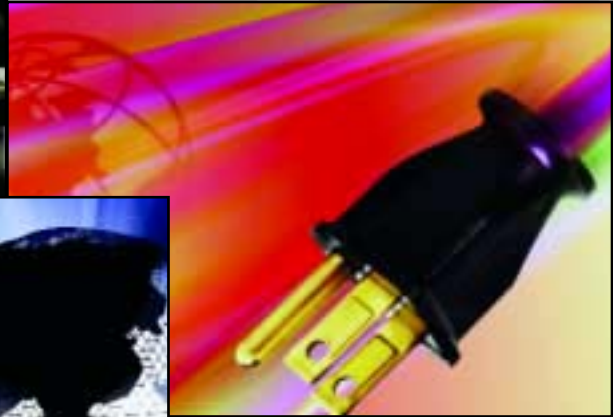


**Creating an**

**Energy-Efficient World**



**ALLIANCE TO SAVE ENERGY**

Silver Anniversary Issue

25-Year Retrospective and 2001 Annual Report

# 25 Years ago...



...the Alliance to Save Energy was born.  
Its birth was prompted by the energy crisis of the '70s.

The OPEC oil embargo.  
Resulting gasoline and heating oil shortages.  
Long lines at gas stations.

President Jimmy Carter in a cardigan  
urging Americans to conserve energy.  
These searing images brought home to Americans  
our dependence on foreign oil  
and our national security vulnerability.

Since then, exciting energy-efficient technologies  
promoted by the Alliance  
have made great strides in reducing energy use  
and related business and homeowner energy bills  
while also benefiting the economy, environment,  
and energy security.



Once again, much more searing images  
— the terrorist attacks of September 11 —  
drive home the threat to our national security  
that stems from our dependence on foreign oil  
from one of the more unstable areas of the world.



In the intervening years between these pivotal events,  
the Alliance has accomplished much —  
now working in two dozen countries on five continents.

Yet, much still remains to be done  
to stem unnecessary energy waste  
in our businesses, homes, and vehicles  
to create an energy-efficient world.

Please join with us.

# Alliance to Save Energy

## *First 25 Years on the World Stage*

**1973**

**OPEC oil embargo.** Politicians and average citizens realize the perils of foreign oil dependence and economic importance of energy.



**1977**

**Alliance to Save Energy founded.**

Two founding senators—Republican

Charles Percy and Democrat Hubert Humphrey—believe a bipartisan energy-efficiency effort is essential to preserving the American way of life.

**U.S. Department of Energy**

**created.** President Jimmy Carter signs legislation creating a federal department to coordinate energy policy and programs; energy-efficiency and renewable energy programs receive major funding support.

**1978**

**Automobile fuel efficiency standards (CAFE)** take effect, resulting in a doubling of the average new car's fuel efficiency—eventually saving the U.S. 2.8 million barrels of oil per day.

**Alliance TV spokesperson Gregory Peck promotes energy conservation** in major public service ad campaign declaring, "Let's Not Blow It, America."

**1979**

At home, the **partial meltdown of Three Mile Island (TMI)** nuclear reactor ends new orders for U.S. nuclear power plants. In the Middle East, the Iranian revolution generates a **second world oil crisis**. Oil prices double and plunge the industrial world into a recession.

Alliance Board member Robert Stobaugh's popular book, ***Energy Future***, popularizes a new solution to energy woes — energy efficiency.

**1984**

**Alliance develops training and technical assistance** program on Energy Saving Performance Contracting (ESPC), an innovative, private sector financing technique for energy-efficiency projects.

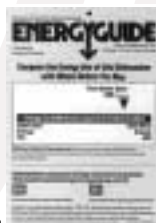
**1986**

**Worst nuclear disaster** ever at Chernobyl power plant. Also, **world oil prices collapse** amid a perception of plenty.

**To increase home weatherization savings**, Alliance, under Chair Senator John Heinz, initiates national training programs and demonstrations. More than 2,000 heating technicians attend workshops in 23 states.

**1987**

**Ending the 'Appliance Wars,' President Reagan vetoes, then signs the National Appliance Energy Conservation Act**, mandating federal energy-efficiency standards for many commonly used appliances.



**1988**

**Americans drive more than 2 trillion miles** for the first time ever; at the current rate of increase, the nation is projected to hit the 3 trillion mark in 15 years—triple 1968's level.

Alliance Chair Senator Tim Wirth holds **hearings on global climate change** and calls for greater focus on energy efficiency.

**Alliance organizes emerging energy-efficiency industry** to make its voice heard on national energy policy issues, including Federal Energy Management Program, international investment issues, and the Energy Policy Act of 1992.

■ Black for World Events  
■ Purple for Alliance Events

## 1991

**Gulf War.** International attention focuses on energy issues as U.S. leaders initially cite energy vulnerability to justify military involvement.

**EPA creates Energy Star's predecessor, Green Lights: first voluntary energy-efficiency effort,** ushering in a new era of nonregulatory market transformation initiatives. The Alliance follows suit with its Green Schools, Steam Management, and Efficient Windows Collaborative programs.

**U.S. government facilities waste more than \$1 billion** annually of taxpayers' money, reveals Alliance's *Energy Use in Federal Facilities: Squandering Taxpayer Dollars and Needlessly Polluting Our Environment*.



## 1992



**President George H. W. Bush signs comprehensive Energy Policy Act,** including

major provisions to improve federal energy management, building codes and lighting, equipment standards, and home energy ratings, owing in large measure to the 1991 Alliance report and Alliance advocacy.

**UN Conference on Environment and Development in Rio** puts climate change debate and the role of country-wide energy use and the fight to diminish greenhouse gas emissions into the international context.



## 1993

**President Clinton proposes small Btu tax** that could help stimulate investment in energy efficiency; Congress forcefully rejects his proposal.

**Throughout the '90s, the Alliance spurred the creation of numerous groups,** including the Business Council for Sustainable Energy, the Building Codes Assistance Project, the Export Council for Energy Efficiency, the Northwest Energy Efficiency Council, India's Council of Energy Efficiency Companies, and the Ghana Energy Foundation.

