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
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Dear Friends:

With great pride in the Alliance to Save Energy, I present our 2010 Annual Report. The report details last year’s accomplishments and financial performance, but that’s not all. More than what we’ve done, this report shows who the Alliance really is.

The Alliance is the creativity and hard work of our staff. It is the passion and dedication of our Board. It is the strength and support of our Associates, allies and funders. Together in 2010, we — the collective group of all of us who are the Alliance to Save Energy — made great strides in creating a more energy-efficient world.

The Alliance’s influence and reputation grew tremendously along with our ranks. Across the last year and into the current one, we increased our staff by a whopping 70% — up from 55 full-time staff members at the end of 2009 to a cadre of 97 in 2011. We added 31 new Associates in 2010, reaching a total of 177. And, importantly, our Board continues to work steadfastly and strategically to improve the geographic, gender, political, business and ethnic diversity of its makeup with the result a more visibly diverse group that now embodies expertise in R&D, engineering, and finance alongside the many other disciplines already represented.

Leafing through the report, you will see — as do I — that 2010 marked major gains in energy efficiency, from adoption of new, historic model building energy codes to the creation of new coalitions and initiatives worldwide. We could not have seized the great opportunities of 2010 without your support and participation. On behalf of our organization, I thank you for helping us make 2010 a year to remember and a phenomenal opening to what we are striving to make “the decade of energy efficiency.”

Looking ahead, we face a dramatically changed political and economic reality than the one we left in 2010. Making this “the decade of energy efficiency” has been complicated, and indeed compromised, by a new focus on deficit reduction and budget cutting and the extreme partisanship now rampant at all levels of government. While we opened and closed 2010 in remarkable fashion, it will be only with your continued, and increased, support and hard work that we will close this year and the rest of the decade in a similar fashion.

And, we must, as the stakes are higher than ever. Volatile energy prices coupled with growing world demand and the heated, global race to profit from a clean energy economy dictate that we redouble our efforts to make energy efficiency the first fuel of choice for the future. I urge you to join us in this noble cause and I look forward to working with you to deploy energy efficiency into every corner of the global economy!

Kateri Callahan
President, Alliance to Save Energy
September, 2011
LETTER FROM THE HONORARY CHAIR

Dear Friends of the Alliance:

Today’s economic and political challenges make clear the urgent need to take action on our nation’s energy policy.

The world is on the verge of the biggest economic transformation since the Industrial Revolution. This transformation will hinge on a fundamental change in how we produce and use energy. Millions of new jobs in energy efficiency and other forms of clean energy will be created, but they will go to the countries that invest in them. America must be a global leader.

To strengthen our position on the world stage, we need to meet our energy challenges head-on, and energy efficiency is the way. Energy efficiency is effective, bipartisan and — so important in today’s political climate — affordable. Because the cheapest fuel is the energy we don’t use, energy efficiency is something we can all support.

That’s why I worked with Senator Rob Portman — with tremendous support from the Alliance — on a national energy efficiency strategy embodied in the Energy Savings and Industrial Competitiveness Act. With measures including loan programs to help businesses invest in energy-saving equipment and updated model building energy codes, our bill stands to address the nation’s energy challenges, make the economy more competitive and create jobs. Thanks to your help, it has strong bipartisan and private-sector support.

The Alliance has worked as a leading organization to advance energy efficiency policies over the past three decades. Today, the Alliance continues to unite business and public leaders worldwide to promote energy efficiency as a cost-effective solution to our economic, environmental and energy security challenges.

We must have a strong foundation of energy efficiency to ensure a clean and sustainable future. As we move ahead, I look forward to working with the Alliance toward fulfilling this commitment. I hope you will join us.

Sincerely,

Sen. Jeanne Shaheen
September, 2011
A national energy efficiency strategy will make our economy more competitive, can start addressing a lot of our nation’s energy challenges, and can create private sector jobs today.

Sen. Jeanne Shaheen
Facing extreme challenges to the enactment of comprehensive energy legislation in the 111th Congress, the Policy Team got up close and personal with lawmakers to advocate for strong energy efficiency policies.

In a plethora of briefings, educational events and congressional meetings, we advanced the visibility of energy efficiency and informed key legislators about efficiency strategies to address the nation’s energy needs. Whereas some of these strategies live on in proposals under consideration in the 112th Congress, others found legs in the 111th Congress.

**CONGRESS EXTENDED TAX INCENTIVES** for energy-efficient new homes, home improvements and appliance manufacturing. The incentives include a federal income tax credit of up to $500 for homeowners who make certain energy-efficient home improvements.

**SEN. JEANNE SHAHEEN (D-N.H.) ANNOUNCED BROAD ENERGY EFFICIENCY LEGISLATION** that was later introduced in the 112th Congress. The Alliance also named Shaheen as our Honorary Board Chair.

**ALLIANCE COMMENTS SUPPORTED ENERGY EFFICIENCY PROVISIONS** in clean air regulations, vehicle and home labeling, and smart grid and demand response rules.

**APPLIANCE STANDARDS**

The Alliance and other members of the APPLIANCE STANDARDS AWARENESS PROJECT (ASAP) made an important agreement with the appliance industry on efficiency standards for five types of home appliances. The U.S. Department of Energy (DOE) adopted part of this agreement in its proposed standards for refrigerators and freezers. Over the next 30 years, these advances stand to...

