

YEAR THREE IN THE DECADE OF ENERGY EFFICIENCY 2012 ANNUAL REPORT



A YEAR IN REVIEW

The year 2012 was a milestone for us at the Alliance to Save Energy: We **celebrated 35 years** of advancing energy efficiency, and laid solid groundwork for another 35 years. Alliance President Kateri Callahan rang in the New Year – and new **lighting efficiency standards** – by appearing with New York City's LED-lit Times Square Ball. Throughout the rest of the year, we charged forward with consumer outreach, on-the-ground projects, and political advocacy to inject "using less, doing more" into people's daily lives. Enclosed are our proudest moments of 2012.



POLICY

Convened a Commission to Revolutionize Energy Policies

One of our major accomplishments in 2012 was the launch of a landmark taskforce that is poised to springboard far-reaching energy efficiency legislation. That taskforce – the **Alliance Commission on National Energy Efficiency Policy**

identified a set of public policies that have the power to double U.S. energy productivity by 2030.
The EE Commission is now taking these policy recommendations to the Obama administration and the 113th Congress.

In another big win for the Alliance, our advocacy on Capitol Hill for the **"Shaheen-Portman" national energy efficiency strategy and an appliance standards bill** led to President Barack Obama signing several important provisions from these bipartisan bills into law. Meanwhile, our grassroots activism garnered 28,000 signatures for a petition urging Congress to **reinstate tax incentives for energy-efficient home upgrades**.



Alliance Commission on National Energy Efficiency Policy.



EVENTS

Brought Together Energy Leaders from Around the Globe

Our fifth Energy Efficiency Global Forum (EE Global), set in sunny Orlando, Fla., convened the world's foremost thought leaders in energy efficiency to create a path toward widespread energy efficiency implementation.

In October, we unveiled the EE Commission's landmark research and policy recommendations at the ninth **Great Energy Efficiency Day** on the Hill. That night, we celebrated our 20th **Evening with the Stars of Energy Efficiency Awards Dinner** by honoring the 2012 energy efficiency luminaries and 100+ past award winners.

In addition to our large conferences, we hosted exclusive meetings for Associate members with key policy makers, as well as a successful series of educational events for the public on topics like the Green Button Initiative and energy efficiency in congregations.



International energy leaders network at EE Global 2012.



PUBLIC OUTREACH

Grew Fans & Followers In-Person & Online

Our thousands of posts via social media doubled our **Twitter followers to 8,000** and grew our **Facebook fans to a whopping 40,000**. We also brought over **280,000 visitors to ASE.org**, produced more than 40 videos, and live-streamed two events.

Beyond our own communications channels, we were in-print and online with blog posts, letters to the editor, and quotes in publications like The Washington Post, Wall Street Journal, National Journal, USA Today, CQ/Roll Call, and The Hill. And we were thrilled when Alliance President Kateri Callahan garnered meaningful media coverage at both **political conventions**, including a Politico panel at the Republican National Convention.



Kateri Callahan speaks at Politico Energy and the Presidency RNC event.



INTERNATIONAL

Helped Cities & Rural Areas Worldwide Save Energy

We strengthened energy efficiency policies and programs outside of the United States with help from our offices in India, Armenia, Ukraine, South Africa, and Mexico. This year we were especially excited about **leading eco-cities exchanges with Chinese officials**. In the fall, we helped bring 23 mayors and high-ranking ministry officials from Chinese cities to California cities, where they saw energy efficiency in action. We also launched a successful donation campaign that supported our **Watergy program** in South Africa, helping the 1 million residents of droughtprone Nelson Mandela Bay save water and energy.

Our other international accomplishments were driving building codes in India, advancing National Energy Efficiency Action Plans for Buildings in Southeastern Europe, and expanding energy efficiency capacity at the national level in the Asia-Pacific Economic Cooperation (APEC) region.



U.S.-China Eco-Cities Mayoral Exchange delegates meet with Los Angeles city officials.



