔ For the first time successfully lobbied the U.S. Senate to recognize national Energy Efficiency Day on October 5 by passing a bipartisan resolution.
- ✔ Added two new members of Congress to the Alliance’s honorary board: Sen. Lamar Alexander, the Tennessee Republican who chairs the Senate Energy and Water Appropriations Subcommittee, and Rep. Dave Reichert, the Washington Republican and senior member of the tax-writing Ways and Means Committee.
- ✔ Organized three Congressional Education Day advocacy days when dozens of Alliance board members and Associates joined us for meetings with key senators and representatives.
- ✔ Bolstered outreach on Capitol Hill, holding more than 100 meetings with a new emphasis on finding new champions and “broadening the tent” of efficiency supporters.
- ✔ Testified twice before Congress, first on federal appropriations for efficiency programs and then on a legislative proposal to alter the ENERGY STAR program.



TAKING THE EFFICIENCY MESSAGE TO THE PUBLIC

COMMUNICATIONS AND OUTREACH

The Alliance has significantly increased its traditional media coverage, with a more than 50 percent jump in media hits over the previous year. Stories featuring the Alliance were published in a variety of leading outlets including the Associated Press, Washington Post, New York Times, Bloomberg, Los Angeles Times, MSNBC and others. In Washington, the Alliance has received strong coverage and been the leading efficiency policy voice in widely read Beltway and policy publications such as Politico, E&E News and The Washington Examiner.

Leading the efficiency community's response to the threat of harmful federal budget cuts, the Alliance, working together with its membership, published 10 op-eds making the case for protecting federal energy efficiency investments. These were published in national and political outlets such as CNN and The Hill as well as local newspapers including the Raleigh News & Observer, Jackson Clarion-Ledger and the Burlington Free-Press.

The Alliance worked on the steering committee of *Energy Efficiency Day*, a social media outpouring in support of efficiency that garnered attention across the country.

Kateri Callahan was named a "Top Lobbyist" by The Hill for the fifth consecutive year. Her leadership in the Alliance's advocacy defending the ENERGY STAR program was cited specifically in the decision. The Alliance is the only energy efficiency/environmental organization recognized in the Associations category.



CONVENING
POLICY-
MAKERS,
INDUSTRY AND
ADVOCATES FOR
DISCUSSION,
PARTNERSHIP &
CELEBRATION

EVENTS

The Alliance hosted nearly 25 events in 2017, including congressional briefings and field trips, *Policy Perspectives* breakfasts and our signature *EE Global* and *Stars* events. Each event promoted different aspects of the Alliance's message of enhancing energy productivity. Alliance Associates, Board Members and other stakeholders and leading experts engaged in meaningful discussion about the latest issues in energy efficiency policy, from developing the energy efficiency workforce to encouraging grid-interactive buildings.

In May, the Alliance celebrated the 10th anniversary of the *Energy Efficiency Global Forum*, where Princess Lalla Joumala Alaoui, Ambassador of Morocco to the United States, accepted a 2017 EE Visionary Award on behalf of King Mohammed VI of Morocco. Princess Alaoui spoke to more than 500 industry leaders from more than 33 countries about how energy efficiency is spurring economic growth, a cleaner environment and greater energy security.

The Alliance convened nearly 400 of the industry's best in September for our 25th *Evening with the Stars of Energy Efficiency*. American Water, the Chevrolet Bolt, Itron, the National Renewable Energy Laboratory, Schneider Electric and 7-Eleven were presented with awards for their accomplishments in advancing energy efficiency. To recognize 25 years of "Energy Prom," past and present energy efficiency leaders, from Energy Secretary Rick Perry to former Secretary Ernest Moniz, offered their congratulations over video to award recipients. Alliance Honorary Board Vice-Chair Sen. Chris Coons (D-Del.) and Honorary Board Chair Sen. Jeanne Shaheen (D-N.H.) roused the audience with clarion calls to defend energy efficiency advances.



COLLABORATING WITH PARTNERS ACROSS THE GLOBE

INTERNATIONAL

Since its launch in 2015, the Global Alliance for Energy Productivity – an Alliance-spearheaded network of regionally influential organizations and corporate leaders – has worked to increase global recognition of energy productivity (EP) as a critical framework for promoting energy efficiency. During 2017, the Global Alliance continued to work with The Climate Group to secure commitments from corporations to double their energy productivity through the EP100 campaign. Alliance Associates Schneider Electric and Cree made this leadership commitment in 2017, joining Associates Covestro, Danfoss, Johnson Controls and Hongbo Group.

The Alliance also secured funding to support the development of an Energy Productivity Roadmap for India, in collaboration with the International Institute for Energy Conservation and Indian and U.S. public and private sector leaders. The project builds on the stakeholder engagement process piloted by the Alliance’s Energy 2030 Commission.