## 1994

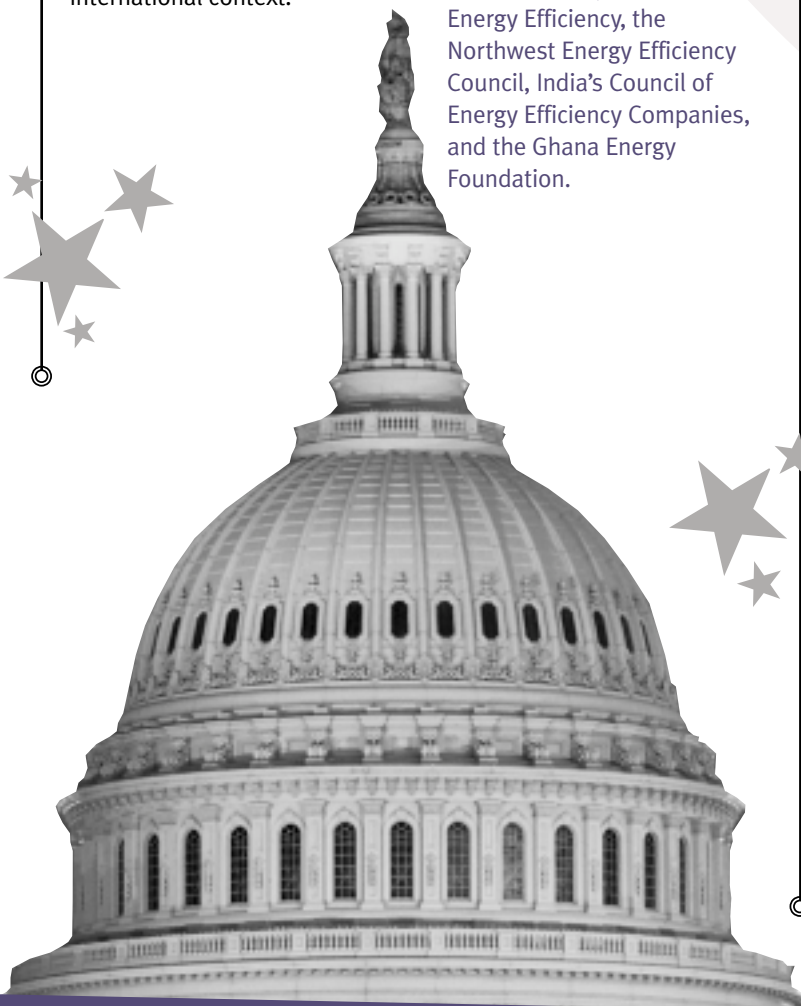
**U.S. oil imports exceed domestic oil production** for first time in nation's history. The latest culprits: light trucks, SUVs, and other low-efficiency vehicles clogging U.S. roadways.

**U.S. energy-efficiency industry asks Alliance to organize efficiency export missions** in Mexico, and soon after in China, Brazil, India, and several other countries. These seminars marshal business expertise to educate decision makers and expand markets for efficiency worldwide.

## 1995

**Congressional attempts to roll back major funding and regulations for energy efficiency** are defeated. Led by Alliance Chair Senator Jeff Bingaman and Co-Chairs Senator Jim Jeffords and Representative Ed Markey, the Alliance coordinates the energy-efficiency industry's work to hold the line.

**Alliance returns to broadcasting public service announcements.** The Alliance launches the first of three major public service announcement (PSA) campaigns in the '90s, again taking its message of energy efficiency directly to the American people.





## 1996

**Alliance opens first overseas office** in Russia, followed by offices and representatives in Ukraine, Serbia, Ghana, Thailand, and elsewhere on five continents.

## 1997

**Renewed interest in energy efficiency following the Kyoto Conference** on Global Climate Change. International attention focuses on the environmental consequences of fossil fuel combustion and CO<sub>2</sub> emissions.

## 1998

**Alliance releases *Leading by Example*** report on annual energy waste by federal government. Nine months later, **Executive Order FEMP 13123**

**mandates stricter efficiency measures at federal facilities.**



## 1999

**Eight of the 10 hottest summers ever recorded occur in the '90s**, providing additional evidence of climate change, while the increased energy demand for air conditioners and other appliances stretches the power grid to its limit, testing electricity reliability in many areas.



## 2000

**Two auto companies debut hybrid cars with highly efficient gas-electric engines. Mileage exceeds 45 mpg.**

**Blackouts stun California, threaten many other regions.**

Energy moves to front burner as electricity, gasoline, heating oil, and natural gas prices skyrocket in much of U.S.

**Breakup of Yugoslavia creates power shortages during winter heating season.** Alliance responds with emergency program to educate Serbians about measures to reduce electric heating requirements.

## 2001

**President George W. Bush directs Vice President Dick Cheney to develop a National Energy Plan.**



Alliance criticizes report as imbalanced for downplaying importance of energy efficiency.

**Alliance bestows highest honor on New York Governor George Pataki** at the Alliance's *Evening with the Stars of Energy Efficiency*. Pataki accepts the award one month after the September 11 terrorist attacks, telling attendees "Energy security is national security, and energy efficiency boosts both."

**Energy Secretary Spencer Abraham, former CIA Chief James Woolsey,** and others speak at Alliance's first Associates Summit on Energy Efficiency, which spotlights energy security.



## 2002

**Congress refuses the once-in-a-decade opportunity to shore up automobile fuel efficiency standards.**

**Alliance TV ad is selected by CBS-TV *World's Greatest Commercials* as #2 worldwide commercial; #1 in United States.** "Static Electricity House" uses humor to wow TV executives and sell home energy efficiency and Energy Star message to the public.

**Alliance celebrates 25 years of leadership in promoting energy efficiency worldwide.** Led by its chairman, Senator Byron Dorgan, and its CEO, David Nemtzw, the Alliance — with its Board, corporate members, staff, and many partners — celebrates a 25-year history of linking government, business, environmental, and consumer leaders in a bipartisan effort to promote energy efficiency.

# In the Cause of Energy Efficiency

## A Retrospective of the First Quarter Century of the Alliance to Save Energy

### The year was 1977.

*Roots* mesmerized us. The Yankees trounced the Dodgers in the World Series. A first class stamp cost 13 cents. Disco fever swept the country. Another banner year for the American Way of Life. But not quite. Because three years earlier, the OPEC oil embargo exposed an embarrassing Achilles heel in the American Way: a perilous dependence on imported oil. Suddenly, in mile-long lines everywhere, our mammoth American cars were queued up for hours at the pumps for a pauper's ration of a few gallons each.

That ugly energy crunch stung Charles Percy, Republican senator from Illinois. "I was an artillery gunner in World War II when America was under attack," recalls Percy, "but I never saw the American people so vulnerable as when that embargo hit." Ever since the embargo, Percy had been working on an idea to fight that vulnerability. In 1977, he was ready to move on it. He called on fellow Senator Hubert Humphrey (D-Minn.), then seriously ailing, to ask his support from the other side of the aisle. "Think it over, Hubert," said Percy after he

described the idea. Humphrey didn't wait. "Of course I'll join you, Chuck. This may be the single most important thing we do in our lifetime."