BUILDINGS

Made Energy Codes More Efficient

Standing on **our groundbreaking report** proving that homes built to the 2012 national model energy code saves thousands of dollars in energy costs, we mounted "boots on the ground" advocacy to convince states to reject attacks against building energy codes and adopt the 2012 code – which is 30% more efficient than the 2006 code. Meanwhile, our **Building Codes Assistance Project (BCAP)** encouraged 30 states to update their residential and/or commercial building energy codes. Now, 29 states meet the 2009 national model energy codes for residential buildings, 34 states meet the 2007 standard for commercial buildings, and BCAP is helping a slew of states with gaps in code compliance make plans to achieve full compliance.

On the homes front, BCAP armed consumers with knowledge on energy codes through a **campaign with Consumers Union**. Meanwhile, Allianceaffiliate **Small Town Energy Program for University Park (STEP-UP)** signed up 22% of University Park, Md., homeowners for energy audits.

STATES THAT MEET NATIONAL ENERGY CODES



BCAP



EDUCATION

Saved Millions of Kilowatt-Hours in America's Schools

Our **PowerSave Campus** program – which is on 23 campuses in six states – saved an impressive 209,000,000 kWh and won three Student Energy Efficiency Best Practice awards. What's more, 75% of "graduated" PowerSave Campus interns now work in the sustainability field.

Our **PowerSave Schools** program – which is in more than 300 K-12 schools in California, Kentucky, Alabama, Mississippi, Pennsylvania, Maryland and Tennessee – saved 19,000,000 kWh through simple behavior change projects. Of particular note, the program reduced electricity use by 12.5% in 164 Memphis schools, and by 8.3% in seven Knox County (Tenn.) schools.



PowerSave Campus interns at their annual summit.



INDUSTRY

Advanced Energy Efficiency in Industrial Facilities

To advance energy efficiency in the industrial sector, we helped the U.S. Council for Energy Efficient Manufacturing improve its organizational growth by recruiting companies, establishing bylaws, and developing a business plan. We also hosted an Industrial Energy Efficiency Forum that brought together about 60 industrial energy efficiency stakeholders and showcased two manufacturers (Volvo & Nissan North America) that achieved certification under the Superior Energy Performance (SEP) program. On the regulatory side, we helped finalize a petition on expanding industrial-scale, electric motor energy efficiency standards that could save 4.4 Quads over 30 years if incorporated in the final rule.



Volvo & Nissan are recognized for their Superior Energy Performance certification at the Industrial Energy Efficiency Forum.



UTILITIES & GOVERNMENT

Promoted Energy-Saving Plans & Purchases

The **Clean and Efficient Energy Program (CEEP)** – our partnership with the American Public Power Association and the Large Public Power Council – helped public power utilities break down barriers to large-scale energy efficiency programs. CEEP helped energy efficiency program managers benchmark their utilities' performance and generate recommendations for improving public energy efficiency data. CEEP also set in motion a multi-utility retail incentive program that will reduce utilities' administration costs while communicating with a unified national voice to retail partners.

Partnering with Lawrence Berkeley National Laboratory to improve energy management in the federal government, we worked to increase vendors' awareness of federal energy efficiency purchasing requirements. We also updated building guides with these requirements and made recommendations on improving energy efficiency labeling in government purchase catalogs.







SOUTHEAST REGION

Rallied Communities Around Energy Efficiency

The **Southeast Energy Efficiency Alliance (SEEA)** – our partner in the region – set off over 2,200 home retrofits, becoming the third-most productive of the country's 40 Better Buildings Neighborhood Program grant recipients. SEEA also helped Mississippi craft its first comprehensive, statewide energy plan; helped pass building code policy in Alabama and South Carolina; and led training to ensure code adoption. We promoted energy efficiency in the Southeast region by co-hosting an **energy efficiency forum in Nashville** for regional utilities, as well as educating Southeast manufacturers with a campaign featuring a **video about SEP and ISO 50001**.





