

YEAR TWO

IN THE DECADE OF ENERGY EFFICIENCY

2011 ANNUAL REPORT



Using less. Doing more.

letter from the president



Dear Board, Associates, Allies and Friends:

In 2011 – year two of our self-proclaimed "Decade of Energy Efficiency" – the Alliance continued to lay important groundwork in our effort to make energy use as efficient as possible in the United States and across the globe. Year two of this decade saw developments in policy, standards and a national commitment to energy efficiency with the Alliance in the vanguard.

Markers of our national-level strides include the Senate Energy and Natural Resources Committee's robust approval of a bipartisan energy efficiency bill – S. 1000, the Energy Savings and Industrial Competitiveness Act – introduced by Alliance 2011 Honorary Chair Sen. Jeanne Shaheen (D-N.H.) and Sen. Rob Portman (R-Ohio). The Energy Committee, led by Alliance Honorary Congressional Vice-Chairs Jeff Bingaman (D-N.M.) and Lisa Murkowski (R-Alaska), also reported several other important efficiency measures on a bipartisan basis.

At the state level, we helped establish the "Decade of Energy Efficiency" with the Building Codes Assistance Project (BCAP), which in two years quadrupled the number of states that meet national building energy codes.

And on the international front, the Alliance, League of Green Embassies (LoGE) and U.S. State Department led energy-efficient makeovers of the homes and offices of 11 U.S. ambassadors across Europe.

The year closed on a high point when President Obama committed \$2 billion to upgrade federal buildings as part of the Better Buildings Initiative, which aims to make buildings across the nation 20% more energy-efficient this decade.

Despite a world economy that continues to struggle, our support from the private sector, foundations, government and public interest groups remained steadfast, helping us to make a greater impact with an increased budget and growth in staff from 59 to 90.

Sadly, 2011 also marked the end of an era for the Alliance as our co-founder, the Honorable Charles H. Percy, passed away in September. This year the Alliance will launch a major donor program under his name: The Charles H. Percy Society.

Our success in 2011 is due in large part to the support from more than 150 Associate members and a diverse Board of Directors, now led by Honorary Chair Mark Warner (D-Va.) and Industry Co-Chair Tom King of National Grid. We continue in the bipartisan spirit of our founding fathers, Senators Percy and Humphrey, to drive policies, programs and initiatives that advance energy efficiency throughout the global economy.

If you are part of the Alliance "family," I thank you for the key role you played in the achievements outlined in this Annual Report. If you are not yet a partner in our important efforts, I hope you will join us. Working together, you can help us to make today's dream of the "Decade of Energy Efficiency" tomorrow's reality.

With best regards,

Kateri Callahan, *President, Alliance to Save Energy*
May 2012

letter from the honorary chair



Dear Friends of the Alliance:

Becoming more efficient in America's use of energy is a proven strategy for increasing productivity, which in turn is imperative to remaining a global economic powerhouse and competitive in world markets. Investments in energy efficiency – whether made by government, businesses or homeowners – reap huge returns in dollar and energy savings, as well as improve comfort and quality of life. In short, energy efficiency is one of the best tools available to us as we seek to find innovative solutions to power our growing economy. I am honored and privileged, therefore, to serve at the helm of the one organization that has been advancing energy efficiency for more than three decades: the Alliance to Save Energy.

For 35 years, the Alliance has overcome partisanship to build coalitions, drive energy policy and empower consumers to realize energy efficiency as America's first step toward a new energy future. During my tenure as Honorary Chair, I will work hard to continue the bipartisan legacy begun by Alliance founders, Senators Chuck Percy (R-Ill.) and Hubert Humphrey (D-M.N.). Advancing energy efficiency – America's cheapest, cleanest and most abundant fuel source – can and should continue to be embraced by all as a "no regrets" national energy strategy, a national security strategy, a national economic strategy and a national environmental strategy.

In 2011, I worked to ensure that the federal government's largest user of energy, the Department of Defense, had the authorities necessary to implement energy efficiency. The 2012 National Defense Authorization Act includes several legislative provisions that I sponsored to advance energy

efficiency measures and these provisions were adopted by the Senate and signed into law by the president. I also was heartened to see bipartisanship on display in the Senate Committee on Energy and Natural Resources where so many of the Alliance Honorary Vice-Chairs hold a seat. Even in the face of unprecedented partisanship, the Committee signaled its strong support of the energy efficiency strategy offered by my Democratic Alliance Board Chair predecessor Jeanne Shaheen from New Hampshire and her Republican colleague Rob Portman from Ohio by an overwhelming vote of 18-3.

Beyond its work at the national level, as detailed in this report, Alliance programs and initiatives in 2011 helped businesses improve their bottom lines, helped manufacturers employ new technologies and energy management practices, helped cities and states improve their economies, and helped consumers save money. The Alliance continues to expand its influence overseas, and 2011 witnessed the blossoming of a sister organization to the Alliance in Europe, the EU-ASE, which already has influenced development of EU-level policies to deploy energy efficiency. In addition, the Alliance has partnered with the State Department's greening of embassies program, which has the dual benefit of featuring top quality U.S. products and technologies while saving taxpayers money on embassy energy bills.

Notwithstanding all of the progress we made through 2011, the potential for energy efficiency to drive wealth and create jobs remains vast. The Alliance is working to transform that potential into a reality during this, the "Decade of Energy Efficiency." On behalf of the Alliance Board of Directors, I invite you to join us in promoting the "next generation" of energy efficiency solutions for a more prosperous and productive future.

Sincerely,

Sen. Mark Warner, May 2012

policy

promoting the enactment & implementation of smart EE legislation

2011 policy briefings

How Energy Efficiency Policies Support the Economy and Industry

Senate Staff | January

Benefits of Energy Efficiency Policies Across Major Sectors of the U.S. Economy

U.S. House of Representatives New Members | March

Implementing Energy Efficiency Policies in the European Union

Senate Energy Committee Staff | March

Improving Industrial Competitiveness: Why Energy Efficiency Matters

Congressional Staff | July

2011 Energy Efficiency Initiatives & Legislative Prospects for 2012

EE Noon Seminar | December

EE Policy Perspectives

Regular Breakfasts

2011 policy publications

Regional Cap-and-Trade Systems: Prospects for Energy Efficiency

March

Realizing the Energy Efficiency Potential of Smart Grid

May



The 112th Congress presented a unique opportunity to promote energy efficiency policies among newly elected lawmakers. In 2011 the Alliance's Policy Team launched the Build Energy Efficiency (BEE) Campaign to educate the new congressional leaders about the value of energy efficiency legislation and demonstrate that energy efficiency is a bipartisan issue – even amid political divide. Efforts like the BEE Campaign helped the Policy Team achieve legislative success and build strategies to overcome political roadblocks.

We advanced bipartisan legislation by:

- » Advising Sens. Jeanne Shaheen (D-N.H.) and Rob Portman (R-Ohio) on energy efficiency provisions in the Energy Savings and Industrial Competitiveness Act of 2011 (ESICA), which they introduced in May;
- » Encouraging Sens. Michael Bennet (D-Colo.) and Johnny Isakson (R-Ga.) to include energy efficiency mortgage underwriting in the Sensible Accounting to Save Energy (SAVE) Act;
- » Advocating for federal standards on energy-efficient lighting, as well as backing Sens. Jeff Bingaman (D-N.M.) and Lisa Murkowski's (R-Alaska) implementation of the National Consensus Appliance Agreements Act (INCAAA), and pushing for Department of Energy (DOE) adoption of energy efficiency standards; and
- » Working to ensure adequate funding for energy efficiency-related programs in federal Energy and Water Appropriations and to defeat harmful appropriations riders on efficiency policies.

