

ALLIANCE TO SAVE ENERGY

using less. doing more.



2021
YEAR IN
REVIEW

STARBUCKS ENERGY
EFFICIENCY



Dear Friend of the Alliance,

It's hard to believe that just one year has passed since I first got to introduce myself as president of the Alliance to Save Energy. The start of 2021 was an uncertain time: we didn't know what the next phase of the pandemic would bring, the pace at which our economy would recover, or even the final balance of power on Capitol Hill. And for me, personally, I did not know what to expect as I stepped into big shoes at an organization with a storied history of delivering on energy efficiency.

What I found was this: **While the one constant this year may have been change, the Alliance had exactly the right people – and exactly the right mission – to not only manage the uncertainty, but to come out ahead with one of the most notable years for energy efficiency since our founding.**

We hit the ground running by working closely with a new administration eager to advance efficiency policy. The Infrastructure Investment and Jobs Act, passed into law with bipartisan support, underscored the importance of building 21st century infrastructure efficiently by investing billions of dollars in key efficiency programs. The Build Back Better Act, despite an uncertain path forward, marks the largest proposed investment in climate action in U.S. history, including top Alliance priorities on investing in critical public facilities, accelerating electric vehicle deployment, and expanding efficiency tax incentives. Getting the bill across the finish line will be a priority for our team in early 2022. And between legislative wins, behind-the-scenes work with the Department of Energy, and original research, we made great progress toward an Active Efficiency future that centers efficiency solutions for the energy transition.

While at times in recent years the Alliance has fought tooth and nail just to maintain efficiency funding levels and avoid harmful backsteps, this year finally featured some of the ambitious progress we know is necessary for a brighter energy future.

The challenges along the way were no small matter, but I was nothing less than inspired to see the way this coalition navigated them. We valued bipartisanship in a time of political division. We valued teamwork and building lasting relationships even when nearly half of our team consisted of newly on-boarded leadership and staff who could not work together in-person. And we sought to be reflective and remember our work's impact on communities and the planet in a year where the pace of decision making would wait for no one.



The historic successes in the face of these challenges are truly a testament to the adaptability of our team and the resilience of this organization as it enters its 45th year. And adaptability and resilience are two good qualities to have in this business – as they increasingly represent efficiency’s role in our changing energy system. When the Alliance was founded in 1977, the core purpose of efficiency was to secure the nation’s energy supply. In the years since, the economic benefits of reducing costs and the environmental benefits of cutting pollution have become the primary drivers. Now, as the grid becomes more complex with new clean energy technologies coming on board every day, energy efficiency is the cross-cutting solution we need to make the clean energy transition reliable, affordable, and equitable. If supply becomes more variable, efficiency will be there to make demand more flexible. If energy prices go up, efficiency will help bring energy burdens down. As the energy sector changes, efficiency will create opportunity as the jobs and economic powerhouse it has always been.

Whether we’re talking about traditional efficiency methods like better windows and insulation in a home or Active Efficiency opportunities presented by digital technologies, efficiency offers stability even when – or perhaps especially when – we know “the only constant is change” will be a recurring theme of the years ahead.

And there is much more in store. We won’t be taking any breaks while we have a Congress and administration hungry to deliver on a just energy transition, and the Alliance will be fighting for 2022 to be an even more memorable year for efficiency. Priorities will include getting the efficiency provisions of the Build Back Better Act to the President’s desk, bringing efficiency to the nation’s small businesses, and ensuring efficiency technologies are accessible and adoptable by everyone.

I’m so proud to be president of this diverse coalition, and so proud of this team’s adaptability through adversity. No organization, and no cause, could be better positioned for what lies ahead. I truly believe there’s nothing we can’t work through – and I couldn’t be prouder to work with all of you because there’s still so much more to do.