FINANCIALS



FINANCIALS

Independent Auditor's Report

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

Report on the Consolidated Financial Statements

We have audited the accompanying consolidated financial statements of Alliance to Save Energy and Affiliate (the Organization) which comprise the balance sheet as of December 31, 2012, and the related consolidated statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. 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 consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Organization's preparation and fair presentation of the consolidated financial statements in order to design 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. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



FINANCIALS Independent Auditor's Report

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Organization as of December 31, 2012, and change in their net assets and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As described in Note 10 to the consolidated financial statements, the net assets at January 1, 2011, have been restated for an error in method of revenue recognition.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated July 22, 2013, on our consideration of the Organization's internal control over financial reporting and on 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 internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control over financial reporting and compliance.

MCGLADREY & PULLEN

Certified Public Accountants

McGladrey & Pullen, LCP

Vienna, Virginia July 22, 2013

\$839.60

FINANCIALS

BALANCE SHEET

December 31, 2012	With Com	With Comparative Totals For 2011		
ASSETS Cash and Cash Equivalents	2012 \$ 1,016,038	2011 \$ 1,088,342		
Investments	553,298	553,298		
Grants Receivable, net	3,012,153	4,871,423		
Other Receivables	54,717	12,550		
Prepaid Expenses and Deposit	204,570	306,326		
Property and Equipment, net	489,229	484,537		
	\$ 5,330,005	\$ 7,316,476		
LIABILITIES AND NET ASSETS Liabilities				
Accounts payable	\$ 3,258,712	\$ 1,523,325		
Accrued expenses	481,570	512,720		
Line of credit	1,460,000	474,696		
Refundable advances	1,193,183	1,836,255		
Deferred rent	701,214	669,021		
	\$ 7,094,679	\$ 5,016,017		
Net Assets - (Deficit) Unrestricted	(1,764,674)	2,300,459		
	\$ 5,330,005	\$ 7,316,476		

STATEMENT OF ACTIVITIES

Year Ended December 31, 2012

With Comparative Totals For 2011

REVENUE AND SUPPORT	2012 UNRESTRICTED	2011 UNRESTRICTED	
Grants			
Corporations and foundations	\$ 6,242,674	\$ 6,786,018	
Government	10,482,261	9,552,857	
Special events, net of cost of direct benefit to donors	1,781,849	1,735,048	
Membership contributions	1,615,950	1,630,398	
Donated services and equipment	109,259	161,166	
Other income	135	3,655	
Administrative and advisory fees	-	43,644	
Total revenue and support	\$ 20,232,128	\$ 19,912,786	
EXPENSES			
Program services	\$ 17,645,078	\$ 15,129,807	
General and administrative	4,777,583	4,265,588	
Fundraising	274,600	345,511	
Total expenses	\$ 22,697,261	\$ 19,740,906	
Change in net assets	(2,465,133)	171,880	
NET ASSETS			
Beginning, as previously reported	2,300,459	2,128,579	
Prior period correction	(1,600,000)	-	
Beginning, as restated	700,459	-	
Ending (Deficit)	\$ (1,764,674)	\$ 2,300,459	



FINANCIALS

STATEMENT OF FUNCTIONAL EXPENSES Year Ended December 31, 2012 With Comparative Totals For 2011