We also influenced federal air pollution regulations, including utility and boiler standards, and worked with the Environmental Protection Agency and other stakeholders to strengthen recognition of energy efficiency's environmental benefits.



Shaheen-Portman National Energy Efficiency Strategy

Alliance President Kateri Callahan testified on behalf of the Energy Savings and Industrial Competitiveness Act (ESICA) before the Senate Energy and Natural Resources Committee in June. Shortly thereafter, the bill passed the Committee with strong bipartisan support.

If enacted, ESICA would:

- » Strengthen building energy codes and encourage state adoption and implementation;
- » Help companies invest in building efficiency by expanding the DOE Loan Guarantee Program to cover commercial building upgrades;
- » Help manufacturers save energy with a revolving loan program to finance upgrades; and
- » Require energy-saving techniques for the federal government's buildings, computers and smart meters.

events

connecting energy efficiency leaders from around the world

events by the numbers

An energy-efficient makeover of the U.S. Ambassador to Belgium's residence received over \$150,000 in donated products from Alliance Associates.

The 19th annual Evening with the Stars of Energy Efficiency Awards Dinner generated \$577,550 in revenue with the help of 41 sponsors.

In September, the Alliance – along with DOE and NARUC – led a delegation of 22 Chinese mayors to Denver and San Francisco to share energy-efficient best practices.



Standing out in a crowd has never been a problem for the Alliance Events Team. For years, Alliance events have attracted the highest-level speakers and most influential sponsors and exhibitors. Exceeding the industry standard for educational quality, networking and elegance, Alliance events in 2011 continued a tradition of excellence through our six signature events.

Bringing World Leaders Together

The fourth Energy Efficiency Global Forum (EE Global) was held in Brussels, and drew hundreds of international delegates from 40 countries for three days of high-level discussions, newly introduced "turnkey kiosks" on the Solutions Showcase floor and several networking events. Co-hosted with the European Alliance to Save Energy, the event was capped off by a VIP unveiling of an energy-efficient makeover to a historic ambassador's residence. The makeover – which succeeded through an innovative partnership between the Alliance and the League of Green Embassies (LoGE) – led to a "sweep" of Europe in which Alliance Associates, LoGE and the U.S. State Department worked with the Alliance to improve the efficiency of 11 U.S. ambassadors' homes and offices.

At the 19th annual Evening with the Stars of Energy Efficiency Awards Dinner, the Alliance recognized energy efficiency's brightest stars at the Andrew W. Mellon Auditorium in Washington, D.C. Over 500 energy efficiency professionals came out to celebrate the accomplishments of key energy luminaries. Presenters and award recipients included Secretary of Energy Stephen Chu, Dr. Daniel Yergin, Assistant Secretary of the Navy (Energy, Installations and Environment) Jackalyn Pfannenstiel, and technological innovator ThinkEco.



Making National Voices More Accessible

Alliance events such as the Great Energy Efficiency Day (GEED), the annual Policy Summit, and regular EE Policy Perspectives and EE Noon series have proven critical to advancing energy efficiency by affording a large audience the chance to discuss and debate energy efficiency – on the policy front and beyond.

GEED and the Policy Summit attracted over 500 registrants, with speeches by legislators who are on the forefront of energy efficiency, including Sens. Mark Warner, Jeanne Shaheen, Dick Lugar and Chris Coons. Policy Perspective breakfasts connected Alliance Associates with additional energy efficiency leaders, such as Obama Administration Federal Environmental Executive Michelle Moore and Reps. Steve Israel and Paul Tonko. These informal, intimate gatherings were held across the United States.

The 2011 EE Noon series – a regular event of brown bag lunches at the Alliance's D.C. headquarters in which experts share best practices – included a wide array of topics, from "PACE is Not Dead" to "Demystifying the Transition to Energy-Efficient Lighting."

communications

bringing the energy efficiency message to the people

alliance online in 2011

400,000 people visited ASE.org from 204 countries

ASE.org visitors viewed 950,000 of our web pages

Over 5,400 people Liked us on Facebook

5,200 people followed us on Twitter

Nearly 29,000 people viewed our YouTube videos

We produced 50 new videos

top ase.org news in 2011

Shedding Light on 2012's Phase-In of Energy-Efficient Bulbs

December Deadline: Tax Credit for Energy-Efficient Home Upgrades Will Expire Soon

Top 5 Energy Efficiency Smartphone Apps

Facebook Shares Energy-Efficient Innovations

Sens. Shaheen, Portman Introduce a National Energy Efficiency Strategy



communications

bringing the energy efficiency message to the people

Making Our Website Sizzle

Where do hundreds of thousands of Internet users get the latest on energy efficiency? ASE.org. The Alliance's flagship website has the hottest news, biggest events, and most useful resources on energy efficiency. Our homepage features the Alliance's newest videos, articles, media mentions and social media activity. It's no wonder that we're among the leading sources of energy-saving information on the web.

Ramping Up Our Online Social Network

With an aggressive new social media strategy, our audience skyrocketed in 2011. Our Facebook Likes increased 40%, while live-tweeting from Capitol Hill to Brussels showed our followers that keeping up with the Alliance gets them in-the-know on energy efficiency.

Video: Energy Efficiency in Action

The Alliance produced nearly three times as many of its own videos in 2011 as in 2010. We also worked with the cable-syndicated TV show energyNOW! to create one-minute video tips on saving energy, time and money. The videos – which focused on home and vehicle energy efficiency – appeared on Bloomberg TV and local D.C. station WJLA-ABC7, as well as on the Alliance and energyNOW! websites.

Media Coverage Reaching Consumers

From tax credits to light bulbs, the Alliance was a sought-after media source in 2011. Alliance President Kateri Callahan participated in a Washington Post Live forum on "smart energy" and joined Alliance Associate Philips in live interviews with TV stations across the country as Philips unveiled its cutting-edge LED New Year's Eve Ball in New York City's Times Square. Callahan also answered questions about energy efficiency tax credits on C-SPAN's Washington Journal.

Thanks to our Media Team, the Alliance had...

- » Over two dozen TV and radio interviews
- » Over 550 newspaper and magazine clips
- » Hundreds of website and blog mentions



Leading on the Lighting Transition

Along with the American Lighting Association and the National Electrical Manufacturers Association, we launched the Lighting Understanding for a More Efficient Nation (LUMEN) Coalition to prepare consumers for the 2012 phase-in of efficient lighting. The Alliance chairs the Coalition's mass media committee, which created the splashy, consumer-friendly LUMENnow.org website. With the Alliance at the helm, the Coalition held a press conference that unveiled an energy-efficient home lighting makeover.

The Alliance also joined forces with the DOE to educate retail sales associates, nonprofits and utilities about the impending transition with a variety of educational materials.



There is a lot of misinformation," said Callahan, president of the Alliance to Save Energy. "Retailers don't have to take inventories of old bulbs off the shelves. The government is not going to come into homes to check... You're still going to be able to buy incandescent bulbs. They're just going to be 28 to 30 percent more efficient."

Chicago Sun-Times

education

empowering students to become energy efficiency leaders

green campuses by the numbers

- \$7 million in saved energy costs
- 60 million kWh of electricity saved
- 40 million pounds of CO₂ emissions avoided
- 36 million gallons of water conserved
- 232,000 therms of natural gas saved

green schools by the numbers

- \$1.3 million in saved energy costs
- 360,000 kWh of electricity saved
- 30 million pounds of CO₂ emissions avoided



education

empowering students to become energy efficiency leaders

In 2011 the Education Team brought energy-efficient leadership opportunities to K-12 students in seven states and to college students in five states. Using our guidance, these students were empowered to work with teachers, faculty and staff to make energy-saving changes in their schools. Those changes reduced energy costs and increased EE know-how.