- **REDUCE** water consumption by 5 trillion gallons
- **LOWER** CO₂ emissions by 550 million metric tons
- **SAVE** $30 billion for consumers

The ASAP also played a major role in DOE’s adoption of new water heater standards, which over 30 years will...

- **CUT** CO₂ emissions by 154 million metric tons
- **SAVE** consumers $8.7 billion
EMPOWERING STUDENTS TO BECOME TOMORROW’S EE LEADERS

I am proud to tell my peers about the Green Campus Program. In fact, networking at a Green Campus Summit led to an internship in energy efficiency. I now feel that I am paving my career path with my college education and Green Campus experience.

Rebecca Rivera
Former Green Campus Intern

GREEN CAMPUS BY THE NUMBERS
In 2010 Green Campus’s California colleges and universities reported:

$485,000 in saved energy costs
Over 3.8 million kWh of electricity saved
2.5 million lbs. of CO₂ emissions avoided
600,000 gallons of water conserved
4,800 therms of natural gas saved

ENERGY EFFICIENCY EDUCATION ONLINE
GreenSchoolsNational.com
Learn about school districts saving on energy costs and students becoming energy efficiency advocates.

EnergyHog.org
Put a face to energy conservation and make energy efficiency fun online, in books, and via live visits from the Energy Hog.

ASE.org/GreenCampus
Learn about saving energy at U.S. colleges and universities.
In 2010, the Education Team’s Green Schools and Green Campus programs taught students to lead energy-efficient changes in their schools, homes and communities.

GREEN CAMPUS: PROMOTING SUSTAINABLE JOBS

In 2010, some college students’ optimism plummeted along with the job market. Undaunted, the Green Campus Program helped students on 16 campuses access career opportunities and organize forums on the growing need for sustainable energy professionals, including:

GREEN CAMPUS ENERGY EFFICIENCY SUMMIT
Taught “Greening the Campus, Building the Workforce” (January-February 2010, Santa Cruz)

ENERGY EFFICIENCY TRAINING WORKSHOP
Taught what working in the energy field is really like (April 2010, PG&E’s Pacific Energy Center)

GREEN CAREER PANEL
Taught the value of energy-saving skills in the workforce (April 2010, West Los Angeles)

In building pathways to green careers, Green Campus trained 75+ interns to lead energy-saving projects and educate their community about energy efficiency. These interns engaged more than 28,000 people in 2010.

GREEN SCHOOLS: VERSATILITY IN REACHING K-12 STUDENTS

The Green Schools Program grew from fewer than 50 California schools in 2008 to more than 200 elementary, middle and high schools across eight states in 2010.

A slew of Energy Hog presentations and other Green Schools tools helped bring energy efficiency education into the classroom and reduce schools’ electricity use by 5–15% — that’s millions of kWhs of electricity! Green Schools also helped prevent thousands of tons of CO₂ emissions and save millions of dollars in energy costs — nearly $1 million in California’s 54 Green Schools alone.

GREEN SCHOOLS TAKES ON THE WORLD

Although energy efficiency education is key to addressing global climate change and preparing students for green careers, energy efficiency is not the cornerstone of environmental education. So, in fall 2010, Green Schools launched the Global Action Network for Energy Efficiency Education (GANE3), which attracted strong partners who swiftly began amplifying energy efficiency literacy among students around the world.
INFORMING VIA ONLINE OUTREACH, STRONG MEDIA TIES, CONSUMER CAMPAIGNS & EDUCATIONAL PUBLICATIONS

We are excited to partner with the Alliance to Save Energy to raise awareness more broadly of the critical importance of energy efficiency and to help share some of the technology we have developed to improve energy efficiency practices throughout the world.

Jonathan Heiliger
Vice President of Technical Operations
Facebook

ALLIANCE ONLINE IN 2010

475,000 people visited ASE.org – that’s well over 1,000 people per day

ASE.org visitors came from 203 countries

Over 1.1 million ASE.org web pages were viewed

Nearly 4,000 people “liked” us on Facebook
As the media landscape constantly evolves along with an increasingly social media-minded public, the Alliance’s Communications Team keeps pace with relevant outreach and ever-accessible content.

MODERNIZING OUR WEB & SOCIAL MEDIA PRESENCE
In 2010, we furthered our online reputation as the one-stop shop for all things energy efficiency by redesigning ASE.org to feature streamlined content, user-centric navigation and innovative tools.

The Communications Team also broadened the reach of our message with Facebook, Twitter, YouTube, Flickr and an RSS feed. In October 2010, Facebook became an Alliance Associate and partnered with us on its Green on Facebook page, allowing the Communications Team to combine its efficiency expertise with Facebook's unparalleled messaging power. The public took notice: The number of individuals actively interacting with the Alliance on Facebook skyrocketed from 100 to 4,000 users per month.

ENERGY EFFICIENCY MESSAGE SEEN ON BROADWAY
The Alliance sponsored a series of video ads on CBS’s 520-square-foot Jumbotron in New York City's Times Square emphasizing “better ways to save energy.” The ads ran 18 times each day of November for a pedestrian audience of more than 1.5 million.