Thank you for your support,

Paul R. Stover





FEDERAL AFFAIRS & ADVOCACY

2021 represented a pivotal and historic year for federal energy efficiency policy and investment. Thanks to an extended advocacy effort through multiple meetings with Congressional offices and the administration, 20+ Alliance-led letters to Capitol Hill, testimony by Alliance President Paula Glover to the House Energy and Commerce Subcommittee on Energy, and more than 5,000 letters from our grassroots e-advocates network, in 2021 the Alliance and stakeholders successfully secured more than \$9.4 billion supporting energy efficiency implementation and adoption through the bipartisan [Infrastructure Investment and Jobs Act](#) and laid the foundation for even more transformational measures should the Build Back Better Act become law. This includes enhanced funding of traditional Alliance policy priorities as well as passage of new programs that will drive efficiency across all sectors of the economy.

The Alliance's advocacy throughout 2021 was guided by two principles: Influencing the new administration to ensure energy efficiency was a core tenet of its climate action and economic recovery plan; and working to design and pass bipartisan efficiency legislation in the 117th Congress, including but not limited to funding for the Weatherization Assistance Program and State Energy Programs; introduction of the Main Street Efficiency Act; increasing the impact and value of energy efficiency tax provisions; passage of the Open Back Better Act and Blue Collar to Green Collar Jobs Development Act; broadband funding to facilitate Active Efficiency; and passage of legislation to positively impact transportation efficiency.

We did not have to wait long to see results, as President Biden quickly checked off items on the Alliance's "[First 100 Day](#)" list including rejoining the Paris Climate Agreement, reworking fuel efficiency and appliance standards after rollbacks from the previous administration, strengthening federal energy performance (including the first-ever building performance standards for the federal government), and encouraging Active Efficiency in buildings through actions like the Department of Energy's [work on grid-interactive efficient buildings](#). President Biden even highlighted the potential of the energy efficiency workforce in [his first joint address to Congress](#).

Over on Capitol Hill, a bipartisan group of lawmakers passed the Infrastructure Investment and Jobs Act (IIJA), which addresses a number of the Alliance's legislative policy priorities and is the largest public works investment in more than a generation. Round-the-clock advocacy efforts led to energy efficiency being recognized as essential to 21st century infrastructure, including for the power grid, transportation system, and built environment. This includes \$3.5 billion in additional funds for the Weatherization Assistance Program; \$500 million for the State Energy Program; \$550 million for the Energy Efficiency and Conversation Block Grant program to finance energy efficiency, zero-emissions transportation, and renewable energy projects; \$3 billion to further smart grid functions for buildings, facilities, equipment and appliances; and \$250 million for grants and loans to facilitate commercial and residential energy efficiency audits and retrofits. As part of IIJA, the Alliance finally secured a number of provisions from the Energy Savings and Industrial Competitiveness Act – a longstanding legislative priority championed by Alliance Honorary Chair Sen. Jeanne Shaheen (D-N.H.) and Vice-Chair Sen. Rob Portman (R-Ohio). This includes \$225 million for grants to states for training codes officials and builders to improve implementation of modern building energy codes.

Other IIJA efficiency achievements include \$550 million to optimize energy efficiency and environmental performance within industrial and manufacturing facilities; \$50 million for non-profits to assist in facility retrofits and upgrades; and more, including more than \$60 million for workforce and other training directly connected to furthering energy efficiency adoption and deployment.





EEGLOBAL FORUM
FIRESIDE CHAT: MAIN STREET
EFFICIENCY ACT PANEL

The Alliance also engaged agency and Congressional decisionmakers on the Build Back Better Act (BBB) negotiations in an effort to address policy priorities not achieved in IIJA. BBB ultimately fell short of the finish line in 2021, but the Alliance will continue to advocate for passage in 2022. Progress related to BBB includes but is not limited to:

- ✔ **Reforming efficiency tax incentives.** Updating efficiency provisions in the tax code is a high priority for the Alliance, with a focus on Section 25C for homeowners, 45L for homebuilders, and 179D for commercial buildings. BBB currently includes significant enhancements for each provision, including a long-term extension, increased value, and elimination of the lifetime cap for an annual limit in Section 25C – similar to what was urged in an Alliance-led letter to Congress that garnered **more than 1,000 signatures**. Additional work remains to ensure that the value of energy efficiency tax credits and deductions are optimized, and the Alliance is working closely with Senate and House leadership to secure substantive incentives to drive greater energy efficiency investments.
- ✔ **Open Back Better.** Aspects of the **Open Back Better Act** – an Alliance proposal to boost the economy and cut carbon emissions by retrofitting critical public facilities – received funding as part of IIJA, including \$250 million for the AFFECT Grant Program and \$500 million for efficiency investments for K-12 public schools. BBB currently provides an additional \$500 million for critical facilities modernization.
- ✔ **National Climate Bank and equity.** Working with Alliance Honorary Advisor Sen. Ed Markey (D-Mass.) and Senate Environment and Public Works Committee leadership, the Alliance successfully sought inclusion of a climate bank concept in BBB, including strong language targeting low-income and disadvantaged communities. In total, BBB would provide just under \$20 billion for climate bank activity with \$8 billion for low-income and disadvantaged communities.
- ✔ **HOPE for HOMES.** The Alliance advocated for inclusion of HOPE for HOMES in BBB as an additional strategy to ensure that the benefits of energy efficiency are available across diverse economic demographics. In total, the program provides roughly \$12 billion in rebates for energy-efficient residential technologies, including nearly \$6 billion for HOMES rebates to homeowners for whole-house energy retrofit projects and nearly \$6 billion for highly efficient electric appliance rebates. An additional \$312.5 million would be provided to the State Energy Program for HOPE workforce training for home energy retrofits.
- ✔ **Introduction of the Main Street Efficiency Act.** The Alliance developed the Main Street Efficiency Act (MSEA) in response to the COVID-19 pandemic to support energy-efficient upgrades for small businesses. The legislation was introduced by Alliance Honorary Advisor Rep. Peter Welch (D-Vt.) and Sen. Catherine Cortez-Masto (D-Nev.) over the summer, and we sought inclusion of the legislation as part of BBB. Although MSEA quickly gained support from multiple Senate and House co-sponsors and a diverse range of **national chambers of commerce** and **elected officials** and policy organizations, the legislation was not included in BBB as it had not yet gone through regular order hearings. The Alliance is prioritizing advocacy for MSEA in 2022, including committee hearings, legislative mark-up, and ultimately, passage of the legislation.
- ✔ **Progress toward doubling ENERGY STAR.** The Alliance also worked to double ENERGY STAR funding through BBB but learned early from appropriators that the program’s funding would go through regular appropriations. With FY 2022 funding legislation postponed until mid-February 2022, the Alliance has kept its focus trained on relevant committees and key program stakeholders.
- ✔ **Blue Collar to Green Collar Jobs Development Act.** Led by Alliance Honorary Advisor Rep. Bobby Rush (D-Ill.), the Blue Collar to Green Collar Jobs Development Act would create a nationwide energy jobs training program, with an emphasis on creating opportunity in disadvantaged communities. Although the bill has received bipartisan support, concerns about whether the legislation will fall under DOE or Department of Labor jurisdiction continues to impact passage. However, the Alliance is hopeful that a reasonable resolution can be achieved and that the legislation will become law in 2022.

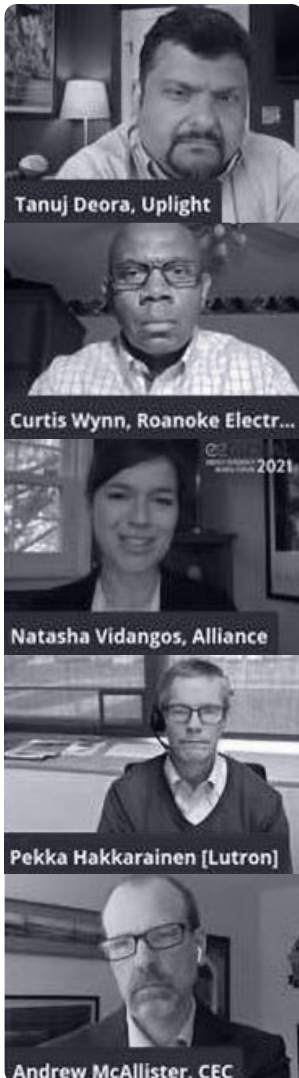
ACTIVE EFFICIENCY

The Alliance celebrated the second full year of the [Active Efficiency Collaborative](#), which was developed to accelerate the adoption of Active Efficiency, including advanced energy efficiency technologies, digitization, and optimization.