Green Campus: Pipeline to Sustainable Careers

For over seven years, our college program has been encouraging students on 16 California campuses to save energy. In 2011 the program expanded to four more states and three schools in the Ukraine:

- » **Expanded to Four Southeastern States**
Launched our program at six campuses in Alabama, Kentucky, Mississippi and Tennessee.
- » **Expanded Overseas**
Launched "sister schools" at three colleges in Ukraine.
- » **Hosted Summits**
Convened two large-scale conferences in California and one in Alabama for hundreds of students.
- » **Hosted Energy Competitions**
Served as a partner for the nation's largest energy-use reduction contest and led an energy-saving competition among three campuses in Washington, D.C.
- » **Engaged Alumni**
Coordinated connections between job-seeking interns, most of whom now work in the sustainability field, and program alumni.

Through efforts like these, Green Campus trained 100+ students to lead energy efficiency projects on their campuses. As a result, several of these campuses received the nation's most prestigious awards for student energy efficiency.

Green Schools: Growing Stewards of Sustainability

In 2011 our K-12 program worked with more than 300 elementary, middle and high schools across seven states. In particular, the program:

- » **Expanded to Two New States**
Pennsylvania and Maryland joined our established programs in Alabama, California, Kentucky, Mississippi and Tennessee.
- » **Deepened Reach in Tennessee**
Added 178 schools in Memphis alone.
- » **Advanced ENERGY STAR**
Helped Kentucky celebrate 100 schools with ENERGY STAR status.
- » **Harnessed the Energy Hog**
Through engaging lessons and role playing at nearly 50 assemblies and special events, the Energy Hog – energy waste's dastardly mascot – educated over 25,500 schoolchildren on how to hunt for real energy hogs in their schools and homes.
- » **Encouraged Energy Audits in D.C.**
Delivered Student Energy Auditor Training workshops to 40 schools in Washington D.C., teaching 824 students how to conduct energy assessments of their schools and homes.

Through no-cost changes in operations, maintenance and individual behavior, schools participating in the Green Schools Program achieved reductions in energy use averaging between 5% and 15%.

international

building partnerships to promote energy efficiency worldwide

key international
partnerships
supported in 2011

International Partnership for Energy Efficiency Cooperation (IPEEC)'s Super-Efficient Equipment and Appliance Deployment (SEAD) Initiative

Asia-Pacific Economic Cooperation (APEC)

- » *Cooperative Energy Efficiency Design for Sustainability (CEEDS)*
- » *Peer Review for Energy Efficiency (PREE)*

U.S.-China Ten-Year Framework for Cooperation on Energy and Environment

ALLIANCE SISTER ORGANIZATIONS

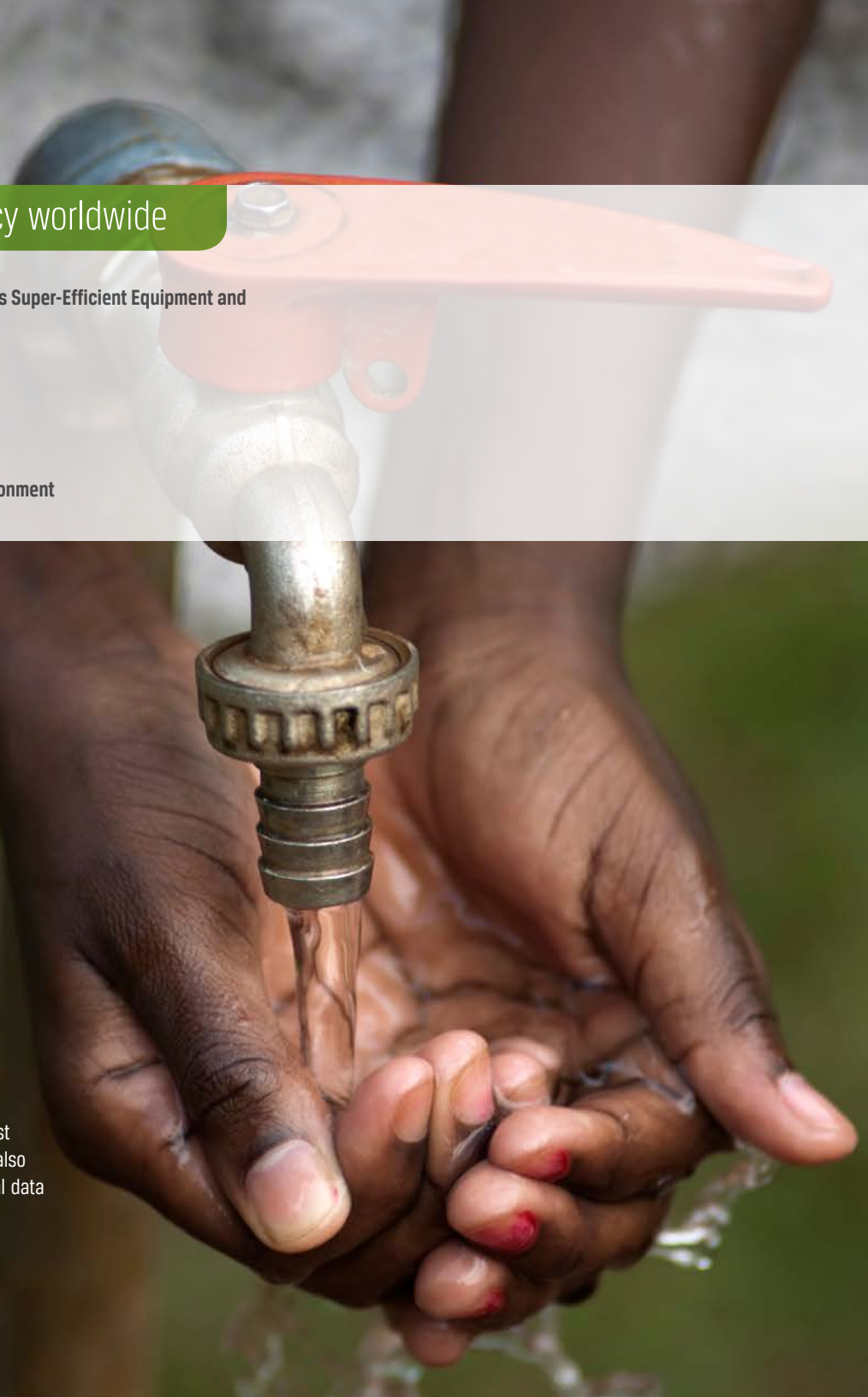
European Alliance to Save Energy

The European Alliance to Save Energy (EU-ASE) – our newly founded sister organization in Europe – had a very busy first year in 2011 led by former EU Parliament member Monica Frassoni and current parliamentarians on its Board.

- » In April EU-ASE launched its Manifesto, an offensive on wasted energy and opportunities in Europe.
- » In June EU-ASE began an intensive campaign on the EU Energy Efficiency Directive, which could set an ambitious legislative framework for energy efficiency across all EU member countries.
- » In September EU-ASE called on senior leaders from top European businesses to show European governments that the business community is ready to deliver energy efficiency and is supportive of government action to that end.