MEDIA COVERAGE REACHING CONSUMERS
With consumers and businesses feeling the pinch of a still-flagging economy in 2010, the Alliance’s media outreach continued to make the case for energy efficiency practices and policies, resulting in stories in at least 800 newspapers and magazines and on hundreds of websites and blogs.

Policy coverage occurred in top national newspapers, magazines and wire services, on public radio and in numerous energy trades. Consumer coverage included top papers and wire services, NBC’s "TODAY Show Sunday,” CNN National Public Radio and prestigious shelter and consumer magazines.

FORMING THE LUMEN COALITION: EDUCATION ABOUT THE LIGHTING TRANSITION
At a webinar hosted by the Alliance and the National Electrical Manufacturers Association (NEMA) in October, international and domestic energy leaders discussed the urgent need to educate U.S. consumers about the phase-in of efficient lighting products slated to begin nationwide on Jan. 1, 2012.

After that meeting, collaboration began for the Lighting Understanding for a More Efficient Nation (LUMEN) Coalition, which aims to facilitate consumer decision-making, address concerns about energy-efficient lighting and increase awareness of and correct misunderstandings about the lighting transition.
The Alliance to Save Energy’s important work building close partnerships with key public and private sector stakeholders throughout the world helps to meet an increasingly critical need for sharing energy efficiency best practices.

Kenji Kobayashi
President
Asia Pacific Energy Research Centre
Among the clamor of voices in the world energy debate, the Alliance is the leading voice for energy efficiency — and in 2010, we centered high-level international discussions on energy efficiency.

**IMPROVING ENERGY EFFICIENCY IN COUNTRIES THAT NEED IT MOST**

The D.C.-based International Team worked with Alliance offices and organizations in countries to build on-the-ground energy efficiency programs and promote energy efficiency policy.

**SOUTHEASTERN EUROPE**

Our work with USAID in Ukraine, Albania, Bosnia and Herzegovina, Macedonia, Moldova, and Serbia addressed legal and regulatory reform, building codes and market transformation. We established "sister-schools" between Ukrainian and U.S. students and spearheaded a massive energy efficiency public awareness campaign in Ukraine.

**INDIA**

Our work encouraged the state of Tamil Nadu to issue a Government Order empowering municipalities to start energy efficiency projects with energy performance contractors.

**AFRICA**

Through UN Habitat, the Alliance provided water utilities in the Lake Victoria Basin with strategies to adapt to climate change and save energy while improving access to water.

**LATIN AMERICA AND THE CARIBBEAN**

The Alliance completed water and energy efficiency (Watergy) projects in Mexico and several Central American and Caribbean countries.

**ASIA-PACIFIC**

We continued our technical assistance and best practices work with the Asia-Pacific Economic Cooperation by organizing multi-economy workshops on appliance standards and building codes, as well as participating in Peer Review on Energy Efficiency missions to Chinese Taipei, Peru and Malaysia.

**URGING INTERNATIONAL PARTNERS TO ACTION**

In response to the urgent need for action on energy efficiency in Europe, the Alliance catalyzed the creation of the European Alliance to Save Energy (EU-ASE). Modeled on the Alliance, EU-ASE includes leadership from a diverse set of EU Parliamentarians, business leaders and NGO heads. While this new organization grew, so did the one-year-old Australian Alliance to Save Energy (A²SE), which published research on energy efficiency opportunities in Australia and formed an advocates network to hasten energy efficiency implementation.
BUILDINGS
IMPROVING ENERGY EFFICIENCY WHERE WE LIVE & WORK

I commend the Alliance to Save Energy for recognizing the key role green buildings and communities play in solving the energy crisis.

Rick Fedrizzi
President and CEO
U.S. Green Building Council

ENERGY EFFICIENCY EDUCATION ONLINE

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

ZeroEnergyCBC.org
Learn about cost barriers to, and technological support for, zero-net-energy buildings.

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

ThirtyPercentSolution.org
Join EECC's code advocacy network.
Buildings account for over 40% of America’s energy use. In 2008, the average U.S. household spent about $2,225 on energy bills while the commercial sector spent an estimated $183 billion on non-renewable energy expenditures. Spurred by such stats, in 2010 the Alliance used education, research and advocacy to improve the energy efficiency of America’s residential and commercial buildings.

NEW NATIONAL MODEL ENERGY CODE

The Alliance-housed Energy Efficient Codes Coalition (EECC) ran an aggressive campaign to strengthen the national model building energy code. After two decades of inadequate improvements, EECC came away with historic gains.

Due to our dogged persistence, governmental members of the International Energy Code Council overwhelmingly approved our recommendations to boost energy savings by a whopping 30% for both residential and commercial buildings.

If all states adopt the 2012 International Energy Conservation Code (IECC 2012) and achieve full compliance by 2013, the code would, by 2030:

- Save the United States more than 3.5 quadrillion Btu of annual energy consumption
- Save U.S. consumers and businesses about $40 billion in annual energy costs
- Avoid about 200 million metric tons of annual carbon dioxide emissions

The next crucial step is winning IECC 2012’s adoption by states and localities. Efficiency opponents have already signaled they are gearing up for the fight — as is the Alliance.

SPREADING CODE COMPLIANCE

In 2010, the Building Codes Assistance Project (BCAP)’s grassroots advocacy efforts on code adoption nearly tripled the number of states that met or exceeded the national model building energy code — from seven states to 21 and 17, respectively, for commercial and residential buildings.