That idea was *not* just another Senate committee or blue ribbon panel. Rather, it was to create an "Alliance to Save Energy"—a novel breed of nongovernmental animal. It would cut across American life, drawing in government, business, consumers, and labor around a strategic elemental focus: the premise that national energy security is in everyone's interest, and the smartest way to achieve it—all the more powerful for its simplicity—is to "save energy." This would be *the* organization to research, originate, initiate, communicate, and advocate fresh ways to increase America's energy independence. Percy and Humphrey would launch it as bipartisan co-chairs.

The next step was to bring business on board. Percy, who headed Bell & Howell before coming to the Senate, knew how to work the business community. Percy packed this Board with high-profile, blue-chip corporate leaders—Henry Ford II of Ford Motor, Thomas Watson, Jr. of IBM, David Packard of Hewlett-Packard, and Thomas Murphy of General Motors. The first chair of the parallel Board of Advisors was Henry Kissinger, U.S. Secretary of State ('73-'77).

### Fast-forward to 2002.

It's been a quarter century since Percy and Humphrey threw out the first ball. Over that time, the Alliance to Save Energy has racked up a reputation as *the* place to go to when the issue is energy.

Small wonder. Ever since its kickoff, the Alliance has had a stellar run of chairmen—all U.S. senators: Percy, H. John Heinz, Daniel Evans, Tim Wirth, and Jeff Bingaman. Currently the Alliance is chaired by Senator Byron Dorgan (D-N.D.); its co-chair is Dean Langford, who, for 18 years ran OSRAM SYLVANIA, the nation's leading energy-efficient lighting company. The Alliance has also built a top-flight

**"The Alliance has the best information on energy, the best access to energy-efficiency advocacy and advocates, and the best meeting place for constituencies on every side in energy issues."**

**— Dean Langford, former CEO of OSRAM SYLVANIA**



staff—currently more than 60 professionals and support staff worldwide—led since 1994 with unrelenting high energy by Alliance President David M. Nemtzow.

Over the years, the Alliance gradually found its one-of-a-kind shape: a hybrid that mirrors its self-definition as an “alliance” of multiple constituents. It’s part trade association, part educational nonprofit, part coalition, and part think tank—with Alliance Associates that range from more than 70 corporations and trade associations to state energy organizations to research groups.

“But the real story of the Alliance,” says Nemtzow, “is the way our mission—saving energy—has taken on a life and depth of its own, transforming as the world around it has transformed.”

Early on, the Alliance, joining with Harvard University, organized a major nationwide conference on energy policy at Dumbarton Oaks in Georgetown, headlined by Saudi Oil Minister Sheikh Yamani. Early on too, the Alliance turned heads in the way it stepped onto the media stage with its first message. In 1978 on TV screens across America, the dusty, empty image of a Western ghost town popped up, with an ominous message: “Let’s not blow it, America!” The messenger was movie actor Gregory Peck, warning that if we didn’t conserve our precious resources of fossil fuel, America could turn into a ghost town. These Alliance TV spots landed more than \$100 million in free airtime from the networks for the “save energy” message.

That first simple statement of the Alliance cause—for the sake of *national security*, save energy—hit a political bull’s eye in the late ’70s. But as the ’70s gave way to the ’80s, the nation’s fuel gauge moved back toward “full,” and the memory of the OPEC oil embargo paled. And the new administration of Ronald Reagan nixed the notion of skimping on energy and turned off federal funding for energy-saving demonstration technologies to achieve energy independence.

“But the strength of the Alliance was its ability over time to respond to changing issues,” recalls Jim Wolf, executive director of the Alliance through most of the ’80s. Which is just what the Alliance did: modulate the save-energy issue from

“energy independence” to “the economics of energy.”

Consistent with this message, then-Alliance Chair John Heinz spearheaded regulatory changes to shift a portion of federal energy subsidies for low-income households toward measures to make those households more energy efficient. Heinz also shifted the energy debate to the economy—the threat of job loss as high-cost, energy-inefficient plants in America’s industrial heartland were losing their former competitive edge. “The energy politics of the Reagan years meant that for a while we shrank in size,” recalls Alliance Vice President Mark Hopkins, “but we grew in our focus on research and innovative cost-related energy programs. It was a time of new thinking.”

Then came 1986, when oil prices skidded from \$30 to \$12 a barrel. The argument of cost-saving economics in energy efficiency fell on deaf ears. About this time Senator Tim Wirth took over as Alliance chair, and under his leadership a fresh strategy emerged: to focus the cause on “smart energy”—namely, tapping technology to create products that not only eat up less energy and so save energy dollars, but also make the home and the workplace more comfortable, more productive, more efficient. It was a smart spin on smart energy: Have your cake and eat it too!

To this end, the Alliance joined forces with companies whose business was precisely that: to improve our quality of life with energy-efficient products and services—Whirlpool (appliances), Johns Manville (insulation), Fannie Mae (lending), Honeywell (controls), Andersen Corporation (windows), and Home Depot (home improvement). Through this partnership, the Alliance played a pivotal role in achieving some great advances in sewing energy efficiency into the

“Let’s not blow it,  
America!”  
– Gregory Peck, 1978

fabric of American life: energy-efficient building codes, energy-smart appliances, and managing demand at electric and gas utilities.

This focus on smart energy products and systems would also waken yet another dimension that had lain largely dormant in the save energy cause: namely, that energy-efficient products not only save money by burning less energy to do a job, they also spew less pollution into the environment. This benefit got little attention in the world of the ‘70s but was inescapable in the ‘80s as pollution from coal-fired power plants condensed and fell as acid rain. And by the ‘90s, the specter of global climate change from fossil fuel carbon dioxide emissions transformed energy pollution into a global issue.

In the forefront of those willing to recognize this fact publicly was Alliance Chair Senator Tim Wirth—the first senator to conduct hearings on the new threat of global climate change. And the Alliance joined ranks with the Environmental Protection Agency and the Department of Energy in promoting the *Energy Star* program, which helps consumers choose energy-efficient homes and appliances.

During the early ‘90s, the Alliance also regularly appeared before Congress to advise on ways to boost energy efficiency through federal energy management, efficient equipment, and energy-efficient building codes. This sustained Alliance legislative thrust played an important role in the passage of the Energy Policy Act of 1992.

Widening concern about the degrading global environment was also raising calls for sustainable development in Asia, Africa, Latin America, and particularly in the republics newly released from the unraveled USSR. Energy efficiency would make economic sense for these countries, whose eagerness to industrialize threatened even more pollution and higher costs from their long-subsidized, aged, grossly inefficient plants and energy distribution infrastructures. “We spotted this global phenomenon,” says former Alliance President (‘91-’94) Bill Nitze, “as a window of opportunity for the Alliance to export the shared lessons we had learned so well at home.”



The U.S. Agency for International Development (USAID) welcomed the Alliance as a valuable new partner in the world arena, bringing much-needed energy-efficiency expertise to bear on this new notion of sustainable development.