Australian Alliance to Save Energy

Since the Alliance helped form the Australian Alliance to Save Energy (A2SE) in 2009, this sister organization has united business, government and environmental leaders to promote the case for saving energy and using it more wisely in Australia. One of A2SE's biggest accomplishments in 2011 was the release of major research on demand management. A2SE also continued to act as a facilitator of the energy efficiency debate, driven by robust empirical data and research.



international

building partnerships to promote energy efficiency worldwide

In 2011 the Alliance joined international partnerships and worked closely with local organizations around the world to support collaboration and capacity building for energy efficiency. From our efforts to establish country-wide energy efficiency policies under PREE, to improving appliance standards and building energy codes under CEEDS, the Alliance is sparking a worldwide surge in innovative energy efficiency policies. From policy to action, the Alliance worked with SEAD to advance the global market for energy-efficient products by designing purchasing decision-making tools for procurement officials.

Efficiency Improvements Around the Globe

India

The Alliance is working with local partners to put India's soon-to-be-mandatory Energy Conservation Building Code (ECBC) into practice in the state of Tamil Nadu. To help Tamil Nadu municipalities follow and enforce the ECBC, the Alliance team created a two-stage plan that focuses on implementing the ECBC's quickest, most effective energy efficiency measures first – allowing for a smooth, statewide transition to the full code. Also in India, a project funded by the Renewable Energy and Energy Efficiency Partnership (REEEP) helped Tamil Nadu's small to medium enterprises improve energy efficiency through innovative financing and carbon emissions trading.

Africa

The Alliance's Africa team built on the prior success of its climate change guidebook and workshops for utilities in the Lake Victoria region. In February 2011, the Alliance met with water utilities in Kenya, Tanzania and Uganda to assess risks of climate change to their facilities and the people they serve. With the Alliance's help, these utilities developed climate change adaptation plans.

Latin America and the Caribbean

Building on water and energy efficiency (Watergy) assessments in several Central American and Caribbean countries in 2010, the Alliance's Mexico office worked with utilities in Guyana and Suriname in 2011 to implement the recommended efficiency measures.

Southeastern Europe/Ukraine

The Alliance helped develop National Energy Efficiency Action Plans for Buildings and trained national expert teams in Ukraine, Bosnia and Herzegovina, and Moldova, as well as expanded the Green Schools Program in Bosnia. As a member of the USAID Municipal Heating Reform Project, the Alliance also developed recommendations for Ukraine's building energy codes and the country's national legislation on commercial heat metering systems.

Asia-Pacific

With the Asia-Pacific Energy Research Centre (APEC), the Alliance carried out capacity-building workshops on energy-efficient transportation for policymakers from developing APEC economies.

Focusing on Efficiency at the City Level in China and the US

Recognizing that cities around the world lead the way in innovative energy-saving programs and have much to share with each other, the Alliance worked with DOE, the Chinese Ministry of Housing and Urban and Rural Development, the National Academy for Mayors of China, and Sister Cities International to carry out reciprocal visits of mayors and other senior officials between China and the United States. Thirteen high-ranking municipal officials from China visited cities in Colorado and California in September 2011, and a delegation of 14 U.S. officials visited Beijing, Tianjin and Langfang in December 2011 to discuss policies and programs for promoting efficient and sustainable cities.

buildings

improving energy efficiency where we live & work

energy-efficient buildings online

EnergyCodesOcean.org

Become part of BCAP's Online Code Environment & Advocacy Network, the online community for everything related to energy codes.

ThirtyPercentSolution.org

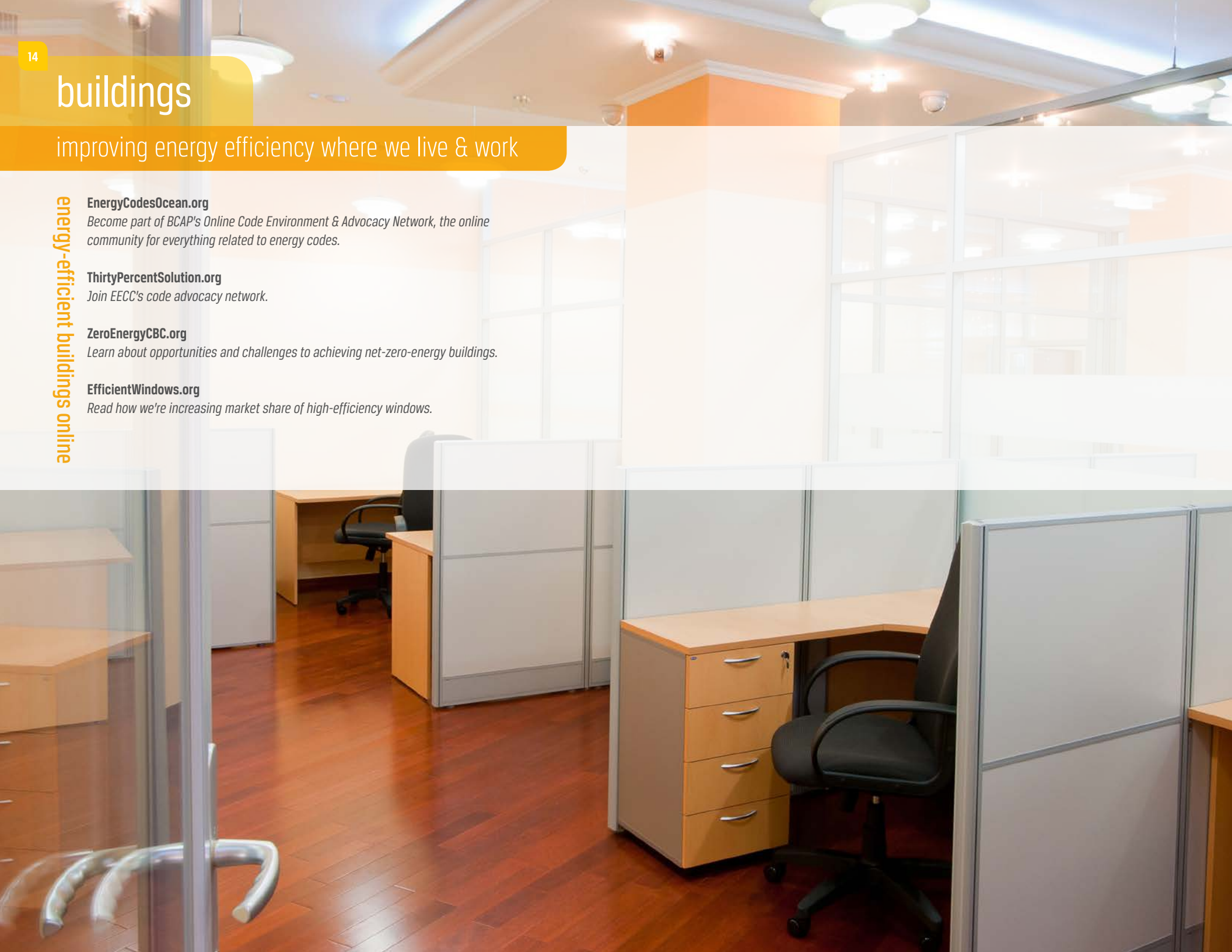
Join EECC's code advocacy network.

ZeroEnergyCBC.org

Learn about opportunities and challenges to achieving net-zero-energy buildings.

EfficientWindows.org

Read how we're increasing market share of high-efficiency windows.



buildings

improving energy efficiency where we live & work

Buildings consume almost 40% of the energy used in the United States. All that energy has a big price tag: The average U.S. household spends over \$2,000 per year on energy bills, while commercial building owners and tenants together spend an estimated \$175 billion. Because buildings use so much energy and have such a long lifespan, building efficiency is a priority.