The Alliance prioritized Active Efficiency this legislative cycle with a particular focus on broadband access and grid modernization. Recognizing the importance of connectivity for consumers if the future benefits of Active Efficiency are to be universally experienced, the Alliance engaged directly with congressional leadership on the issues of middle-mile and last-mile broadband, with hard work paying off in IJJA's \$65 billion broadband investment. IJJA also includes \$65 billion for grid modernization, which will help facilitate the integration of distributed energy resources and demand flexibility objectives.

Beyond Capitol Hill, the Collaborative successfully launched a number of original initiatives and studies this year, including:

- ✔ **Demand Flexibility Valuation Report.** As part of a larger strategy to highlight the value of demand flexibility as a resource within the utility system, the Alliance published the [Demand Flexibility Valuation Report](#). This interactive tool serves as a one-stop hub for those seeking to understand and evaluate the benefits of demand flexibility – providing customized information based on a user's interests.
- ✔ **Active Efficiency Modeling Project.** The Alliance initiated the first phase of the Active Efficiency Modeling Project through collaboration with the Brattle Group and DOE. The modeling effort is designed to develop a roadmap to substantially increase the effective deployment of Active Efficiency strategies and practices, including utilization and deployment of buildings, manufacturing, and vehicle technologies.
- ✔ **Active Efficiency Equity Working Team.** To ensure the equitable adoption of Active Efficiency, the Alliance launched the Active Efficiency Equity Team this fall, with the objective of developing and designing strategies that ensure Active Efficiency deployment is as racially and economically just as possible.
- ✔ **Smart Buildings Working Team.** The Alliance also launched the Smart Buildings Working Team this fall to identify current technological and behavioral challenges that chill wider adoption of smart buildings technologies. The group is tasked with identifying tools to recognize Active Efficiency achievements in smart buildings (e.g. certifications, awards schemes), and consider whether these tools are sufficient to incentivize and retain Active Efficiency performance in the built environment.
- ✔ **Telling the story of Active Efficiency.** The Collaborative continued to build its collection of case studies that demonstrate Active Efficiency in action, with publication of four case studies highlighting the diverse work of Collaborative members. We also continued to build Active Efficiency's brand with a sustained communications campaign, including encouraging the #ActiveEfficiency hashtag on social media, working with Collaborative members to post eight guest Active Efficiency blogs, and directing traffic to the dynamic [Collaborative website](#).



EEGLOBAL FORUM
ACTIVE EFFICIENCY
POLICY PANEL



50x50 ACTION NETWORK

The 50x50 Action Network is a streamlined effort to enact the recommendations of the Alliance-led 50x50 Commission on U.S. Transportation Sector Efficiency. The overall objective is to reduce transportation energy use 50% by 2050. With the passage of IIJA and pending proposals within BBB, the transformation of the transportation sector is well underway, and 50x50 proponents can point to a list of legislative achievements, including but not limited to:

- ✔ **Jumpstarting transportation electrification.** IIJA contains \$7.5 billion for building out electric vehicle charging infrastructure, one of the largest remaining barriers to widespread EV adoption, as well as \$7.5 billion for low emission buses and ferries to ensure public transit is a core part of the transition. The Alliance continues to advocate for policies that will rapidly build out electrification infrastructure, with an emphasis on reaching low-income and disadvantaged communities, including tax credits in BBB for installing home chargers and purchasing EVs.
- ✔ **Port and airport efficiency.** Billions of dollars are dedicated to airport improvements and sustainable aviation in IIJA, including \$5 billion for terminal projects that improve energy efficiency and \$300 million for low emissions aviation technology. More than \$3.5 billion was secured through IIJA for lowering emissions at our ports, which are a cornerstone of the economy, but are responsible for millions of tons of carbon emissions annually. BBB seeks to provide another \$2.6 billion to support the deployment and use of zero-emissions technologies and equipment in ports.
- ✔ **Boosting funding for key grant programs.** Department of Transportation (DOT) grant programs have been extensively oversubscribed in recent years, and IIJA helps to bring funding closer to identified needs. \$1.5 billion is dedicated to RAISE/BUILD grants and \$273 billion for reauthorization of Federal-Aid Highway Program/Surface Transportation Block Grants. In addition, outside of DOT, leveraged grant programs include \$60 million for the Diesel Emissions Reduction Act from BBB, which funds loan programs to rebuild diesel-powered vehicle engines to meet more stringent emission standards. Furthermore, \$1 billion from IIJA will go to the Clean School Bus program designated to help communities reduce emissions from older diesel school buses.
- ✔ **Strengthening transit and rail systems.** Public transportation and rail systems are often the most efficient technologies, and strengthening these systems is critical for efficient transportation. Affiliated programs include the State of Good Repair program, which received \$4.75 billion, and the Grants for Buses and Bus Facilities Program, which scored \$4 million through IIJA. The Capital Investment Grants Program also saw an increase in funding to \$8 billion.

The Alliance continues to bring awareness to the 50x50 goal through use of the #50x50Transpo hashtag on social media, virtual events, and original blog posts. With the significant achievements accomplished in 2021, the Action Network has now begun the work of assessing implementation strategies and identifying transportation efficiency priorities that can be folded into the Alliance's core policy advocacy work in 2022 and beyond.

COMMUNICATIONS



While navigating the changing communications environment in the second year of the COVID-19 pandemic, the Alliance communications team focused on strengthening relationships with traditional media sources while also leveraging our already successful digital platforms to highlight the exciting energy efficiency advocacy opportunities of a new presidential administration and Congress.

The Alliance increased traditional media mentions by more than 40%, with articles featured in a variety of leading outlets including USA Today, Reuters, E&E News, Utility Dive, GreenBiz, The Hill, and Roll Call. The Alliance published seven op-eds – exceeding our 2021 goal – making the case for including energy efficiency provisions in IIJA and budget reconciliation legislation. These were published in national outlets including Business Insider, The Hill, Politico, and Canary Media, as well as local publications to reach targeted audiences. In addition, Alliance President Paula Glover spoke at more than 40 conferences and events throughout the year, including the International Energy Agency’s Global Conference on Energy Efficiency and the Department of Energy’s Better Buildings Summit, raising the Alliance’s profile and spreading the word about our priorities.

During its first full year of operation, our newly redesigned website served as an important information hub on energy efficiency benefits and policy updates. The site was reorganized with searchable and dynamic resource sections to ensure users can easily access materials such as factsheets, blogs, and press releases on their topic of interest. Additionally, the website now hosts more multimedia content and is optimized for mobile browsers.

A more focused social media strategy meant growth throughout the year, with our LinkedIn page gaining more than 500 followers and our Instagram page gaining more than 200 followers. With more than 1,500 social media posts in 2021, our accounts received more than 11,000 engagements through comments, likes, and shares. The Alliance worked with Associates and other partners to focus attention on energy efficiency through social media campaigns like Energy Efficiency Day and ENERGY STAR Day, as well as key priority areas such as Active Efficiency, the Main Street Efficiency Act, and IIJA.

Our email outreach connected an audience of more than 11,000 people to updates on Alliance events, initiatives, and policy developments. The Alliance also engaged nearly 12,000 e-advocates with advocacy alerts, generating thousands of letters to members of Congress and the administration in support of efficiency policy. These alerts were timed for maximum on-the-ground impact, such as sending an action alert on efficiency appropriation levels days before an important Congressional deadline.

The Alliance expanded opportunities for Associates to share their perspectives on timely efficiency topics by increasing the number of guest blogs posted, including four penned by members of the Alliance Board. In total, the Alliance published more than 80 blogs in 2021, offering policy analysis, consumer tips, and explorations of new technologies with more than 80,000 views.