And so, the Alliance launched its international operations, starting with a small initiative in Kaliningrad, Russia. Today, those operations extend to two dozen countries on five continents, working with local governments, businesses, and consumers. The Alliance both advises and delivers hands-on help in these countries to develop national energy policies, set appliance standards, make public utilities energy efficient, and educate consumers on the payoffs of energy efficiency. It also opens links between producers of energy-efficient products and users in international markets.

A sampling of Alliance international program names reflects the variety of their reach: *Sustainable Cities ...Energy Efficiency Industry Partnerships ...Green Schools ...Municipal Networks for Energy Efficiency.*

### Back Again to 2002.

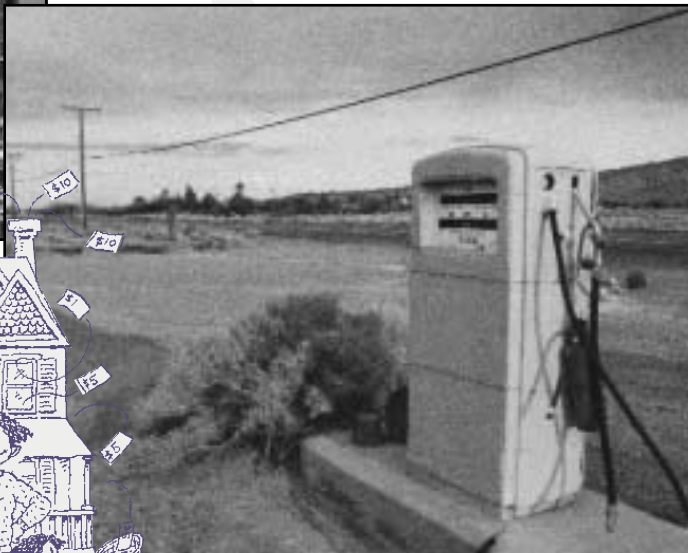
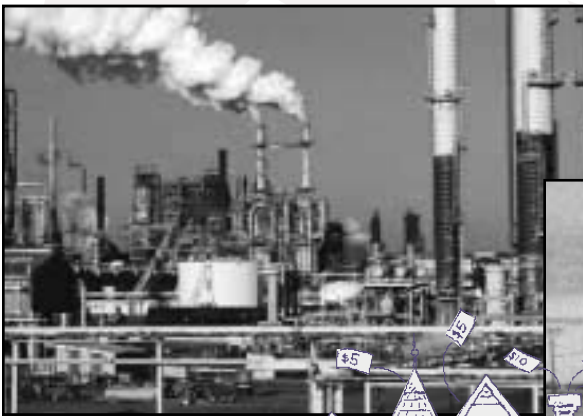
Time now for a retrospective chat with Alliance President David Nemtzw in the Alliance's Washington, D.C., headquarters—a miniworld itself of energy-smart lighting, office equipment, and appliances as well as a showcase for energy-efficient products and technologies.

So, he is asked, how far has the Alliance come in its first quarter century? “A long way,” he answers, “in so many ways. We’ve become more sophisticated and effective politically and in our communications. We’ve grown the depth and range of our programs with

business, with consumers. We’re showing them that efficiency is the quickest, cheapest, and cleanest energy choice.” The Alliance now has an operating budget of \$8 million a year.

**Politically, the results are noticeable.** Reflecting on the Alliance’s effectiveness, Thomas R. Kuhn, president of the Edison Electric Institute, said of the Alliance: “This is politics at its best; it’s business at its best; it’s community involvement at its best. It is indeed Washington at its best. . .”

In communications, the Alliance returned to the air in 1995 with an ongoing stream of award-winning PSAs on TV and radio. The Alliance’s humorous “Static Electricity House” TV PSA was featured on “Best Commercials” shows on CBS, ABC, and the BBC networks. But humor is only one tactic. Nowadays, wherever the topic is energy, the Alliance’s message of energy efficiency is a part of the dialogue.



## September 11, 2001

The events of that sorrowful day ushered in a new, resistant breed of world-scale terrorism aimed at the American homeland. With it, the issue of national security—and the risks of depending on foreign oil from unstable regions of the world—returned to center stage in American life. As the spirit of New York rose phoenix-like from the ashes, its governor, George Pataki, was the honored guest speaker at the Alliance's *Evening with the Stars of Energy Efficiency*. His message: "In the 21<sup>st</sup> century, energy security is national security, and energy efficiency is the best way to bolster energy security."

It is as if the theme of the Alliance's original mission statement, born of concern for national security, has come full circle. But it's not really that the mission has changed over the years, but rather has taken on multiple voices, as called for by the times. It's been a quarter century of hard work in raising national awareness of how

**"In the 21<sup>st</sup> century, energy security is national security, and energy efficiency is the best way to bolster energy security."**

**– New York Governor  
George Pataki**



**CBS's 60 Minutes asked Alliance President David Nemptow why there aren't more fuel-efficient cars and trucks being made. Nemptow said that the automakers "are using the technology on select models, but not throughout the fleet... Oil dependence is a national problem... and Washington, DC should be requiring the automakers to do better."**

valuable energy efficiency is to the quality of life and the future of America—and now, of raising that awareness at the global level too. The fruit of that work is in the breadth of the company the Alliance has kept over these years. A telling instance is the Alliance's now annual Associates Summit on Energy Efficiency, which pulls together leaders from virtually every major sector and constituency affected by energy use, as well as public officials, and the media. Featured speakers in 2001 included

Energy Secretary Spencer Abraham, Senate Energy Chair Jeff Bingaman, and former CIA Director James Woolsey.

The work never stops. It's an unrelenting campaign to win minds and hearts worldwide—raising awareness of all we can do to create a more energy-efficient world. As Nemptow puts it: "It's not just a question of us saving energy, but of energy efficiency saving us."

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*United States Senate*  
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**Honorable Jeff Bingaman**  
*United States Senate*  
Vice Chair

**David M. Nemtsov**  
President

**Charles H. Percy**  
Founding Chair

**Dean T. Langford**  
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*Natural Resources Defense*  
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**Henri-Claude Bailly**  
*Principal*  
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**Stephen Brobeck**  
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**Dr. Marilyn A. Brown**  
*Director*  
*Energy Efficiency and Renewable*  
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*Partner*  
*Dewey Ballantine*

**Franklin D. Raines**  
*Chairman and CEO*  
*Fannie Mae*

**John W. Rowe**  
*Chairman and CEO*  
*Exelon Corporation*

**Michael D. Thieneman**  
*Executive Vice President, and*  
*Chief Technology Officer*  
*Whirlpool Corporation*





# Enlightening Legacy

What might a prominent lighting company do to mark its 100th anniversary and contribute something of value to the nation?

That was the question OSRAM SYLVANIA CEO and Alliance Board Co-Chair Dean Langford posed to Alliance executives.