To ensure that code adoption translates into compliance and energy savings, BCAP went on the ground in 15 states to identify local and state needs, provide technical assistance and collect best practices — information BCAP is using in 2011 to help states create tailored code compliance action plans.

NET-ZERO-ENERGY BUILDINGS

Just before ringing in 2010, the Alliance and the National Association of State Energy Officials launched the Zero Energy Commercial Buildings Consortium (CBC), which immediately shot up to a network of more than 430 organizations seeking to transition the market to zero-energy commercial buildings. CBC members collaborated on two reports: "Next Generation Technologies Barriers and Industry Recommendations for Commercial Buildings" and "Analysis of Cost & Non–Cost Barriers and Policy Solutions for Commercial Buildings."
This new international Standard (ISO 50001) provides the structural framework for commercial and industrial companies to continually improve their energy intensity — saving money, improving competitiveness and reducing pollution.

Roland Risser
Program Manager
Building Technologies Program
U.S. Department of Energy
The Industrial Team helps U.S. industry use energy efficiency to keep its competitive edge. To this end, the team actively furthered the development and deployment of programmatic, technical and policy resources to bring about greater industrial energy efficiency — and by extension, competitiveness.

DEVELOPING THE ISO STANDARD

In 2010, the Alliance Industrial Team made great strides in supporting the development of the ISO 50001 Energy Management Standard by participating in the U.S. Technical Advisory Group, which advised the ISO Project Committee that developed the Standard. ISO 50001 — which was launched on June 15, 2011, after three years of development — provides an internationally recognized framework for integrating energy efficiency into an organization's management practices.

The Industrial Team also supported industrial energy efficiency programs by:

- **Publishing** a monthly newsletter about energy efficiency in industry to 500+ subscribers
- **Recruiting** 27 industrial companies, including 14 Alliance Associates, to participate in DOE's *Save Energy Now LEADER* initiative
- **Producing** white papers and fact sheets on opportunities and policy mechanisms to enable greater energy efficiency
- **Supporting** the U.S. Council for Energy Efficient Manufacturing (U.S. CEEM), which provided most of the programmatic and technical content for the Superior Energy Performance program
- **Organizing educational briefings on Capitol Hill** about issues and opportunities for energy efficiency in the U.S. industrial sector
- **Collaborating** with the International Team on the first domestic Watergy project at the Bucks County, Penn. Water & Sewer Authority
There is tremendous opportunity in this country to become more energy efficient, and the Alliance is on the leading edge to help realize the opportunity.

Lynda Ziegler
Executive Vice President
Power Delivery Services
Southern California Edison
While many energy efficiency program managers at utilities see great value in sharing best practices and learning from their peers, time and resource constraints make that valuable collaboration difficult. In 2010, the Alliance’s Utilities Team — through the **Clean and Efficient Energy Program** (CEEP) — made strides in addressing these challenges by increasing communication among Americans’ public power utilities.

In 2010 the team upped exchanges between utilities through many different interactive formats.

**LAUNCHED CLEANEFFICIENTENERGY.ORG**, which gives utility program managers access to best practice resources and peer networking.

**PRODUCED TOOLKITS** on "Making the Business Case for Energy Efficiency" and "Developing a Portfolio of Programs" for utilities just getting started with energy efficiency.

**DEBUTED NEWSLETTER, "KEEP UP WITH CEEP,"** to help the public power sector gain recognition for its efforts in the energy efficiency advocacy community.

**SUPPORTED REGIONAL TRAINING** for utility staff in energy efficiency program management.

**SUPPORTED A WORKING GROUP** of energy efficiency program managers from large public power utilities to share best practices and learn from each other’s experiences.
CULTIVATING A CULTURE OF ENERGY EFFICIENCY PRACTICES IN THE SOUTHEAST

SEEA

Focusing on the national security concerns, focusing on the job opportunities, focusing on the lowest-hanging fruit — which is, of course, energy efficiency — is terribly important.

Sen. Mark Warner (D-Va.)

The website includes state-by-state efficiency programs and incentives, as well as search tools for resources and utilities in your state.

SEEAWISE.ORG

Property Assessed Clean Energy
Georgia’s House Bill 1388 passed in May 2010, which includes provisions to help finance energy efficiency projects on private property.

LEGISLATIVE ACCOMPLISHMENTS

Georgia Amendment 4
Georgia voters approved Amendment 4 to the Georgia Constitution, a measure that enables the state to enter into multi-year contracts to renovate state buildings for increased energy and water efficiency at no cost to taxpayers.
The Southeast United States — including areas with hot, humid climates — is responsible for 44% of the nation’s total energy consumption despite accounting for only 36% of its population. To help the region save energy through energy efficiency, in 2010 the Southeast Energy Efficiency Alliance (SEEA) team built strong community relationships through exciting new programs and existing coalitions.