In 2021, the Alliance’s public outreach efforts gained traction with traditional media, social media channels, and new communications platforms, including the redesigned Alliance website and Active Efficiency site. The Alliance will continue to expand our communications efforts in 2022 to effectively share energy efficiency news and resources to our diverse audiences.



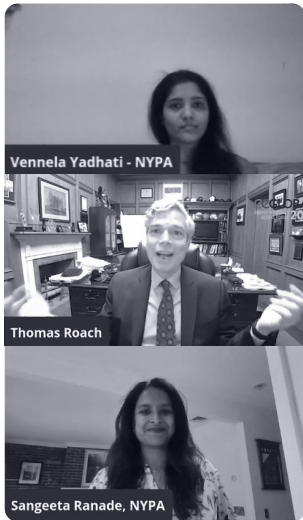
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GLOBAL FORUM **2021**

EVENTS

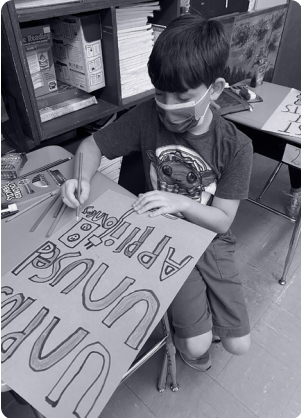
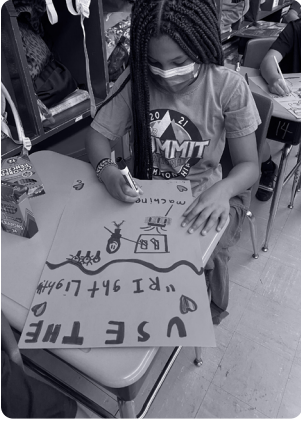
The Alliance’s event calendar continued to be impacted by COVID-19 this year, but using the lessons learned from 2020, we pivoted to successful online events such as a virtual EE Global Forum and Policy Perspectives webinar. We also hosted two in-person receptions to celebrate our 2021 Stars of Energy Efficiency. Throughout the year, whether virtually or in-person, we brought together Alliance Associates, members of the Alliance’s Board of Directors, and members of Congress to discuss the Alliance’s core initiatives for 2021: Active Efficiency, climate change, and equity.

In May, the Alliance presented a virtual EE Global Forum, where we hosted 11 sessions touching on pertinent topics such as the Main Street Efficiency Act, Achieving Nationwide Energy Efficiency Access, and Large-Scale Mechanisms to Advance Decarbonization. Our 35 speakers included leaders like Rep. Peter Welch (D-Vt.), Rep. Lisa Blunt Rochester (D-Del.), and Jigar Shah from the U.S. Department of Energy. We even managed to have a little virtual fun with a cocktail-making class featuring our Spicy Pineapple MargarEEta.

The Alliance capped off the 2021 events calendar with our first in-person events in nearly two years. In order to host smaller events that put safety first, we took the Stars of Energy Efficiency Awards Gala on the road with intimate receptions in Washington, D.C., and New York City. The Roman Catholic Archdiocese of New York, PSE&G, Southern California Edison, and General Manager of Chelan PUD Steve Wright were honored as award recipients. Honorary Board Member Rep. Paul Tonko (D-N.Y.) was on hand in D.C. to stress the importance of working to advance energy efficiency now more than ever, providing an update on efficiency provisions currently under consideration in Congress. We enjoyed finally networking face-to-face again, and we are looking forward to an active in-person events calendar in 2022!



EEGLOBAL FORUM
TECH TALK: THE STORY OF
WHITE PLAINS, NY PANEL



EDUCATION

For schools across the country, a hoped-for return to normal this year proved instead to be a return to the new normal. However, students' need to learn and connect, and an increasing appreciation for the urgency of energy education, helped support another year of growth for the Alliance's education programs. The EmPowered Schools online platform expanded the programs' geographic reach, lowered costs, and allowed the programs to serve more students than ever before. Additionally, partner support expanded the curriculum to include new units on climate and environmental justice issues.