Improving Building Energy Codes

In 2010, the Alliance contributed to historic improvements in national model energy codes. The resultant 2012 International Energy Conservation Code (2012 IECC) stands to boost energy savings by a whopping 30% for homes and commercial buildings compared with the 2006 code. This awakened powerful efficiency opponents, who in 2011 fought against new code adoption and tried to weaken and overturn existing codes. But the Alliance-led Energy Efficient Codes Coalition (EECC) helped secure the 2012 IECC's big win for energy efficiency.

To ensure that model energy codes continue to improve with each updated cycle, the Alliance mobilized state and local government officials to advocate for new code proposals and pressed for legislation to allow DOE to set national energy-saving targets for each cycle. Meanwhile, the Alliance helped update the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 90.2 residential standard, urging ASHRAE to redirect it from a weak IECC alternative to an advanced "stretch" code.

BCAP: Spreading Code Adoption & Compliance

The Building Codes Assistance Project (BCAP) – our partnership program with the Natural Resources Defense Council and the American Council for an Energy-Efficient Economy – encouraged 10 states to update their residential energy code and 12 states to do so for commercial buildings. This brought the total number of states that meet or exceed the current national model energy codes to an unprecedented 21 states for residential and 28 states for commercial buildings. Also in 2011, BCAP:

- » Helped 17 states identify gaps in code implementation and compliance, and created strategic plans for 11 states to meet 90% compliance targets;
- » Launched a campaign with Consumers Union to educate home buyers, homeowners and building professionals on the benefits of the model code; and
- » Promoted its incremental cost analysis, which found that meeting the model code adds less than \$820 to the cost of building a new home, and that homeowners, on average, will recoup that cost with energy savings in 3.5 years.



Promoting Window Energy Efficiency

The Alliance's Efficient Windows Collaborative (EWC) continued to promote energy-efficient windows in the residential and commercial sectors, with particular emphasis on training and outreach to educate design professionals and weatherization agencies about market-leading window performance specifications. To incorporate an often-neglected market segment, EWC expanded its scope to address efficient windows for multifamily buildings.

Through the EECC and other efficiency activism, the Alliance also launched "The 2012 Overture," a focused campaign to promote the 2012 IECC, encourage its adoption in key jurisdictions and prove the case for even more efficient codes.

industry and utilities

strengthening energy efficiency programs for industry & utilities

utilities: key activities

Sponsored six regional training workshops for utility energy efficiency program managers

Established a 25-utility working group of program managers for knowledge-sharing and collaboration

Addressed information barriers through CleanEfficientEnergy.org

industry: key activities

Participated in advisory board for Industrial Energy Technologies Conference

Moderated the sustainability panel at Georgetown University's CleanTech Conference

industrial publishing

Industry E-Newsletter

- » 12 issues of the monthly Industrial Spotlight
- » 500+ email subscribers
- » 40 articles on activity in industrial energy efficiency

Industry White Papers

- » *Policy Options to Advance the Uptake of Energy-Efficient Emerging Technologies in U.S. Industry*
- » *Code and Beyond-Code Programs for Industrial Facilities*
- » *Energy Efficiency in the Water Industry*

Industry Fact Sheets

- » *U.S. CEEM*
- » *Superior Energy Performance*



industry and utilities

strengthening energy efficiency programs for industry & utilities

Energy-Efficient Industry

With U.S. industry accounting for approximately 30% of domestic energy use, the industrial sector offers considerable opportunities for energy efficiency. In 2011 the Alliance Industrial Team worked to capitalize on these opportunities by engaging the public and private sectors to develop programmatic, technical, educational and policy-based resources that could enhance manufacturers' ability to manage their energy use.

U.S. CEEM

The Industrial Team provided strategic guidance and organizational coordination to the U.S. Council for Energy-Efficient Manufacturing (U.S. CEEM) as it transitioned from an informal industry group to an independent organization.

ISO 50001

The Industrial Team supported the development and deployment of ISO 50001 through participation in the U.S. Technical Advisory Group, which advises the ISO Technical Committee (TC 242). ISO 50001, which launched on June 15, 2011, provides an internationally recognized framework for integrating energy efficiency into an organization's management practices. The standard also serves as the foundational element of the Superior Energy Performance program. The Industrial Team now has moved into high gear to help move the ISO 50001 standard into everyday practice in the United States and around the world.

Bringing Watergy to the US

The Alliance reached a major milestone by helping to bring its cornerstone water and energy efficiency program - Watergy - to U.S. soil for the first time. This cost-effective and impactful program has delivered money, energy and water savings from countries outside the United States for over 15 years. To execute the first-ever Watergy project in the United States, the Industrial Team worked with the International Team and two project partners - Policy Navigation Group and Process Energy Services - to perform an energy assessment at Pennsylvania's Bucks County Water and Sewer Agency (BCWSA). Their efforts produced an investment-grade assessment report. They also created a tailored energy management training course to help launch the BCWSA energy team.

Energy-Efficient Utilities

The Clean and Efficient Energy Program (CEEP) - our unique partnership with the American Public Power Association (APPA) and Large Public Power Council (LPPC) - provided new tool kits and training in 2011 to help public power utilities across the United States break down barriers to large-scale energy efficiency programs.

Removing Information Barriers

CEEP helped utilities successfully plan, manage and evaluate energy efficiency programs with its centralized and accessible online resource, CleanEfficientEnergy.org.

Providing Essential Training

CEEP sponsored six regional energy efficiency program management training workshops designed to address barriers that utilities face in attracting experienced program managers and training existing utility staff.

Facilitating Peer Collaboration

CEEP worked with energy efficiency program managers from 25 utilities to develop a peer exchange model that aims to address resource barriers that constrain information sharing and identifies collaboration opportunities to improve and expand energy efficiency efforts.

southeast energy efficiency alliance (seea)

cultivating a culture of energy efficiency practices in the southeast

presentations

Energy-Efficient Building Retrofits in the Commercial Real Estate Sector

Global Diversity Summit

Atlanta, Ga.

Oct. 7, 2011

Planning the Future of EE Programs

SEEA Annual Associates Meeting

Atlanta, Ga.

Dec. 8, 2011



southeast energy efficiency alliance (seea)

cultivating a culture of energy efficiency practices in the southeast

The Alliance's regional organization – the Southeast Energy Efficiency Alliance (SEEA) – has become a driving force for energy efficiency policies and implementation in the 11 Southeastern states that it serves. In 2011 SEEA helped the region save energy through advocacy, programmatic initiatives, events and membership outreach.

Public Policy

- » SEEA and its Board drafted a three-year Public Policy Strategic Plan to drive policy work in the Southeast.
- » SEEA submitted comments and testified before public service commissions to support energy efficiency dockets throughout the Southeast.
- » SEEA provided consulting services to the Mississippi Development Authority-Energy Division to grow that state's energy efficiency docket, while fostering relationships with key Mississippi stakeholders and academic institutions.

BetterBuildings & WISE Building Choices

A hallmark of SEEA's 2011 work is the BetterBuildings Neighborhood Program's effort to upgrade the building stock in 13 cities across eight Southeastern states and one U.S. territory. The SEEA Worthwhile Investments Save Energy (WISE) Program is using a \$20 million grant from DOE to improve the energy efficiency of about 10,000 commercial and residential facilities. Accomplishments include:

- » The SEEA-led Southeast Community Consortium ranked seventh for number of building retrofits completed among the 41 grantees in the national BetterBuildings Neighborhood Program.
- » WISE marketing posters won both the Audience Award and the Juried Award at the European Council for an Energy Efficient Economy 2011 Summer Study in France.