**MAKING WISE BUILDING CHOICES IN THE SOUTHEAST**
With a $20 million grant from the U.S. Department of Energy, SEEA initiated its Better Buildings Program, called *Worthwhile Investments Save Energy (WISE)*, which is establishing or expanding building retrofit programs in 12 cities across eight Southeastern states and one U.S. territory. This year, some of the accomplishments of WISE include:

- Developing programs to upgrade approximately 10,000 commercial and residential facilities in 36 months
- Producing 12 webinars based on best practice reports for community energy programs
- Partnering with Virginia and Alabama to target residential retrofits, including a home energy score from Earth Advantage Institute
- Conducting a Fall Summit at SEEA headquarters for all participant cities
- Working toward creating a replicable framework for municipal energy improvement programs

**SEEA LAUNCHES PROGRAMS FOR BUILDING CODES & TECHNICAL ASSISTANCE**
The SEEA Building Codes Program began in 2010 and has contributed to the state and national conversation about energy codes implementation. In its first year, the program participated in the development of a new U.S. model energy code — which will achieve a 30% boost in energy efficiency — and fostered the adaptation of 2009 code improvements in Georgia.

As if that weren’t enough, in September 2010 SEEA initiated its Technical Assistance Program, as part of DOE’s network, to help state and local governments implement clean energy programs.

**INDUSTRIAL & UTILITIES PROGRAMS SEE MORE PARTICIPANTS**
SEEA’s Industrial Program, which began in 2009, increased participation in coalition meetings from single digits to over 75 participants — most notably by large-scale manufacturers — and held five events that introduced manufacturers to energy efficiency best practices.

**ABOUT SEEA**
SEEA was established by the Alliance in 2006 to help drive energy efficiency into 11 states in the Southeast through advocacy, programmatic initiatives, events and membership outreach.
[EE Global] highlighted the real necessity to have cooperative dialogue on obtainable solutions amongst business leaders, governments, and consumers because without this we are all likely to find that these separate paths do not meet.

Todd Edwards
Vrije Universiteit Brussels

EE Global 2010 welcomed 818 attendees hailing from 40 countries.

The Stars of Energy Efficiency Awards Dinner brought in $589,100 in revenue with the help of 43 sponsors.

GEED and the Policy Summit attracted over 500 registrants each.
With both the economy and political landscape changing throughout the year, the Events Team’s signature events remained timely and informative. They also united a wide variety of audiences in the name of advancing energy efficiency.

HIGH-PROFILE EVENTS ATTRACT GLOBAL INTEREST
The 2010 Energy Efficiency Global Forum (EE Global) — the largest international congregation of policy makers, innovators and other energy efficiency leaders — was held in Washington, D.C. in May. The third and most well-attended EE Global marked unprecedented foot traffic to the “Solutions Showcase,” where the event’s high-level professionals caught a glimpse of the latest energy efficiency developments.

At the 18th annual Evening with the Stars of Energy Efficiency Awards Dinner, the Alliance recognized energy efficiency’s brightest stars. The National Portrait Gallery’s courtyard served as the spectacular backdrop for over 500 energy efficiency professionals to celebrate the accomplishments of a few key difference-makers.

ENGAGING THE PUBLIC IN POLICY INITIATIVES
The Alliance’s Great Energy Efficiency Day (GEED) and Policy Summit raised the stakes in U.S. energy policy, convening policy makers and business leaders for a high-level discussion on the need for and benefits of energy efficiency in U.S. policy. Always on the nation’s energy pulse, the events tapped into such pressing issues as harnessing the power of the smart grid and incorporating energy efficiency policies into climate legislation.

LISTENING TO THE VOICES OF ENERGY EFFICIENCY
The monthly EE Policy Perspectives series connected Alliance Associates with key legislators and policy makers in energy efficiency. One of the series’ events took place in New York featuring Reps. Steve Israel and Paul Tonko, who discussed the progress of the 111th Congress and federal actions around the new energy economy.

The 2010 EE Noon series — a regular event of brown bag lunches in which experts share best practices — included a wide array of topics, from “iPods v. the Environment” to “Guiding Marketing Introduction of Quality Solid-State Lighting.”
We have audited the accompanying consolidated balance sheet of Alliance to Save Energy and Affiliate (the Organization) as of December 31, 2010, 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 Alliance’s 2009 consolidated financial statements and in our report, dated June 23, 2010, 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 2010 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, 2010, 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 June 22, 2011, 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 read in conjunction with this report in considering the results of our audit.

MCGLADREY & PULLEN
Certified Public Accountants

Vienna, Virginia
June 22, 2011
### BALANCE SHEET

**December 31, 2010**  
**With Comparative Totals For 2009**

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<th>ASSETS</th>
<th>2010</th>
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<td>Cash and Cash Equivalents</td>
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<td>Investments</td>
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<td>Grants Receivable, net</td>
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<td>Other Receivables</td>
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<td>Prepaid Expenses and Deposit</td>
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<td>Property and Equipment, net</td>
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<td><strong>Total Assets</strong></td>
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<td>Accounts payable</td>
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<td>Accrued expenses</td>
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<td>Refundable advances</td>
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<td>Deferred rent</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$4,854,113</strong></td>
<td><strong>$3,684,410</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Commitments and Contingencies</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assets - Unrestricted</td>
<td>2,128,579</td>
<td>1,946,560</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$6,982,692</strong></td>
<td><strong>$5,630,970</strong></td>
</tr>
</tbody>
</table>