The significant network of partners built through the Global Alliance has been a source of international support for EE global, and this year spawned new partnerships including a memorandum of understanding with the ESCO Committee of China Energy Conservation Association (EMCA) to collaborate on energy productivity education and promotion.

The Alliance has also been a resource for energy leaders from around the world. In partnership with Koeppen Elliott & Associates, the Alliance designed and led U.S. Trade and Development Agency-sponsored study tours on Green Data Centers and Green Buildings for high-level delegations from China.



TRAINING
A NEW
GENERATION
OF EFFICIENCY
LEADERS

EDUCATION

Students in the Alliance’s **PowerSave School** education program led energy efficiency campaigns in their schools, audited local businesses, conducted community outreach, and taught younger students in other area schools about energy efficiency best practices. The Alliance built on successful partnerships, with PowerSave programs supported by Sacramento Municipal Utility District, New Jersey Natural Gas and Knox County (Tenn.) Schools Energy Department.



The Alliance partnered with the Los Angeles Department of Water & Power, Energy Upgrade California and the Los Angeles Unified School District to develop a new model of the PowerSave program – **LAUSD EmPowered** – an online platform with the potential to engage a greater number of schools and students at a reduced cost.

The **Energy Hog** continues to engage students in the PowerSave Schools programs as well as through assemblies with partners in New Jersey and Tennessee. The Energy Hog was featured in a training presentation to the Asia-Pacific Economic Cooperation Sustainable Energy Center in Tianjin, China, and the Energy Hog Writing Competition increased literacy skills for more than 1,000 students.

The **Knoxville Extreme Energy Makeover (KEEM)** concluded in September with a total of 1,278 low-income homes receiving retrofits and more than 1,700 residents attending a one-hour workshop to learn about energy efficiency and weatherization. The Alliance continues to offer homeowner workshops through partnerships with the Knoxville Utility Board, the City of Knoxville and the East Tennessee Affordable Housing Trust Fund. KEEM received a Southface Energy Institute Fulcrum Award and was a finalist in the C40 Cities Bloomberg Philanthropies Awards.





BRINGING
STAKEHOLDERS
TOGETHER TO
ENVISION THE
FUTURE OF
MOBILITY

50x50 COMMISSION

The Alliance 50x50 Commission on U.S. Transportation Sector Efficiency launched in October to chart a pathway to reduce energy use in the U.S. transportation sector by 50 percent by 2050 while meeting future mobility needs. Chaired by Audi of America President Scott Keogh and National Grid U.S. President Dean Seavers, the “50X50 Commission” is a powerhouse coalition of leaders representing cities, vehicle manufacturers, utilities, federal agencies, environmental and consumer groups, infrastructure providers and public transit.

Why now? Transportation represents roughly one-third of U.S. energy consumption. The sector is undergoing a transformational change – ranging from the increased viability of alternative fuels such as electrification to advanced vehicle technologies, automation and shared mobility – offering enormous opportunities to improve energy efficiency.

The Commission will develop the regulatory, policy and investment pathways to achieve the goal. A final report is expected in late 2018, with a major advocacy campaign in support of the Commission’s recommendations to follow.

TRANSPORTATION COMMISSION MEMBERS

Scott Keogh, President, Audi of America (Co-Chair)

Dean Seavers, President, National Grid U.S. and Executive Director, National Grid (Co-Chair)

Melissa Adams, Chief Corporate Social Responsibility Officer, WGL Holdings/Washington Gas

Stephen Brobeck, Executive Director, Consumer Federation of America

John Di Stasio, President, Large Public Power Council

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Matt Enstice, President & CEO, Buffalo Niagara Medical Campus

Dr. Martin Keller, Laboratory Director, National Renewable Energy Laboratory

Tom Kuhn, President, Edison Electric Institute

Eric McCarthy, Senior Vice President, Government Relations, Public Policy and Legal Affairs, Proterra

Mark McNabb, CEO, Electrify America

Arlen Orchard, General Manager & CEO, Sacramento Municipal Utility District

Thomas S. Passek, President, Copper Development Association

William Peduto, Mayor of Pittsburgh, PA

Betsy Price, Mayor of Ft. Worth, TX

Gil Quiniones, President & CEO, New York Power Authority

Norman Saari, Commissioner, Michigan Public Service Commission

Kevin B. Self, SVP of Strategy, Business Development & Government Relations, Schneider Electric

Paul Skoutelas, President & CEO, American Public Transportation Association

Rhea Suh, President, Natural Resources Defense Council

Dan Turton, Vice President, North America Public Policy, General Motors

Bert Van Hoof, Partner – Group Program Manager, Microsoft

Greg White, Executive Director, National Association of Regulatory Utility Commissioners