Building Codes & Technical Assistance

In 2011 the SEEA Building Codes Program contributed to the state and national conversation about energy codes implementation. In its second year, the program helped develop the 2012 International Energy Conservation Code (IECC), the new U.S. model energy code that boosts energy efficiency by 30% compared with the 2006 code.

In November SEEA received a \$200,000 grant to expand its Energy Codes Program to facilitate the adoption, implementation and enforcement of the 2012 IECC. The grant, which is a significant increase from past funding levels, supported several important programs by:

- » **Expanding** partnerships with DOE's "Train-the-Trainer" program, which has educated more than 350 new energy code advocates;
- » **Strengthening** SEEA's contract work with the Georgia Environmental Finance Authority (GEFA) to provide IECC implementation best practices to increase efficiency and effectiveness in Georgia buildings; and
- » **Advancing** building energy codes with Regional Energy Efficiency Organizations, the Building Codes Assistance Project, the Pacific Northwest National Laboratory and DOE.

Industrial & Utilities Programs

SEEA's Industrial Program held four events to introduce manufacturers to energy efficiency best practices, helping to more than double its participation in coalition meetings – from 75 to over 179 participants, with the most notable increase coming from large-scale manufacturers.

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Alliance to Save Energy
Washington, D.C.

We have audited the accompanying consolidated balance sheet of Alliance to Save Energy and Affiliate (the Organization) as of December 31, 2011, and the related consolidated statements of activities, functional expenses and cash flows for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year's summarized comparative information has been derived from the Organization's 2010 consolidated financial statements and in our report, dated June 22, 2011, we expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control over financial reporting. Accordingly, we express no such opinion. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 2011 consolidated financial statements referred to above present fairly, in all material respects, the financial position of Alliance to Save Energy and Affiliate as of December 31, 2011, and the changes in their net assets and their cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued a report, dated September 20, 2012, on our consideration of the Organization's internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

MCGLADREY & PULLEN

Certified Public Accountants



Vienna, Virginia
September 20, 2012

financial overview

BALANCE SHEET

December 31, 2011

With Comparative Totals For 2010

	2011	2010
ASSETS		
Cash and Cash Equivalents	\$ 1,088,342	\$ 1,432,262
Investments	553,298	454,738
Grants Receivable, net	4,871,423	4,337,532
Other Receivables	12,550	15,717
Prepaid Expenses and Deposit	306,326	161,619
Property and Equipment, net	484,537	580,824
	\$ 7,316,476	\$ 6,982,692
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable	\$ 1,523,325	\$ 1,367,959
Accrued expenses	512,720	505,670
Line of credit	474,696	-
Refundable advances	1,836,255	2,332,120
Deferred rent	669,021	648,364
	\$ 5,016,017	\$ 4,854,113
Net Assets - Unrestricted	2,300,459	2,128,579
	\$ 7,316,476	\$ 6,982,692

STATEMENT OF ACTIVITIES

Year Ended December 31, 2011

With Comparative Totals For 2010

	2011 UNRESTRICTED	2010 UNRESTRICTED
REVENUE AND SUPPORT		
Grants		
Corporations and foundations	\$ 6,786,018	\$ 6,358,210
Government	9,552,857	5,946,552
Special events, net of cost of direct benefit to donors	1,735,048	2,377,857
Membership contributions	1,630,398	1,523,768
Donated services and equipment	161,166	183,268
Other income	3,655	6,600
Administrative and advisory fees	43,644	10,474
	\$ 19,912,786	\$ 16,406,729
EXPENSES:		
Program services	\$ 15,129,807	\$ 11,999,736
General and administrative	4,265,588	3,888,094
Fundraising	345,511	336,880
	\$ 19,740,906	\$ 16,224,710
Change in net assets	171,880	182,019
NET ASSETS:		
Beginning	2,128,579	1,946,560
Ending	\$ 2,300,459	\$ 2,128,579

financial overview

STATEMENT OF FUNCTIONAL EXPENSES Year Ended December 31, 2011

With Comparative Totals For 2010

	PROGRAM SERVICES				General and Administrative	Fundraising	2011 TOTAL	2010 TOTAL
	Demonstration	Policy	Communications	Total Program Services				
Salaries	\$ 3,187,740	\$ 623,720	\$ 658,853	\$ 4,470,313	\$ 1,554,985	\$ 186,872	\$ 6,212,170	\$ 5,520,586
Employee benefits and payroll taxes	1,252,335	255,193	275,299	1,782,827	542,405	64,085	2,389,317	2,079,624
Professional fees and contract services	6,290,079	58,002	61,292	6,409,373	297,482	12,767	6,719,622	4,952,867
Occupancy and utilities	99,648	-	-	99,648	1,069,407	-	1,169,055	1,101,354
Supplies and miscellaneous	770,766	15,181	5,225	791,172	317,784	9,695	118,651	414,884
Meetings and conferences	797,926	3,403	9,649	810,978	11,729	12,324	835,031	771,908
Travel	540,229	21,155	4,743	566,127	115,866	50,864	732,857	703,708
Telephone	43,579	1,386	28,615	73,580	117,948	1,174	192,702	227,342
Depreciation	-	-	-	-	96,288	-	96,288	155,843
Printing and publication	45,053	711	12,883	58,647	13,572	2,325	74,544	64,182
Periodicals, dues, and subscriptions	14,770	11,674	11,485	37,929	13,880	3,662	55,471	102,696
Postage and shipping	19,832	-	329	20,161	9,171	1,339	30,671	32,916
Repairs and maintenance	8,422	-	-	8,422	-	-	8,422	26,918
Bad debt expense	-	-	-	-	96,000	-	96,000	50,000
Other	524	106	-	630	9,071	404	10,105	19,882
Total direct costs	13,070,903	990,531	1,068,373	15,129,807	4,265,588	345,511	19,740,906	16,224,710
Indirect allocation	2,996,637	649,161	201,507	3,847,305	(3,847,305)	-	-	-
Total expenses	\$ 16,067,540	\$ 1,639,692	\$ 1,269,880	\$ 18,977,112	\$ 418,283	\$ 345,511	\$ 19,740,906	\$ 16,224,710