	PROGRAM SERVICES							
	Demonstration	Policy	Communications	Total Program Services	General and Administrative	Fundraising	2012 TOTAL	2011 TOTAL
Salaries	\$ 3,488,830	\$ 619,380	\$ 519,269	\$ 4,627,479	\$ 1,300,958	\$ 162,939	\$ 6,091,376	\$ 6,212,170
Employee benefits and payroll taxes	1,490,018	264,537	221,780	1,976,335	424,552	69,591	2,470,478	2,389,317
Professional fees and contract services	9,323,378	10,895	43,769	9,378,042	389,362	14,667	9,782,071	6,719,622
Occupancy and utilities	65,407	-	-	65,407	941,441	-	1,006,848	1,169,055
Supplies and miscellaneous	348,953	4,620	26,037	379,610	126,412	3,207	509,229	118,651
Meetings and conferences	463,415	9,800	6,229	479,444	47,616	6,404	533,464	835,031
Travel	516,117	34,203	22,582	572,902	122,630	13,399	708,931	732,857
Telephone	33,243	140	13,355	46,738	323,492	275	370,505	192,702
Depreciation	-	-	-	-	96,288	-	96,288	96,288
Printing and publication	53,228	75	6,824	60,127	8,657	398	69,182	74,544
Periodicals, dues, and subscriptions	19,670	16,308	6,385	42,363	6,892	1,884	51,139	55,471
Postage and shipping	12,261	91	825	13,177	15,652	1,232	30,061	30,671
Repairs and maintenance	9	-	-	9	-	-	9	8,422
Bad debt expense and reconciliation adj	ustments -	-	-	-	660,551	-	660,551	96,000
Other	3,218	85	142	3,445	313,080	604	317,129	10,105
Total direct costs	15,817,747	960,134	867,197	17,645,078	4,777,583	274,600	22,697,261	19,740,906
Indirect allocation	3,410,013	206,987	186,952	3,803,952	(3,803,952)	-	-	-
Total expenses	\$ 19,227,760	\$ 1,167,121	\$ 1,054,149	\$ 21,449,030	\$ 973,631	\$ 274,600	\$ 22,697,261	\$ 19,740,906



FINANCIALS

STATEMENT OF CASH FLOWS Year Ended December 31, 2012

Year Ended December 31, 2012	with UC	with comparative lotals For 2011			
	20	2011 2011			
CASH FLOWS FROM OPERATING ACTIVITIES					
Change in net assets	\$ (2,465,13	33) \$ 171,880			
Adjustments to reconcile change in net assets to net cash (used in) operating activities:					
» Depreciation	96,2	88 96,288			
» Bad dept expense		- 96,000			
» Unrealized and realized loss (gain) on investments		- 1,642			
» Allowance for doubtful accounts	(152,00				
» Deferred rent	32,1	93 20,657			
» Changes in assets and liabilities:					
(Increase) decrease in:					
» Grants receivable	411,2				
» Other receivables	(42,16				
» Prepaid expenses and deposit	101,7	56 (144,707)			
Increase (decrease) in:					
» Accounts payable	1,735,3				
» Accrued expenses	(31,15				
» Refundable advances	(643,07				
Net cash used in operating activities	(956,62	(718,413)			
CASH FLOWS FROM INVESTING ACTIVITIES					
Purchases of property and equipment	(100,98	- (0)			
Purchases of investments		- (129,262)			
Purchases from sale of investments		- 29,059			
Net cash used in investing activities	(100,98	(100,203)			
CASH FLOWS FROM FINANCING ACTIVITIES					
Net proceeds on line of credit	985,3	04 474,696			
Net cash provided by financing activities	985,3	04 474,696			
Net (decrease) increase in cash and cash equivalents	(72,30	(343,920)			
CASH AND CASH EQUIVALENTS					
Beginning	1,088,34	42 1,432,262			
Ending	\$ 1,016,03	38 \$ 1,088,342			
Interest paid during the year	\$ 29,5	41 -			

With Comparative Totals For 2011





2012 REVENUE SOURCES

- Corporations 4.64%
- Foundations 12.91%
- Intl Org **0.52**%
- NGO/Non-Profits 0.15%
- Other Federal Agencies **11.05**%
- States/Local Governments 1.02%
- U.S. DOE **41.69**%
- Utilities 10.13%
- Unrestricted 17.88%

2012 EXPENSES BY ACTIVITY

- Associates Programs 4.17%
- Collaboration Activities 5.55%
- Events **13.42**%
- Fundraising **1.47**%
- General & Administrative **1.35**%
- Lobbying 0.32%
- Other Activities 0.72%
- Policy, Research & Education **4.47**%
- Restricted Programs 68.52%

2012 TOTAL EXPENSES

- Wages **27%**
- Benefits 11%
- Rent/Utilities **4%**
- Office Operations **10**%
- Meetings/Conferences 2%
- Travel 3%
- Consultants/Contractors **43**%

Auditors notes to Financial Statements available upon request.