The Alliance's partnership with Associate 3M turned a 10-school St. Paul pilot into a 65-school 3M EmPowered program, spanning from Massachusetts to California with seven states in between. Student teams are learning energy efficiency through STEM-based education and hands-on activities, applying efficiency principles to their schools and homes as well as learning the science and practical solutions to climate change. Xcel Energy joined 3M to support an additional 10 schools in the Twin Cities area.

The Alliance continued its partnership with Energy Upgrade California (EUC), a consortium of California's investor-owned utilities, by supporting both their Time of Use campaign and their new Flex Alert program. Through these programs, students help educate their communities about the benefits of shifting energy use and conserving energy during times of high demand. The programs have supported more than 250 classrooms statewide, proving students' effectiveness as energy advocates and helping ensure the coming generation will be informed participants in the transforming energy system.

New Jersey Natural Gas (NJNG) and South Jersey Gas (SJG) continued their support of the New Jersey EmPowered program for their seventh and fourth years respectively, reaching a total of 67 schools across the state. Elizabethtown Gas (ETG) joined the program this year, supporting an additional 10 schools within New Jersey. With support from NJNG, SJG, and ETG, the program includes a new environmental justice unit, which explores energy equity issues and how students can help promote a more just energy system.

In partnership with the Los Angeles Department of Water & Power (LADWP), the Alliance has launched a new 20-school pilot program dedicated to educating households about "Shared Solar" opportunities for renters and those living in multi-family dwellings. Students become outreach ambassadors for LADWP's Shared Solar program by helping to inform their families and communities about the environmental and monetary benefits of having a portion of their energy needs met by local solar power plants. The Alliance is also partnering with LADWP and the Los Angeles Unified School District (LAUSD) on the ninth year of the LAUSD EmPowered program, engaging up to 1,200 students within the nation's second-largest district with generous support from the Johnson Controls Foundation. Johnson Controls is also piloting a dedicated EmPowered Schools program in the 2021-22 academic year.

Finally, the Alliance is proud to continue our work in the Southeast in partnership with the Alabama Power Foundation. With the Foundation's support, the Alliance launched a new 10-school pilot program hosting schools from across the state. This EmPowered Schools program is serving hard-to-reach communities, including rural and inner-city areas.

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Chelan Public Utility District
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ALLIANCE ASSOCIATES

Our strength comes from our unparalleled group of Associates – leading companies, NGOs, utilities, trade associations, and other organizations working collaboratively under the Alliance umbrella to pave the way for energy efficiency gains. We convene this community across platforms that offer Associates unique opportunities to demonstrate leadership and network with peers. In 2021, our 100+ Associates lent their leadership, expertise, and voices to our work and advocacy, facilitating successful events and policy priorities. Our 2021 roster of Associates includes:

3M Company

A.O. Smith

Acuity Brands Lighting

Air-Conditioning, Heating and Refrigeration Institute

Alliance for Water Efficiency

Ameresco

American Association of Blacks in Energy

American Chemistry Council

American Council for an Energy-Efficient Economy

American Council on Renewable Energy

American Institute of Architects

American Lighting Association

American Public Power Association

American Public Transportation Association

Andersen Corporation

ASHRAE

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Carrier

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Chelan County Public Utility District

Citizens for Responsible Energy Solutions

CLEARresult

Con Edison

Consumer Technology Association

Copper Development Association

Covestro, LLC

CPS Energy

Daikin U.S. Corporation

Dallas/Fort Worth International Airport

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Evluma

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ICF

Illuminating Engineering Society

Intel

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International Window Film Association

Johns Manville

Johnson Controls

Knauf Insulation

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National Grid US

National Renewable Energy Laboratory

Natural Resources Defense Council

New York Power Authority

New York State Energy and Research Development Authority

North American Insulation Manufacturers Association

Northwest Energy Efficiency Alliance

PG&E Corporation

Polyisocyanurate Insulation Manufacturers Association

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Southern California Edison

Southern Company

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TRC

U.S. Green Building Council

Uplight

Watsco

Willdan

Window and Door Manufacturers Association

Innovator-level Associates are denoted in green for their voluntary contribution of \$30,000.

As of December 31, 2021



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