financial overview

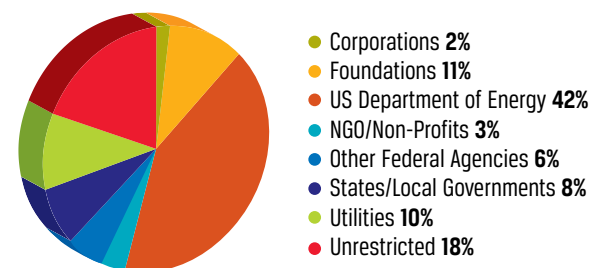
STATEMENT OF CASH FLOWS

Year Ended December 31, 2011

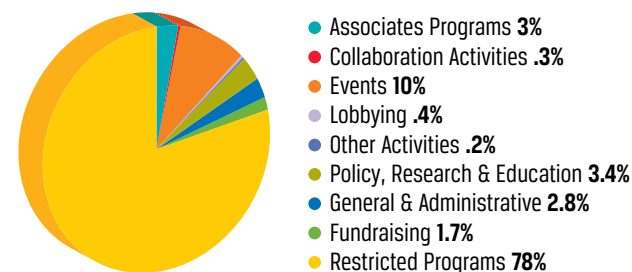
With Comparative Totals For 2010

	2011	2010
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 171,880	\$ 182,019
Adjustments to reconcile change in net assets to net cash provided (used in) by operating activities:		
» Depreciation	96,288	155,843
» Bad debt expense	96,000	50,000
» Unrealized and realized loss (gain) on investments	1,642	(748)
» Deferred rent	20,657	(22,341)
» Changes in assets and liabilities:		
(Increase) decrease in:		
» Grants receivable	(629,891)	(683,777)
» Other receivables	3,167	(15,717)
» Prepaid expenses and deposit	(144,707)	(28,358)
Increase (decrease) in:		
» Accounts payable	155,366	642,424
» Accrued expenses	7,050	77,976
» Refundable advances	(495,865)	471,644
Net cash (used in) provided by operating activities	(718,413)	828,965
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of property and equipment	-	(16,942)
Purchases of investments	(129,262)	(3,173)
Proceeds from sale of investments	29,059	95
Net cash used in investing activities	(100,203)	(20,020)
CASH FLOWS FROM FINANCING ACTIVITIES		
Net proceeds on line of credit	474,696	-
Net cash provided by financing activities	474,696	-
Net (decrease) increase in cash and cash equivalents	(343,920)	808,945
CASH AND CASH EQUIVALENTS		
Beginning	1,432,262	623,317
Ending	\$ 1,088,342	\$ 1,432,262

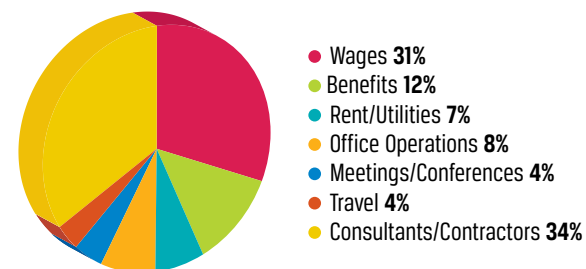
2011 REVENUE SOURCES



2011 EXPENSES : ORGANIZATIONAL ACTIVITIES



2011 TOTAL EXPENSES



Auditors notes to Financial Statements available upon request.

financial overview

RESTRICTED CONTRIBUTIONS

\$0 - \$50,000

Accurate Dorwin
 Air Barrier Association of America
 All-Tex Exteriors
 American Exteriors
 American Institute of Architects
 Andersen Corporation
 Apple Energy Group
 The Argosy Foundation
 Asia-Pacific Economic Cooperation
 Asia Pacific Energy Research Centre
 Associated Materials, Inc.
 Atrium Companies
 Avery Window & Door Company
 The Cadmus Group, Inc.
 Cardinal Glass Industries, Inc.
 Certainteed Corporation
 Champion Window Manufacturing
 Class 5 Energy
 ClimateWorks Foundation
 Comfort Line Ltd.
 Comfort Windows of America
 COSI Columbus
 Crow Wing
 Crystalite, Inc.
 Custom Order Online, Inc.
 Deceuninck North America
 Edgetech I.G., Inc.
 Energy Futures Group
 EPS Molders Association
 Fibertec Window & Door Manufacturing

Georgia Institute of Technology
 Global Learning, Inc.
 Gorell Windows & Doors
 Guardian Industries Corp.
 Harvey Industries
 Hoffer, Inc.
 Integrity From Marvin Windows & Doors
 Inter-American Developmental Bank
 JELD-WEN Windows and Doors
 Johns Manville
 Knauf Insulation
 Knox County Schools - Maintenance & Operations Department
 Kolbe & Kolbe Millwork Co., Inc.
 Lockheed Martin Corporation
 Lockheed Windows Corporation
 Marvin Windows & Doors
 McKinstry
 Michigan State University
 Milgard Manufacturing, Inc.
 Monda Windows and Doors
 National Fenestration Rating Council
 National Young Leaders Conference
 New Jersey Natural Gas
 Newport Ventures
 North Georgia Replacement Windows, Inc.
 NT Window
 One Source Renovation
 Owens Corning
 Paine PR
 Pella Corporation
 Pilkington North America, Inc.
 Ply Gem Windows

Policy Navigation Group
 Polyisocyanurate Insulation Manufacturers Association
 PPG Industries Inc.
 Project Performance Corp
 Renewable Energy and Energy Efficiency Partnership
 Ringer Windows, Inc.
 Rosati Windows
 Royal Building Products
 SAGE Electrochromics, Inc
 Schneider Electric
 Seaway Manufacturing Company
 Serious Energy
 Seven D. Industries LP
 Soft-Lite Windows
 Southeast Energy Efficiency Alliance
 Southface Energy Institute
 SRA International
 Sunrise Windows
 Thermo-tech Windows
 Tilia Fund
 The Turner Foundation
 University of California - San Francisco
 Unlimited, Inc.
 U.S. Green Building Council - Maryland Chapter
 Vinylmax LLC
 Vinyl Siding Institute
 VPI Quality Windows
 Vytex Windows
 Wasco Windows
 WESTlab

financial overview

\$50,001 - \$99,999

American Chemistry Council
 District Department of the Environment
 Mississippi Development Authority -
 Energy and Natural Resources Division
 Nebraska Energy Office
 North American Insulation Manufacturers Association
 Rochester City School District
 UN-Habitat
 University of Nevada Reno
 World Bank

\$100,000 - \$499,999

Alabama Department of Economic and Community Affairs
 Collaborative Labeling & Appliance Standards Program
 Direct Energy
 Hewlett Foundation
 International Resources Group
 Kentucky Department for Energy Development and
 Independence
 Lawrence Berkeley National Laboratory
 Missouri Department of Natural Resources - Division of Energy
 National Association of State Energy Officials
 National Energy Technology Laboratory
 Pacific Northwest National Laboratory
 The Energy Foundation
 Town of University Park, MD
 U.S. Environmental Protection Agency
 Vermont Energy Investment Corporation
 Virginia Department of Mines, Minerals, & Energy

\$500,000 OR GREATER

Anonymous
 Oak Ridge National Laboratory
 Southern California Edison
 Tennessee Valley Authority
 The Kresge Foundation
 U.S. Department of Energy

alliance associates

Alliance Associates are more than 150 organizations committed to energy efficiency as a primary way to achieve the nation's environmental, economic, energy security and affordable housing goals. As of October 2012, Alliance Associates include:

1E

3M

Acuity Brands Lighting
 Advanced Power Control, Inc.
 Air-Conditioning, Heating and Refrigeration Institute
 Alliance for Sustainable Energy LLC/NREL
 Alliance for Water Efficiency
 American Chemistry Council
 American Council for an Energy-Efficient Economy
 American Council on Renewable Energy
 American Gas Association
 American Institute of Architects
 American Lighting Association
 American Public Power Association
 American Public Transportation Association

Andersen Corporation

Association of Energy Engineers
 Association of Home Appliance Manufacturers
 ASERTTI

Bank of America

BASF

Best Buy

Bonneville Power Administration

Bosch

Brookhaven National Laboratory
 BSH Home Appliances Corporation
 Building Performance Institute Inc.
 California Energy Commission
 Calmac Manufacturing Corporation
 Center for Energy Efficiency & Sustainability
 Center for Environmental Innovation in Roofing

CertainTeed Corporation

Citigroup

City of North Little Rock
 CMC Energy Services, Inc.
 Conservation Services Group
 Constellation Energy
 Copper Development Association
 Cree
 Dallas/Fort Worth International Airport

Danfoss

The Dow Chemical Company

DTE Energy

Duke Energy

EDF, Inc.
 Edison Electric Institute
 Efficiency Valuation Organization
 Electric Power Research Institute