FINANCIALS Restricted Contributions

\$0 - \$50,000

3M A.O. Smith Water Products Accent Windows Accurate Dorwin Advanced Energy Advanced Renewable Energy Company AGL Resources Air Barrier Association American Exteriors Amerimax Building Product Andersen Corporation Apple Blossom Energy Arkansas Economic Development Commission Asia Pacific Economic Cooperation Associated Materials. Inc. Borough of Highland Park **Cardinal Glass Industries** Center for Energy Efficiency & Sustainability CertainTeed Corporation Champion Window Manufacturers Chesapeake Public Schools Chevron Comfort Windows of America Concord Engineering and Surveying, Inc. **Conservation Services Group** CREE Incorporated CrystaLite, Inc. Current Energy, LP

Deceuninck North America DG Home Remodeling **Dominion Power** Dream In Green Duke Energy ECOVA FDF Edgetech I.G., Inc. Energy Ace **Energy Futures Group** EPS Molders Association European Bank for Reconstruction and Development **Extruded Polystyrene Foam Association** FiberFrame Fibertec Window & Door Manufacturing Francisco I. Madero Middle School Georgia Environmental Finance Authority Good Cents **Guardian Industries** Harvey Industries Hoffer, Inc. Honeywell **ICF** International Institute for Market Transformation Integrity from Marvin JACO Environmental JELD-WEN

Johns Manville

KEMA

Keystone Certifications, Inc. Knauf Insulation Lockheed Martin Lockheed Windows Corporation Marvin Windows & Doors Mercury Excelum, Inc. Metroliaht Monda Windows & Doors Mountain Association for Community Economic Development National Association of Professionally Accredited Contractors National Youth Leadership Council Nebraska Energy Office **Newport Ventures** Nexant North Dakota Department of Commerce North Georgia Replacement Windows, Inc. NT Window Nuclear Energy Institute **Oglethorpe Power Corporation** Oklahoma Sustainability Network Opower Owens Corning Pactiv Corporation Pactiv Specialty & Construction Products PECI. Inc.

Pella Corporation **PG&E** Corporation Philips Lighting **Ply Gem Windows** Policy Navigation Group Polyisocyanurate Insulation Manufacturers Association Potomac View Energy, Inc. **PPG Industries Foundation** Project Performance Corporation Radiance Energies Re-Solve Reznick Group Rinnai Rosati Windows Rovalplast SAGE Electrochromics. Inc School Maintenance Fifth Seaway Manufacturing Company Shaw Group Showcase Custom Vinyl SIMAS Simonton Windows Soft-Lite Windows South Carolina Energy Office Southeast CHP Application Southern Company Stanford Student Housing State of Arkansas



FINANCIALS Restricted Contributions

State of Florida State of Ohio Sterling Planet Inc. Sunrise Windows ITD Taylor & Young Tetra Tech The Cadmus Group, Inc. The Edison Foundation The Policy Group, Inc Thermo-Tech Trane Georgia UCSF–Winfred Kwofie **United Nations Foundation** Unlimited, Inc. USAID **USGBC-Maryland Chapter** Vinyl Siding Institute Vinylmax LLC Vytex Windows WASCO Wellhome/MASCO Wendel Energy Services Westlab Women's Employment Project

\$50,001 - \$99,999

American Chemistry Council Apple Energy Group Asia Pacific Energy Research Centre Citizen Paine Georgia Institute of Technology Morgan State University National Association of State Energy Officials New York State Energy Research and Development Authority Pennsylvania Department of Environmental Protection Siemens Industry, Inc. Southeast Energy Efficiency Alliance Southface Vermont Energy Investment Corporation World Bank