The Alliance presented a number of options, contacted the White House, and arranged a meeting with the National Park Service.

It was synchronicity.

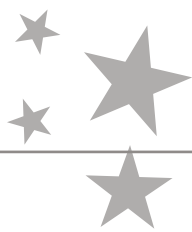
Repairs were desperately needed to the Thomas Jefferson Memorial. Lighting needed to be redone. There weren't monies to do this.

In an ambitious private-public partnership, OSRAM SYLVANIA conducted a total relighting of one of the nation's most picturesque landmarks, contributing more than \$800,000 to the National Park Foundation as its gift to America.

Work was completed in 2001, the 200th anniversary of the inauguration of the third President of the United States.

New, efficient lighting technology developed by OSRAM SYLVANIA illuminates parts of the famous landmark for the first time. It provides an enhanced viewing experience, improves visibility and safety, and *produces energy savings of 78 percent.*

It's a very fitting tribute to Jefferson: President, author of the Declaration of Independence, and Renaissance man, who embodied enlightenment.



# Message from the Chairmen

Senator Byron L. Dorgan, Chair  
Dean T. Langford, Co-Chair

All too often, Washington responds to deep-seated crises with quick fixes. But, twenty-five years ago, two dozen Senators and CEOs tackled the nation's energy crisis by working on solutions not sound bites, on results not reputations, and on partnerships not politics. That is why 2002 is cause for congratulations and renewed pride as the Alliance to Save Energy celebrates its 25th anniversary.

Led by Republican Senator Charles Percy, business, consumer, labor and public leaders founded an alliance dedicated to promoting energy efficiency worldwide to achieve a healthier economy, a cleaner environment, and – foremost in their minds at the time – enhanced energy security. They knew then, as we all know today, that energy efficiency is the quickest, cheapest and cleanest response to our nation's energy needs. This year alone, efficiency will provide more energy to our economy than any other energy source except for oil – in no small part thanks to the work of the Alliance.

Today we live in a world that is more inter-dependent than it was in 1977, but also for many, more fearful. Troubling developments in the past few years – from the power shortages in California to the deadly instability of the Middle East to the shocking changes in the global climate – remind us that our most challenging work lies ahead.

We salute the Alliance's outstanding record of accomplishment and we thank the generous support of our friends and partners – including the energy efficiency and supply industries, philanthropic foundations, corporations, and government agencies. The Alliance remains an enduring institution – as committed today as it was in 1977 to solutions, results, and partnerships. We enter our next quarter century with the firm conviction that, with your help, we will succeed.

Senator Byron L. Dorgan  
Chair

Dean T. Langford  
Co-Chair

## Alliance Mission

The Alliance to Save Energy promotes energy efficiency worldwide to achieve a healthier economy, a cleaner environment, and energy security.

# An Alliance of Partners:

Advocating for a More Energy-Efficient World



**F**or 25 years, the Alliance to Save Energy has worked to promote energy efficiency. Forging partnerships with corporate, environmental, consumer, and governmental leaders, the Alliance promotes better public policy, creates innovative programs both in the United States and abroad, and communicates its message to policymakers and the public.

## Advocating for Better Public Policy

Since its inception, the Alliance has sought out and collaborated with many Alliance Associates and with other advocacy organizations. Together, these organizations and the Alliance have sought to educate policymakers about the importance of energy efficiency as a component of national energy policy. Every year, research provides compelling evidence that **energy efficiency is the quickest, cheapest, and cleanest way** the nation can realize its goals of enhancing national security, protecting the environment, and improving prosperity.

### National Energy Legislation

In 2001, Vice President Dick Cheney issued a new National Energy Plan at the direction of President George W. Bush. From the Alliance's point of

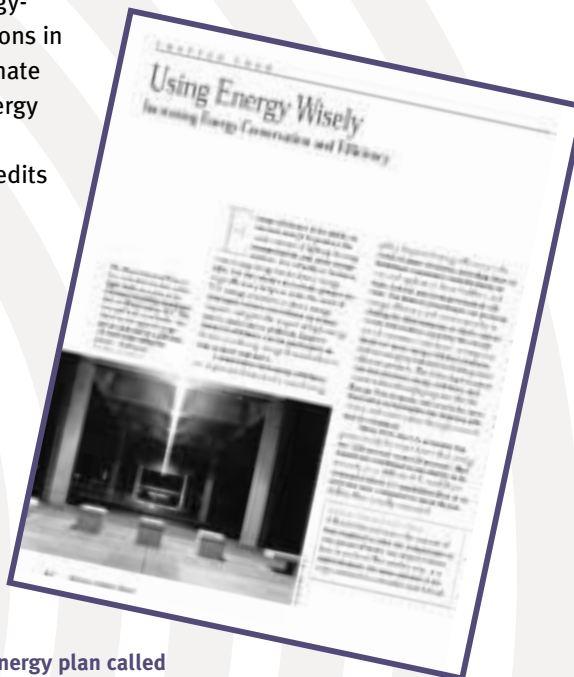
view, the plan unwisely relied on increased energy exploration and production – a supply-side approach – to solve the nation's energy woes. With the leadership of outgoing Alliance Chair Sen. Jeff Bingaman, incoming Chair Sen. Byron Dorgan, and others, the Alliance secured the inclusion of a wide range of energy-efficiency policy provisions in both the House and Senate versions of national energy legislation. Provisions include a bevy of tax credits for the purchase of new energy-efficient homes, upgrades to existing homes, and energy-efficient appliances and equipment, as well as improvements in federal energy management.

## Increasing Investment in Energy Efficiency

Each year the Alliance encourages federal legislators to support funding for critical energy-efficiency programs in budgets for the *U.S. Department of Energy (DOE)*, *U.S. Environmental Protection Agency (EPA)*, and *U.S. Agency for International Development (USAID)*. In 2001, the Alliance worked closely with its Associates and a wide range of other partners to blunt efforts by