HELP for explanation. **Carbon COUNT**

How to Refine Criteria

3 Actions 1 Analysis 4 Settings

View Name: Green Bonds (10)

Results: 10 Items 10 Bonds 10 Preferred (0)

Issuer Name	ICM	CP	Priority	Term	BBB	Contract	City	State	YTD %
Average		3.618							
Charge Stanley	MS	2.290	12/07/2020	MTN	A-	AT MATURITY	MS		
Terraron Power Operating LLC	TSP	5.975	12/01/2022	AAA	A-	CALLABLE	MS		
Hopital Realty Trust LP	HLR	3.950	07/01/2022		BBB	CALLABLE	MS		
Bank of America Corp	BAC	1.950	05/11/2020		A-	AT MATURITY	MS		
WPS Field Operating LLC	WFL	5.375	08/15/2024	AAA	BB-	CALLABLE	MS		
Hensley Family LP	HFO	3.500	04/29/2041		BBB	CALLABLE	MS		
Bank of America Corp	BAC	1.350	11/21/2065		A-	AT MATURITY	MS		
Regency Centers LP	REG	3.750	04/15/2024		BBB	CALLABLE	MS		
Terraron Power Operating LLC	TSP	5.975	12/01/2022	AAA	BB-	CALLABLE	MS		
Massena Private Development Co	MPD	3.200	04/15/2020		N/A	ONWABLE	MS		
Terraron Power Operating LLC	TSP	5.975	12/01/2022	AAA	BB-	CALLABLE	MS		
Massachusetts Institute of Tech	MIST	3.930	07/01/2030		AAA	ONWABLE	MS		
WPS Field Operating LLC	WFL	5.375	08/15/2024	AAA	BB-	CALLABLE	MS		
SolarCity Corp	SCY	2.450	04/25/2030	MTZ	N/A	AT MATURITY	MS		
SolarCity Corp	SCY	5.450	04/11/2030	MTZ	N/A	AT MATURITY	MS		
SolarCity Corp	SCY	2.650	04/25/2030	MTZ	N/A	AT MATURITY	MS		
SolarCity Corp	SCY	5.450	04/25/2030	MTZ	N/A	AT MATURITY	MS		
Massena Private Development Co	MPD	2.740	04/15/2020		N/A	ONWABLE	MS		
SolarCity Corp	SCY	3.600	04/11/2030	MTZ	N/A	AT MATURITY	MS		



BOOSTING PROJECTS WITH PROVEN CLIMATE BENEFITS

RATE DESIGN INITIATIVE

The Alliance launched the Rate Design Initiative (RDI) to unite key stakeholders behind innovative electrical price structures that incentivize energy efficiency and other environmental goals while ensuring adequate cost recovery for utilities. The initiative could ultimately shape the way millions of Americans use and pay for energy in their homes.

The Alliance convened discussions with utilities, businesses, regulatory leaders, and consumer, efficiency and environmental advocates to produce specific recommendations for changes to rate regulatory models. The group completed a white paper that proposes and analyzes new rate design frameworks. These ideas could both support demand side management (including both energy efficiency and demand response) and enable utilities the opportunity to earn a fair return on their investments.

CARBONCOUNT®

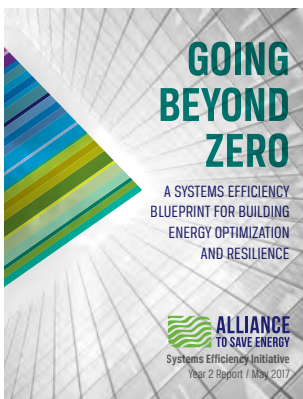
The Alliance’s CarbonCount® scoring tool evaluates bond investments in U.S.-based energy efficiency and renewable energy projects to determine how effectively they can be expected to reduce carbon dioxide emissions per unit of investment. Through CarbonCount®, the Alliance aims to increase financial flows toward – and justify favorable capital pricing for – projects that promise superior climate benefits.

The Alliance provided CarbonCount® scores for four green bonds in 2017, including a wind project, the leasing of land under a solar project, an innovative hydroelectric dam lifetime extension project and an energy efficiency retrofit for multiple major companies. The Alliance also made great strides in reimagining and refining the methodology to allow its use internationally and across a greater range of clean energy technologies.