\$100,000 - \$499,999

Alabama Department of Economic and Community Affairs CLASP **ClimateWorks Foundation** Direct Energy District of Columbia Department of Energy International Resources Group Kresge Foundation Mississippi Development Authority -Energy and Natural Resources Division National Energy Technology Laboratory Pacific Northwest National Laboratory - Battelle Renewable Energy and Energy Efficiency Partnership The Dow Chemical Company Town of University Park. MD **UN-Habitat Foundation United Technologies Corporation** UT-Battelle U.S. Environmental Protection Agency

\$500,000 or Greater

Anonymous City New Orleans, Office of Coastal and Environmental Affairs Energy Foundation Lawrence Berkely National Laboratory Oak Ridge National Laboratory Southern California Edison Tennessee Valley Authority U.S. Department of Energy Virginia Department of Mines

2012 ALLIANCE ASSOCIATES

1E

3M Company

Acuity Brands Lighting Advanced Power Controls, 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** ASHRAE Association of Energy Engineers

Association of Home Appliance Manufacturers Association of State Energy Research and Technology Transfer Institutions

Bank of America

BASF

Best Buy Bonneville Power Administration

Bosch

Brookhaven National Laboratory BSH Home Appliances Corporation **Building Performance Institute** California Energy Commission **CALMAC Manufacturing Corporation** Center for Energy Efficiency & Sustainability Center for Environmental Innovation in Roofing Citigroup

City of North Little Rock **CMC Energy Services Conservation Services Group** Constellation Energy **Copper Development Association**

Cree

Dallas/Fort Worth International Airport Danfoss

- DirecTV
- DTE Energy

Duke Energy

EDF. Inc. Edison Electric Institute **Efficiency Valuation Organization** Electric Power Research Institute F-Mon EnergyEarth EnerPath European Alliance to Save Energy **Exelon Corporation**

FlexEnergy GreenerU Greenhouse Gas Management Institute **Guardian Industries** Habitat for Humanity Hannon Armstrong Capital, LLC ICF International Illuminating Engineering Society InfoComm International

Ingersoll Rand

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

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Johnson Controls Joint Center for Political and Economic Studies Jupiter Oxygen Corporation Kimberly-Clark Corporation Knauf Insulation Large Public Power Council Lawrence Berkeley National Laboratory Legrand

LG

Lockheed Martin

Los Alamos County Department of Public Utilities

Lowe's

Maine Governor's Office Manulife Financial Maryland Energy Administration Masco Corporation **Michelin North America** Midwest Energy Efficiency Alliance Multistack **Nalco Company**

National Association for State and Community Services 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 Niagara Conservation

North American Insulation Manufacturers Association

Northern California Power Agency Northwest Energy Efficiency Alliance Nuclear Energy Institute

NYSERDA

Oak Ridge National Laboratory Opower **Orion Energy Systems OSRAM SYLVANIA Owens** Corning Panasonic Pataki-Cahill Group PG&E Corporation **Philips Lighting Company** Polyisocyanurate Insulation Manufacturers Association **Procter & Gamble**

Rebuilding Together Rinnai Sacramento Municipal Utility District Safety-Kleen Salt River Project San Diego Gas & Electric Company Schneider Electric Seattle City Light Sempra Energy 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 TCP, Inc Tennessee Valley Authority Texas A&M - Energy Systems Laboratory Texas State Energy Conservation Office The Dow Chemical Company The Green Building Initiative The Home Depot The Stella Group U.S. Green Building Council **United Technologies Corporation** University of California, Davis - Energy Efficiency Center USES Manufacturing Vinyl Siding Institute Wal-Mart Stores

Washington Gas Western Governors Association Whirlpool Corporation White & Case LLP World Business Council for Sustainable Development

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