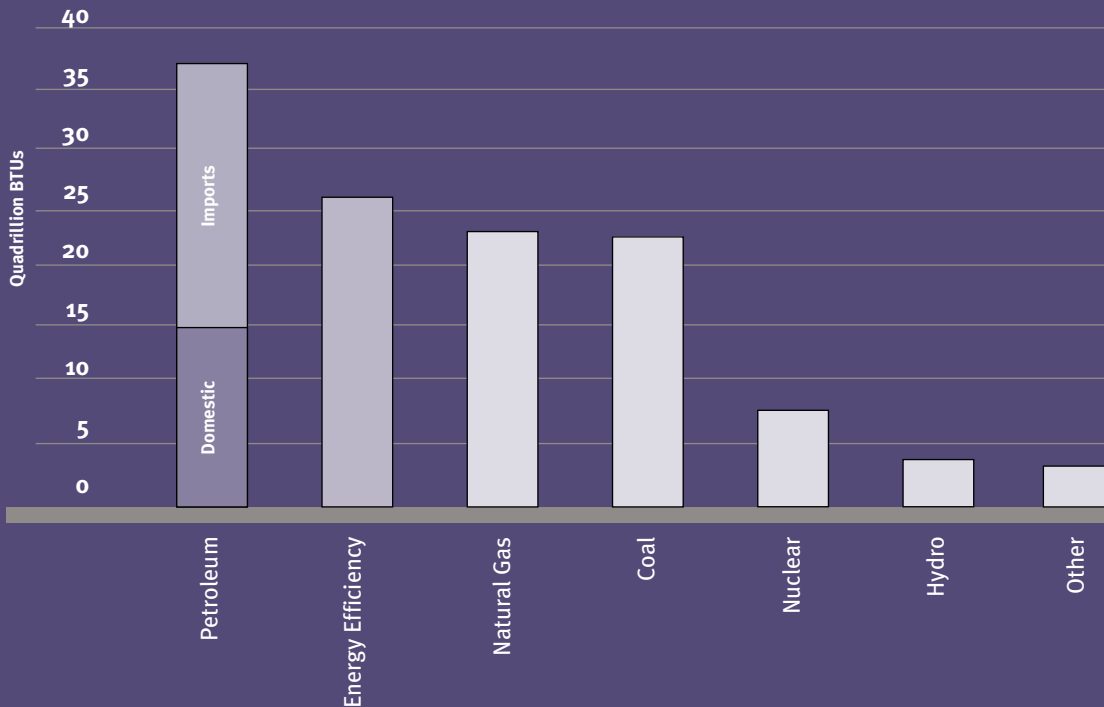
**"[The Alliance] is politics at its best; it's business at its best; it's community involvement at its best. It is indeed Washington at its best..."**

—Thomas R. Kuhn,  
president of Edison Electric Institute



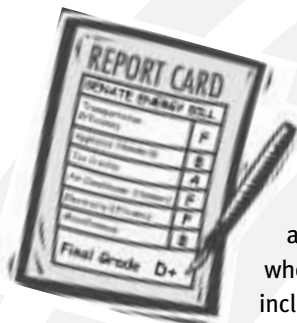
Though the President's energy plan called for energy efficiency, the Alliance felt it was too heavily tilted toward production. The latest in energy policy and politics can be found at [www.ase.org/policy](http://www.ase.org/policy).

## Where does U.S. Energy Come From? (2000)



If we think of energy efficiency as an energy source, we see that it's the second largest source of energy in the U.S. (after oil), and the largest domestic source. Unfortunately, energy efficiency is often invisible, and few politicians recognize energy efficiency's impact – never mind its enormous potential.

Source: Alliance to Save Energy



While the U.S. House of Representatives earned a D- for its poor performance in national energy legislation, the Senate scored a modestly higher D+ due to its efficiency tax incentives.

the Administration to cut funding by 30 percent for federal energy-efficiency research and development programs. Efficiency advocates scored a victory when the 2002 *DOE* budget included an 11 percent increase for energy efficiency R&D and continued support of *Energy Star* programs.

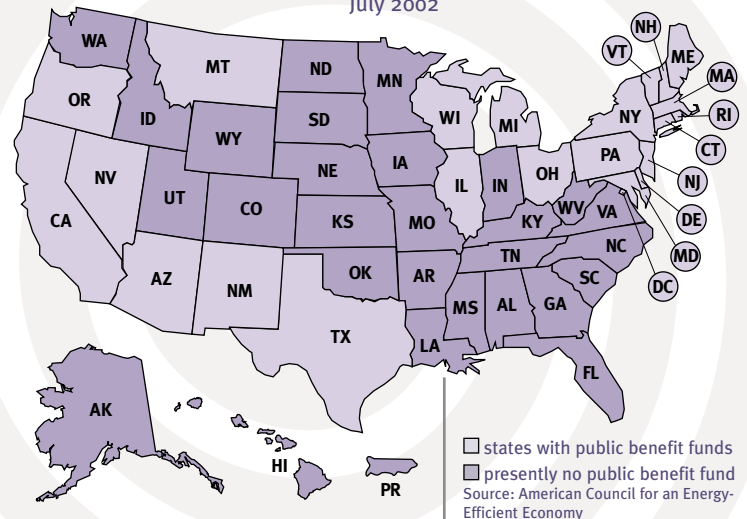
## Researching Policy Options

Throughout its 25 years, the Alliance has partnered with utilities, industries, and other organizations to prepare reports documenting energy use and cost and environmental savings from energy efficiency. Over the years, the Alliance has produced cutting-edge research

on industrial tax credits, market penetration, rate basing of utility energy-efficiency programs, and alternative energy scenarios. In 2001, the Alliance analyzed ways to reduce carbon emissions in the industrial sector—data to help the *EPA* weigh options for stemming industrial pollution.

The Alliance has been working with Congress to provide incentives for states to establish public benefit funds. The funds would support the expansion of energy efficiency and renewable energy.

## Status of Public Benefit Funds July 2002



□ states with public benefit funds  
■ presently no public benefit fund  
Source: American Council for an Energy-Efficient Economy



# Transforming the Energy Efficiency Marketplace

**F**or 25 years, the Alliance has designed and implemented innovative projects to promote energy efficiency in residential and commercial buildings, federal facilities, utilities, and schools. The strategy works to balance legislative, regulatory, and voluntary market transformation to ensure that government, corporations, and consumers choose energy efficiency.

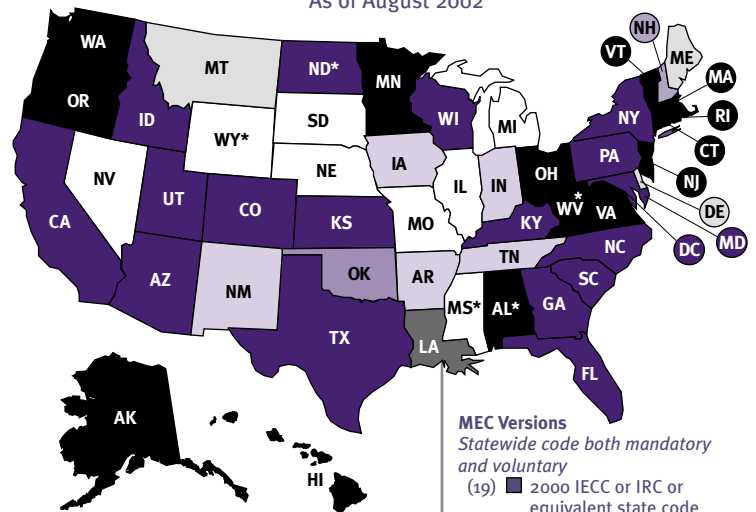
## Making Sure Appliances Are Energy Efficient

Over the past 25 years, the United States has greatly improved its energy efficiency by upgrading energy standards for appliances and equipment. As of 2000, appliance standards had cut national energy use by 2.5 percent. By 2020, these standards will save Americans roughly the annual energy use of 23 million homes. Working closely with a number of Alliance Associates, such as *Goodman Global Holding, Inc.*, *Maytag*, and *Whirlpool*, and with partners such as the *American Council for an Energy Efficient Economy* and the *Natural Resources Defense Council*, the Alliance has led the effort to ensure adoption of energy standards in lighting ballasts, refrigerators, clothes washers, and air conditioners.