### STATEMENT OF ACTIVITIES

**Year Ended December 31, 2010**  
**With Comparative Totals For 2009**

<table>
<thead>
<tr>
<th>REVENUE AND SUPPORT</th>
<th>2010 UNRESTRICTED</th>
<th>2009 UNRESTRICTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>$6,358,210</td>
<td>$5,733,356</td>
</tr>
<tr>
<td>Corporations and foundations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>5,946,552</td>
<td>3,001,971</td>
</tr>
<tr>
<td>Membership contributions</td>
<td>1,523,768</td>
<td>1,230,698</td>
</tr>
<tr>
<td>Special events, net of cost of direct benefit to donors</td>
<td>2,377,857</td>
<td>2,592,223</td>
</tr>
<tr>
<td>Donated services and equipment</td>
<td>183,268</td>
<td>116,599</td>
</tr>
<tr>
<td>Administrative and advisory fees</td>
<td>6,600</td>
<td>6,551</td>
</tr>
<tr>
<td>Other income</td>
<td>10,474</td>
<td>42,953</td>
</tr>
<tr>
<td><strong>Total revenue and support</strong></td>
<td><strong>$16,406,729</strong></td>
<td><strong>12,724,351</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$11,999,736</td>
<td>8,809,306</td>
</tr>
<tr>
<td>General and administrative</td>
<td>3,888,094</td>
<td>3,328,622</td>
</tr>
<tr>
<td>Fundraising</td>
<td>336,880</td>
<td>360,060</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>16,224,710</strong></td>
<td><strong>12,477,988</strong></td>
</tr>
</tbody>
</table>

| Change in net assets                         | 182,019 | 246,363 |

<table>
<thead>
<tr>
<th>NET ASSETS:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning</td>
<td>1,946,560</td>
<td>1,700,197</td>
</tr>
<tr>
<td>Ending</td>
<td>$2,128,579</td>
<td>$1,946,560</td>
</tr>
</tbody>
</table>
### Statement of Functional Expenses

**Year Ended December 31, 2010**

With Comparative Totals For 2009

<table>
<thead>
<tr>
<th>Program Services</th>
<th>Demonstration</th>
<th>Policy</th>
<th>Communications</th>
<th>Total Program Services</th>
<th>General and Administrative</th>
<th>Fundraising</th>
<th>Total Expense</th>
<th>2010 Total</th>
<th>2009 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$2,892,342</td>
<td>$587,647</td>
<td>$494,441</td>
<td>$3,974,430</td>
<td>$1,384,336</td>
<td>$161,820</td>
<td>$5,520,586</td>
<td>$4,665,966</td>
<td></td>
</tr>
<tr>
<td>Employee benefits and payroll taxes</td>
<td>970,781</td>
<td>260,632</td>
<td>228,567</td>
<td>1,459,980</td>
<td>547,176</td>
<td>72,468</td>
<td>2,079,624</td>
<td>1,718,395</td>
<td></td>
</tr>
<tr>
<td>Professional fees and contract services</td>
<td>4,395,812</td>
<td>54,127</td>
<td>225,631</td>
<td>4,675,570</td>
<td>266,205</td>
<td>11,092</td>
<td>4,952,867</td>
<td>2,680,876</td>
<td></td>
</tr>
<tr>
<td>Occupancy and utilities</td>
<td>102,491</td>
<td>-</td>
<td>-</td>
<td>102,491</td>
<td>998,863</td>
<td>-</td>
<td>1,101,354</td>
<td>811,576</td>
<td></td>
</tr>
<tr>
<td>Meetings and conferences</td>
<td>695,662</td>
<td>5,764</td>
<td>6,162</td>
<td>707,588</td>
<td>60,680</td>
<td>3,640</td>
<td>771,908</td>
<td>710,795</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>545,628</td>
<td>13,811</td>
<td>11,630</td>
<td>571,069</td>
<td>101,005</td>
<td>31,634</td>
<td>703,708</td>
<td>903,012</td>
<td></td>
</tr>
<tr>
<td>Supplies and miscellaneous</td>
<td>246,809</td>
<td>8</td>
<td>8,810</td>
<td>255,627</td>
<td>158,127</td>
<td>1,130</td>
<td>416,884</td>
<td>410,371</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>89,279</td>
<td>1,512</td>
<td>14,265</td>
<td>105,056</td>
<td>119,878</td>
<td>2,408</td>
<td>227,342</td>
<td>205,380</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>155,843</td>
<td>-</td>
<td>155,843</td>
<td>113,844</td>
<td></td>
</tr>
<tr>
<td>Periodicals, dues, and subscriptions</td>
<td>22,350</td>
<td>16,379</td>
<td>5,610</td>
<td>44,339</td>
<td>56,276</td>
<td>2,081</td>
<td>102,696</td>
<td>99,521</td>
<td></td>
</tr>
<tr>
<td>Printing and publication</td>
<td>41,438</td>
<td>-</td>
<td>13,789</td>
<td>55,227</td>
<td>8,919</td>
<td>36</td>
<td>64,182</td>
<td>97,193</td>
<td></td>
</tr>
<tr>
<td>Bad debt expense</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>50,000</td>
<td>50,000</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Postage and shipping</td>
<td>19,251</td>
<td>17</td>
<td>575</td>
<td>19,843</td>
<td>12,598</td>
<td>475</td>
<td>32,916</td>
<td>39,763</td>
<td></td>
</tr>
<tr>
<td>Repairs and maintenance</td>
<td>26,918</td>
<td>-</td>
<td>-</td>
<td>26,918</td>
<td>-</td>
<td>-</td>
<td>26,918</td>
<td>13,795</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>1,598</td>
<td>-</td>
<td>-</td>
<td>1,598</td>
<td>18,188</td>
<td>96</td>
<td>19,882</td>
<td>7,501</td>
<td></td>
</tr>
<tr>
<td><strong>Total direct costs</strong></td>
<td>10,050,359</td>
<td>939,897</td>
<td>1,009,480</td>
<td>11,999,736</td>
<td>3,888,094</td>
<td>336,880</td>
<td>16,224,710</td>
<td>12,477,988</td>
<td></td>
</tr>
<tr>
<td>Indirect allocation</td>
<td>3,204,490</td>
<td>352,450</td>
<td>19,047</td>
<td>3,575,986</td>
<td>(3,575,986)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$13,254,849</td>
<td>$1,292,347</td>
<td>$1,028,527</td>
<td>$15,575,722</td>
<td>$312,108</td>
<td>$336,880</td>
<td>$16,224,710</td>
<td>$12,477,988</td>
<td></td>
</tr>
</tbody>
</table>
STATEMENT OF CASH FLOWS
Year Ended December 31, 2010
With Comparative Totals For 2009