E-Mon

EnergyEarth
 EnerPath
 European Alliance to Save Energy

Exelon Corporation

FlexEnergy
 The Green Building Initiative
 GreenerU
 Greenhouse Gas Management Institute
 GridWise Alliance
 Guardian Industries
 Habitat for Humanity
 Hannon Armstrong Capital, LLC
 The Home Depot
 ICF International
 Illuminating Engineering Society
 InfoComm International

Ingersoll Rand

Intel Corporation
 International Association of Lighting Designers
 International Copper Association
 International Emissions Trading Association
 International Window Film Association

Johns Manville

alliance associates

Johnson Controls

Jupiter Oxygen Corporation
 Kimberly-Clark Corporation
 Knauf Insulation
 Large Public Power Council
 Lawrence Berkeley National Laboratory
 Leading Builders of America

Legrand

LG

Lockheed Martin

Los Alamos County – Department of Public Utilities

Lowe's

Maine Governor's Office of Energy Independence & Security
 Manulife Financial
 Maryland Energy Administration
 Masco Home Services
 Michelin North America, Inc.
 Midwest Energy Efficiency Alliance
 Multistack

Nalco Company

National Association for State Community Service Programs
 National Association of Clean Water Agencies
 National Association of State Energy Officials
 National Electrical Manufacturers Association
 National Fenestration Rating Council

National Grid USA

National Insulation Association

National Rural Electric Cooperative Association
 Net Zero Energy Home Coalition

NYSERDA

Niagara Conservation

North American Insulation Manufacturers Association

Northern California Power Agency
 Northwest Energy Efficiency Alliance
 Nuclear Energy Institute
 Oak Ridge National Laboratory
 OPOWER

Orion Energy Systems

OSRAM SYLVANIA

Owens Corning

Panasonic

The Pataki-Cahill Group

PG&E Corporation

Philips Lighting Company

Polyisocyanurate Insulation Manufacturers Association

Proctor & Gamble

Rebuilding Together

Rinnai

Sacramento Municipal Utility District

Safety-Kleen Systems, Inc.

Salt River Project

San Diego Gas & Electric

Schneider Electric

Seattle City Light

Sempra Energy

The Shelton Group

Siemens Industry, Inc.

Smart Growth America

Snohomish County Public Utility District

Solutia

Southeast Energy Efficiency Alliance

Southern California Edison

Southern Company

Spirax Sarco

The Stella Group

TCP, Inc.

Tennessee Valley Authority

Texas A&M – Energy Systems Laboratory

Texas State Energy Conservation Office

United Technologies Corporation

University of California, Davis

U.S. Green Building Council

USES Manufacturing, Inc.

Vinyl Siding Institute

Wal-Mart Stores, Inc.

Washington Gas

Western Governors' Association

Whirlpool Corporation

White & Case, LLP

World Business Council for Sustainable Development

As of 10.12.12

chairs

HONORARY CHAIR



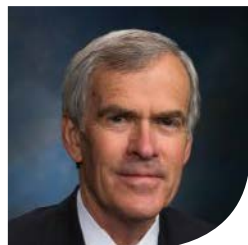
SEN. MARK WARNER
(D - Va.)

CO-CHAIR



TOM KING
President, National Grid US

HONORARY VICE-CHAIRS



SEN. JEFF BINGAMAN
(D-N.M.)



SEN. SUSAN COLLINS
(R-Maine)



SEN. CHRIS COONS
(D-Del.)



SEN. RICHARD LUGAR
(R-Ind.)



SEN. LISA MURKOWSKI
(R-Alaska)



SEN. ROB PORTMAN
(R-Ohio)



SEN. MARK PRYOR
(D-Ark.)



SEN. JEANNE SHAHEEN
(D-N.H.)



SEN. MARK UDALL
(D-Colo.)



REP. BRIAN BILBRAY
(R-Calif.)



REP. MICHAEL BURGESS
(R-Texas)



REP. RALPH HALL
(R-Texas)



REP. STEVE ISRAEL
(D-N.Y.)



REP. EDWARD J. MARKEY
(D-Mass.)



REP. PAUL TONKO
(D-N.Y.)

board of directors

FIRST VICE-CHAIR

Robert J. Dixon

Sr. Vice President and Global Head
Efficiency and Sustainability
Siemens Industry, Inc.

FOUNDING CHAIR

The Late Charles H. Percy

Frances Beinecke

President
Natural Resources Defense Council

George Biltz

Corporate VP & VP Energy & Climate Change
The Dow Chemical Company

Stephen Brobeck

Executive Director
Consumer Federation of America

Helen Burt

Senior Vice President &
Chief Customer Officer
Pacific Gas & Electric Company

Iain Campbell

Vice President & GM Global Energy &
Workplace Solutions
Johnson Controls Inc.

Jorge Carrasco

Superintendent
Seattle City Light

Kemel Dawkins

Executive Vice Chancellor for Administration
Rutgers University - Newark

Jeff Drees

U.S. Country President
Schneider Electric

Thomas K. Dreessen

Chairman & CEO
*Energy Efficiency Project
Investment Company, Limited*

Roger Duncan

University of Texas

Anthony Eggert

Executive Director
*The Policy Institute for Energy,
Environment and the Economy, UC Davis*

Honorable Robert Foster

Mayor
City of Long Beach, California

John C. Fox

Managing Director
Perseus, LLC

Erwin Furukawa

Sr. VP of Customer Service
Southern California Edison

PRESIDENT

Kateri Callahan

President
Alliance to Save Energy

Carolyn Green

Co-Founder & Managing Partner
*EnerGreen Capital
Management, LLC*

Thomas P. Grumbly

Vice President of Civil & Homeland Security
*Lockheed Martin Corporation,
Washington Operations*

Thomas R. Kuhn

President
Edison Electric Institute

Terry McCallister

Chairman & CEO
Washington Gas

Dave McCurdy

President & CEO
American Gas Association

J. Michael McQuade

Sr. VP, Science & Technology
United Technologies Corporation

William A. Nitze

Chairman
Oceana Energy Company

SECRETARY

Francis J. Murray

President and CEO
*New York State Energy Research and
Development Authority*

Earle H. O'Donnell

Partner
White & Case, LLP

Kevin Ries

Vice President & General Manager
3M

James E. Rogers

Chairman, President & CEO
Duke Energy

Peter Smith

Managing Director
The Pataki-Cahill Group

Fred Stephan

VP & General Manager, Insulation Systems
Johns Manville

Susan Story

President & CEO
Southern Company Services

Susan Stratton

Executive Director
Northwest Energy Efficiency Alliance

TREASURER

Robert Pratt

Chairman and CEO
GreenerU

Dave Szczupak

Executive Vice President
Global Product Organization
Whirlpool Corporation

Susan Tierney

Managing Principal
Analysis Group

William Von Hoene

Executive Vice President Financial & Legal
Exelon Corporation

The Alliance strives to be the world's premier organization promoting energy efficiency to achieve a healthier economy, a cleaner environment and greater energy security.

To achieve this goal, the Alliance:

Leads worldwide energy efficiency initiatives in research, policy advocacy, education, technology deployment and communications that impact all sectors of the economy

Provides vision and activism through its board of directors, which includes leaders from business, government, the public interest sector and academia

Initiates and participates in public-private partnerships, collaborative efforts, and strategic alliances to optimize resources and expand its sphere of influence

Executes its mission through a team of recognized energy efficiency experts and professionals

1850 M Street, NW | Suite 600

Washington, DC 20036

p 202.857.0666

f 202.331.9588

info@ase.org | **ase.org**