In January 2001, the Alliance celebrated the issuance of a new residential air conditioner standard that would increase

energy performance by 30 percent over the current standard. The Alliance's jubilation was short-lived, however, as the Bush Administration soon indicated the intention to reduce the increase by 30 percent. During the remainder of the year the Alliance worked to alert members of Congress to the rollback that would result in reduced electricity reliability and more pollution on summer days. In addition, the Alliance participated in residential heating and commercial air conditioning equipment rulemakings, and assisted efficiency advocates in California and Maryland on new state standards. Alliance Associates supported these efforts, for which the Alliance received a grant from the *Energy Foundation*.

**Residential Energy Code Status**  
As of August 2002



**The Alliance has worked with numerous states to establish reasonable, effective residential and commercial energy codes.**

- MEC Versions**  
Statewide code both mandatory and voluntary
- (19) ■ 2000 IECC or IRC or equivalent state code in adoption process
  - (1) ■ 1998 IECC
  - (14) ■ 1995 MEC or equivalent state code
  - (1) ■ 1995 MEC or equivalent state code (partial adoption)
  - (2) ■ 1993 MEC or equivalent state code
  - (5) ■ 1992 MEC or equivalent state code
  - (9) □ No code or code not EPart compliant

\* Code implementation depends upon voluntary adoption by local jurisdictions

Source: Building Codes Assistance Project



## The Earth Apple Award

In 2001, Green Schools created the Earth Apple Award to provide national recognition for excellence in implementing Green Schools. The first award winner was the East San Gabriel Valley Regional Occupational Program in Covina, California, which lowered its energy costs by 25 percent and used the savings for student scholarships. Read about Green Schools online: [www.ase.org/greenschools](http://www.ase.org/greenschools)

## Locking in Energy Savings for 100 Years

Adoption of stringent energy building codes is one of the best ways to ensure that homes are more affordable and cost savings are “locked in” a building for the next 100 years. For the past eight years, the *Building Codes Assistance Project (BCAP)*, co-sponsored by the Alliance, the *American Council for an Energy-Efficient Economy*, and the *Natural Resources Defense Council*, has helped more than 25 states upgrade the energy-saving features of their building codes. Last year, the Alliance and BCAP helped five states (including Pennsylvania, New York, and Texas, which together house one-sixth of the U.S.

population) adopt the new International Energy Conservation Code, while a number of other states upgraded their codes with Alliance help. The Alliance salutes its many industry partners, including the *Alliance for the Polyurethane Industry*, *Andersen Corporation*, *CertainTeed Corporation*, *Dow Chemical*, *Johns Manville*, *Knauf Fiber Glass*, *North American Insulation Manufacturers Association*, *Owens Corning*, and *Polyisocyanurate Insulation Manufacturers Association*. The *Energy Foundation* and *DOE* (through the Pacific Northwest National Laboratory) support *BCAP*.

## Educating Children about Efficiency

The Green Schools program organizes teams of teachers, custodians, administrators, and students to use energy efficiency as a project-based learning tool and as a way schools can save money. In 2001 the Alliance helped ten Los Angeles schools average \$14,600 in energy cost savings; recognizing our success, the *California Public Utilities Commission*, *California State and Consumer Services Agency*, and the *San Diego Regional Energy Office* are now supporting a major Green Schools initiative. Green Schools in Philadelphia, supported by the *Pennsylvania Department of Environmental Protection* and *Pennsylvania Sustainable Development Fund*, educated disadvantaged young people and reduced school electricity costs by 20 percent. The Alliance's partnership with *New York State Energy Research and Development Authority* continues to bring savings to schools in Buffalo, while its new partnership with *DOE's Rebuild American Program* is



A glass ribbon cools at a Cardinal Glass Industries float plant. Once the ribbon cools, it will be cut and shipped to a coating plant where a low-E coating will be deposited on the glass. Low-E coatings help improve the thermal performance of a window and help control the solar heat gain.

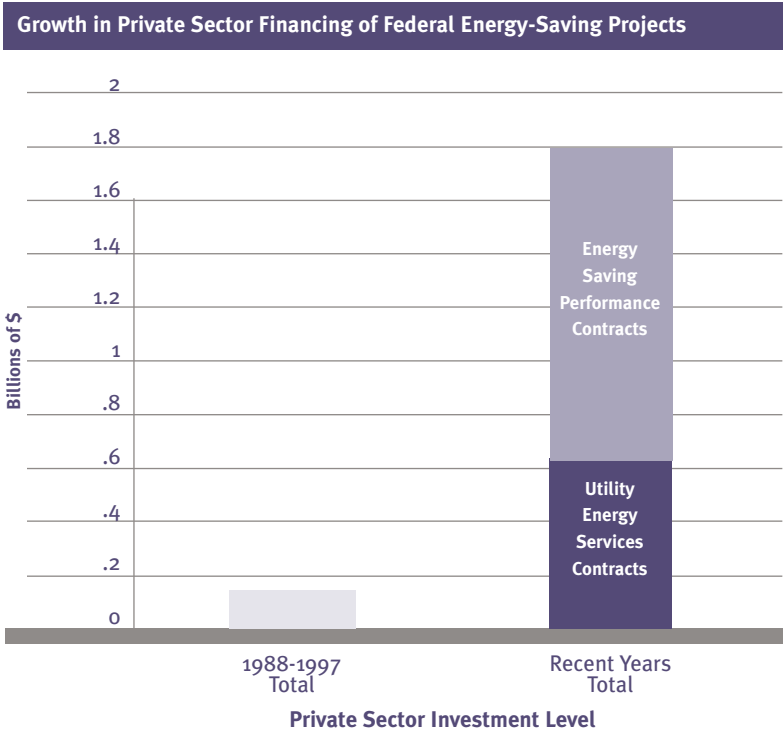
helping to increase the number of school energy retrofits. Support also comes from *ABB, 3M, EPA, Hahn Family Foundation, and Southern California Edison.*