CASH FLOWS FROM OPERATING ACTIVITIES
Change in net assets $ 182,019 $ 246,363
Adjustments to reconcile change in net assets to net cash provided (used in) by operating activities:
  Depreciation 155,843 113,844
  Bad debt expense 50,000 -
  Unrealized gain on investments (748) (24,884)
  Donated investments - (25,830)
  Deferred rent (22,341) (15,710)
  Changes in assets and liabilities:
    (Increase) decrease in:
      Grants receivable (683,777) (807,181)
      Other receivables (15,717) 27,777
      Prepaid expenses and deposit (28,358) (123,121)
    Increase (decrease) in:
      Accounts payable 642,424 350,238
      Accrued expenses 77,976 8,420
      Refundable advances 471,644 52,528
Net cash provided by (used in) operating activities 828,965 (197,556)

CASH FLOWS FROM INVESTING ACTIVITIES
Purchases of property and equipment (16,942) -
Purchases of investments (3,173) (12,222)
Proceeds from sale of investments 95 75
Net cash used in investing activities (20,020) (12,147)

CASH FLOWS FROM FINANCING ACTIVITIES
Borrowings on line of credit 550,313 150,000
Repayments on line of credit (550,313) (150,000)
Net cash used in financing activities - -

Net increase (decrease) in cash and cash equivalents 808,945 (209,703)

CASH AND CASH EQUIVALENTS
Beginning 623,317 833,020
Ending $ 1,432,262 $ 623,317

SUPPLEMENTAL SCHEDULE OF NON–CASH INVESTING AND FINANCING ACTIVITIES
Donated investments $ - $ 25,830

Auditors notes to Financial Statements available upon request.
FINANCIAL OVERVIEW

RESTRICTED CONTRIBUTIONS

$0 – $50,000

Accurate Dorwin
Alabama, DECA, Energy Division
American Exteriors LLC
Andersen Corporation
Argosy Foundation
Associated Materials Inc.
Atrium Companies
B.F. Rich Co. Inc.
Cardinal Glass Industries
Champion Window Manufacturing
Chevron U.S.A. Inc.
Climate Works Foundation
Comfort Line Ltd.
Crown Wing Power
Crystal Window
CrystaLine Inc.
Deceuninck North America
DG Home Remodeling
Econoler International
Edgetech I.G. Inc.
Fibertec Window & Door Manufacturing
Georgia Institute of Technology
Gorell Windows & Doors
Guardian Industries
Harvey Industries
Hoffer Glass
Honeywell
HSGroup
JELD-WEN
Keystone Certifications
Kolbe & Kolbe
Lockheed Window Corporation
Marvin Windows & Doors
Milgard Manufacturing Inc.
Monda Window and Door
MW Manufacturing Inc.
National Association of State Energy Officials
Newport Ventures
North American Insulation Manufacturers Association
New Jersey Natural Gas
North Georgia Replacement Windows Inc.
NT Windows
Overbrook Foundation
Paradigm Window Solutions
Pella Corporation
Pilkington
Quality Windows
Ringer Windows Inc.
Rochester City School District
Rosati Windows
Royalplast
SAGE Electrochromics Inc.
Seaway Manufacturing Company
Sentech, Inc.
Serious Materials Inc.
Seven D Industries
Showcase Custom Vinyl Windows and Doors
Soft-Lite Windows
T-Lane
The Corps Network
Thermo-Tech Windows
Turner Foundation
University of California–San Francisco
Unlimited. Inc.
U.S. Agency for International Development
U.S. General Services Administration
Valley Electric Association
Vinylmax LLC
Vytex Windows
Wasco Windows
Westlab
Window Expo
Wood County Electric
Wyoming Business Council
$50,001 – $99,999
Asia-Pacific Economic Cooperation
Asia-Pacific Energy Research Centre
Bayer Material Sciences
Global Marketing and Communications
Inter-American Development Bank
Pacific Northwest National Lab/U.S. Department of Energy
Policy Navigation Group

$100,000 – $499,999
American Chemistry Council
District of Columbia Department of the Environment
The Dow Chemical Company
U.S. Environmental Protection Agency
Los Angeles Community College District
REEEP International Secretariat
UN Habitat