DEFINING THE
NEXT LEVEL OF
EFFICIENCY IN
BUILDINGS

SYSTEMS EFFICIENCY INITIATIVE



The Systems Efficiency Initiative (SEI) – an Alliance-led collaboration of manufacturers, utilities, policymakers and building industry professionals – published *Going Beyond Zero: A Systems Efficiency Blueprint for Building Optimization and Resilience* in May. The blueprint features 84 recommendations for federal and state policymakers, building professionals and utilities to move the U.S. buildings industry to a focus on reducing energy use at a systems level, which will become increasingly necessary to achieve future energy savings.

Since the publication of the report, activities have focused on:

- ✓ **Outreach and education on systems efficiency**, including at the Better Buildings Summit, Greenbiz/VERGE, and numerous industry meetings.
- ✓ **National policy advocacy**, including working with Capitol Hill allies to introduce a Systems Efficiency Act.
- ✓ **Implementation of SEI blueprint recommendations.** SEI Task Groups are developing projects to implement in 2018, focused on state and local policy, utility pilots and voluntary building efficiency programs.

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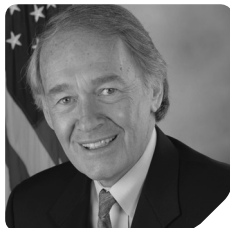
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Kandeh Yumkella
 Former CEO Sustainable
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Assistant General Manager of
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Snohomish County Public Utility
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Steve Wright

General Manager
Chelan Public Utility District

Rory J. Yanchek

Vice President
3M Government Markets

As of December 31, 2017

ALLIANCE ASSOCIATES

Central to the Alliance's mission and continued success in 2017 remained our Associates. Nearly 125 members strong, this coalition of business, government, environmental and consumer organizations demonstrated their commitment to using energy more productively. Associates lent their leadership, expertise and voices to our work and advocacy and were joined alongside a growing list of new participants from diverse sectors, including transportation and information technologies. Our thanks and appreciation to the 2017 roster of Associates:

3M Company

Acuity Brands Lighting

AERCO International, Inc.

Air-Conditioning, Heating and
Refrigeration Institute

Air Movement and Control Association
International

Alliance for Sustainable Energy LLC/NREL

Alliance for Water Efficiency

American Chemistry Council

American Council for an Energy-Efficient
Economy

American Association of Blacks in Energy

American Council on Renewable Energy

American Institute of Architects

American Lighting Association

American Public Power Association

American Public Transportation
Association

American Water

Andersen Corporation

Asia Pacific Urban Energy Association

Association of Energy Engineers

Association of Home Appliance
Manufacturers

ASERTTI

Association of State Energy Research and
Technology Transfer Institutions

Austin Energy

Australian Alliance for Energy
Productivity

Best Buy

Bonneville Power Administration

Brookhaven National Laboratory

BSH Home Appliances Corporation

Building Codes Assistance Project

California Energy Commission

CALMAC Manufacturing Corporation
Center for Energy Efficiency &
Sustainability

Chelan County Public Utility District

China-U.S. Energy Efficiency Alliance

Citigroup

CMC Energy Services

Conservative Energy Network

Consumer Technology Association

Copper Development Association

Covestro

Cree

Current, powered by GE

Daikin

Dallas/Fort Worth International Airport

Danfoss

DENEFF e.V.

Dentons

The Dow Chemical Company

D&B Engineering

E4TheFuture

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Electric Power Research Institute

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Infrastructure Capital, Inc.

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Home Performance Coalition

Hongbo Group

ICF International

Illuminating Engineering Society

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Designers

International Copper Association, Ltd.

International Window Film Association

Itron

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Johnson Controls

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Nalco, An Ecolab Company

National Association of State Energy
Officials

National Association of Water
Companies

National Electrical Manufacturers
Association

National Grid USA

National Insulation Association Natural
Resources Defense Council

National Rural Electric Cooperative
Association

Navigant, Inc.

Nest Labs

New York Power Authority

New York State Energy and Research
Development Authority

North American Insulation

Manufacturers Association

Northeast Energy Efficiency Partnerships

Northern California Power Agency

Northwest Energy Efficiency Alliance

Panasonic

PG&E Corporation

Philips Lighting Company

Polyisocyanurate Insulation
Manufacturers Association

PSE&G

Sacramento Municipal Utility District

Samsung

Schneider Electric

Seattle City Light

Siemens Industry, Inc.

SloanLED

Snohomish County Public Utility District

Southeast Energy Efficiency Alliance

Southern California Edison

Southern Company

The Stella Group

Tennessee Valley Authority

Thyssenkrupp Elevator AG

U.S. Climate Action Network

U.S. Green Building Council

Univ. of California, Davis-Energy
Efficiency Center

View, Inc.

Virginia Energy Efficiency Council

Washington Gas

Whirlpool Corporation

Innovator-level Associates are denoted
in green for their voluntary contribution
of \$25,000

As of December 31, 2017



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