$500,000 OR GREATER
Anonymous
The Energy Foundation
International Resources Group
Kresge Foundation
Lawrence Berkeley National Lab/U.S. Department of Energy
National Energy Technology Laboratory/U.S. Department of Energy
Oak Ridge National Lab/U.S. Department of Energy
Southern California Edison
Tennessee Valley Authority
ALLIANCE ASSOCIATES

Alliance Associates are more than 170 organizations committed to energy efficiency as a primary way to achieve the nation’s environmental, economic, energy security and affordable housing goals. As of September 2011, Alliance Associates include:

1E
3M Company
Acuity Brands Lighting
Advanced Power Control, Inc.
Affordable Comfort
Air-Conditioning, Heating and Refrigeration Institute
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
AREVA
Armstrong International, Inc.
Association of Energy Engineers
Association of Home Appliance Manufacturers
ASERTTI
AT&T
Bank of America
Battelle
Best Buy
Bonneville Power Administration
Bosch
Brookhaven National Laboratory
BSH Home Appliances Corporation
Building Performance Institute Inc.
California Energy Commission
Calmac Manufacturing Corporation
Canadian Energy Efficiency Alliance
Cardinal Glass Industries
Center for Energy Efficiency & Sustainability
Center for Environmental Innovation in Roofing
Certain Teed Corporation
Change to Win
Citigroup
City of Austin/Austin Energy
City of North Little Rock
ClimateMaster
CMC Energy Services, Inc.
Columbia University
Conservation Services Group
Constellation Energy
Copper Development Association
Cree
Daimler
Dallas/Fort Worth International Airport
Danfoss
Dell, Inc.
Department of Public Utilities
— Los Alamos County
Direct Energy
The Dow Chemical Company
Dryvit Systems, Inc.
Duke Energy
EDF, Inc.
Edison Electric Institute
Efficiency Valuation Organization
Electric Power Research Institute
E-Mon
Energy Platforms
EnerNoc
EnerPath
EnLink Geoenergy
EPS Capital Corporation
European Alliance to Save Energy
Exelon Corporation
Extruded Polystyrene Foam Association
ExxonMobil
Facebook
Green Building Initiative
GreenerU
GridWise Alliance
Guardian Industries
Habitat for Humanity
Hannon Armstrong Capital, LLC
The Home Depot
Honeywell International
Hotwire PR
ICF International
Ingersoll Rand
Intel Corporation
International Association of Lighting Designers
International Copper Association
International Emissions Trading Association
International Window Film Association
JELD-WEN
Johns Manville
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
Lowes’s
Maine Governor’s Office of Energy Independence & Security
Manulife Financial
Maryland Energy Administration
Masco Home Services
McQuay International
Michelin North America, Inc.
Midwest Energy Efficiency Alliance
Nalco Company
National Association for State Community Service Programs
National Association of Clean Water Agencies
National Association of State Energy Officials
National Community Action Foundation
National Electrical Manufacturers Association
National Fenestration Rating Council
National Grid USA
National Insulation Association
National Renewable Energy Laboratory
National Rural Electric Cooperative Association
New York State Energy Research and Development Authority
Nexant
 Niagara Conservation
North America Power Partners
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
Phigenics
Polyisocyanurate Insulation Manufacturers Association
Rebuilding Together
Recurve
Rinnai Tankless Water Heater Corporation
Sacramento Municipal Utility District
Safety-Kleen Systems, Inc.
Salt River Project
SAP
Schneider Electric
Seattle City Light
Sempra Energy
Serious Energy
The Shelton Group
Siemens Industry, Inc.
Snohomish County Public Utility District
Solutia
Southeast Energy Efficiency Alliance
Southern California Edison
Southern Company
Spirax Sarco
The Stella Group
TAS
TCP, Inc.
TE Connectivity LTD
Tennessee Valley Authority
Teridian Semiconductor Corporation
Texas A&M — Energy Systems Laboratory
Texas State Energy Office
United Technologies Corporation
University of California, Davis
University of California, Santa Barbara
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

*Founder-level Associates are denoted in bold for their voluntary contribution of $25,000
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(D-N.H.)

CO-CHAIR

PETER DARBEE
Retired Chairman, President, and CEO
PG&E Corporation

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(D-N.M.)

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(R-Maine)

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(R-Texas)

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(R-Ind.)

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(R-Alaska)

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Seattle City Light

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Roger Duncan Consulting

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California EPA

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Long Beach, California

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Perseus LLC

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Thomas R. Kuhn
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Michael Lawrence
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Insulation Systems
Johns Manville

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California Natural Resources Agency

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Best Buy

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White & Case LLP

Kevin Ries
Vice President and General Manager
3M

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Chairman, President and CEO
Duke Energy

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Senior Vice President and CTO
TE Connectivity Ltd.

Peter Smith
Managing Director of Climate, Energy, and the Environment
Pataki-Cahill Group

David Szczupak
Executive Vice President, Global Product Organization
Whirlpool Corporation

Susan Tierney
Managing Principal
Analysis Group

William Von Hoene
Executive Vice President
Financial and Legal
Exelon Corporation

Carol Williams
President, Chemicals and Energy Division
The Dow Chemical Company

Lynda Ziegler
Executive Vice President of Power Delivery Services
Southern California Edison

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