### Opening the Door to More Efficient Windows

For the past four years, the *Efficient Windows Collaborative (EWC)* has educated both consumers and businesses about the benefits of selecting energy-efficient windows. In 2001, EWC increased media coverage and promoted its web site, [www.efficientwindows.org](http://www.efficientwindows.org), which boasted more than 325,000 visits. The EWC also took its message to China by embarking on a project to make energy-efficient windows a part of China’s building code. The EWC partners with *Lawrence Berkeley National Laboratory* and is supported through a grant from *DOE’s Office of Building Technologies*. It enjoys strong support in the windows industry – from *AFG Industries, Andersen Corporation, Cardinal Glass Industries, CertainTeed Corporation, and Great Lakes Window, Inc.* — and works closely with the *Midwest Energy Efficiency Alliance* and *Pacific Gas and Electric Company.*

### Encouraging the Government to ‘Lead by Example’

For more than a decade, the Alliance has strongly advocated the need to reduce energy waste in federal facilities. Through its involvement in the passage of the Energy Policy Act of 1992, the Alliance helped to set stringent energy-



The Alliance’s Federal Energy Productivity Task Force recommendation to increase private sector investment in federal facilities was incorporated as a key emphasis in Executive Order FEMP 13123. Source: Alliance to Save Energy

efficiency goals and create a framework to enable private energy service companies to invest in federal efficiency projects. Federal energy-efficiency efforts are *saving taxpayers hundred of millions of dollars annually in reduced energy costs.*

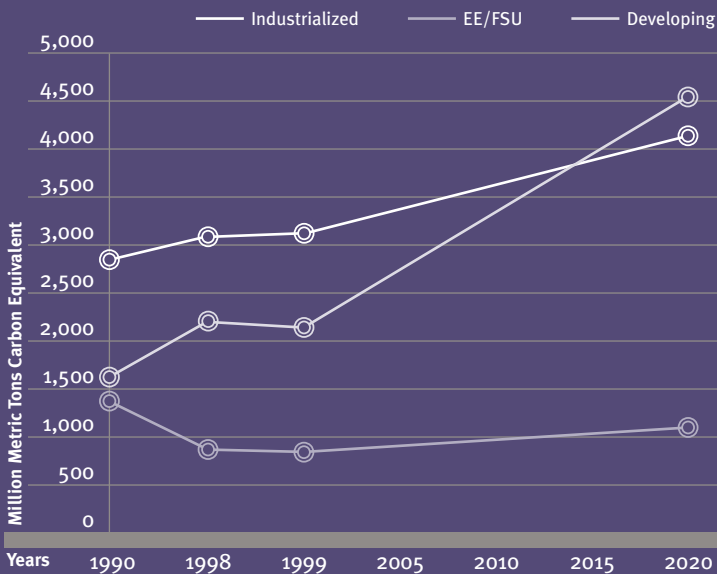
In 1999, executives from 50 leading energy-efficiency companies formed the Alliance’s Federal Energy Productivity Task Force. Many of the recommendations from the Task Force’s comprehensive report on federal energy use became part of a recent Executive Order on federal energy saving. Alliance efforts are supported by *DOE’s Federal Energy Management Program* and the contributions of

Alliance Associates, especially the *EPS Capital Corporation, Honeywell, Johnson Controls Inc., North American Insulation Manufacturers Association, Polyisocyanurate Insulation Manufacturers Association, and Sempra Energy.*

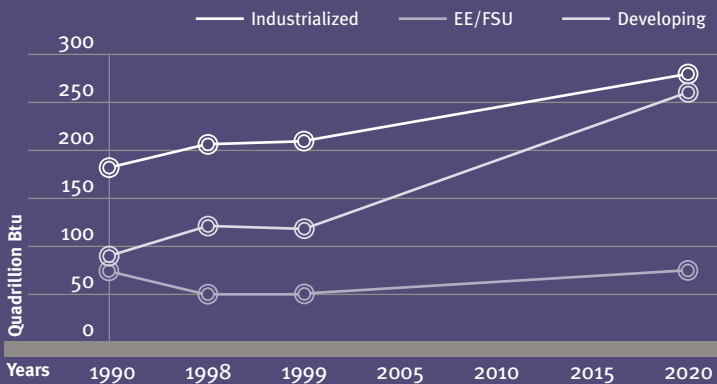
### Helping Industry Do Well by Doing Good

The Alliance is committed to helping industry take advantage of the latest cost-effective, energy-saving technologies and management practices to improve economic productivity and the bottom line. The *DOE’s Office of Industrial Technologies* aids the Alliance in this mission through the *BestPractices Steam Program*, which helps manufacturers become more aware of the environmental and

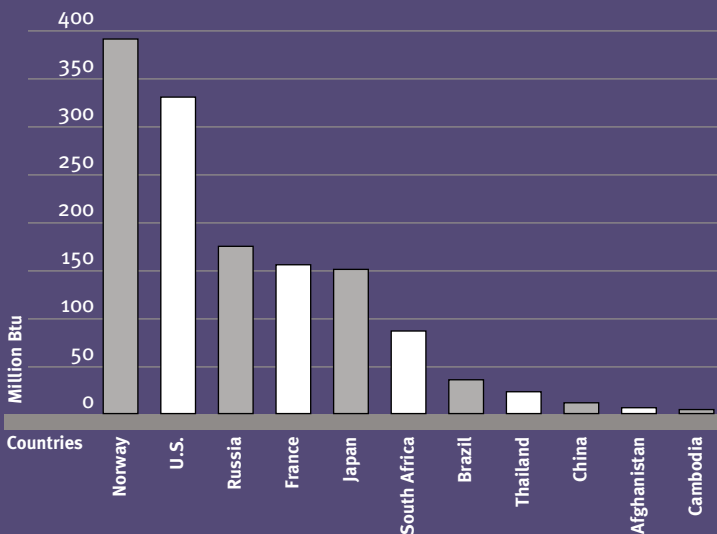
World Carbon Dioxide Emissions by Region, 1990–2020



World Total Energy Consumption by Region, 1990–2020



World Per Capita Primary Energy Consumption



These graphs illustrate the price of continued energy waste that the Alliance's international program works to stem.

Source: DOE's EIA, [www.eia.doe.gov](http://www.eia.doe.gov)

financial savings they can realize from steam system upgrades. The Alliance, in collaboration with *Oak Ridge National Laboratory*, leverages the involvement of the *Association of Energy Engineers*, *Gas Technology Institute*, *National Insulation Association*, *Ontario Power Generation*, and steam industry product and service providers such as *Armstrong International, Inc.*, the *National Insulation Association*, *North American Insulation Manufacturers Association*, *Spirax Sarco*, and *Swagelok*. The Alliance Industrial Program delivers its message via *Steaming Ahead*, an e-mail newsletter, as well as a companion web site, [www.steamingahead.org](http://www.steamingahead.org), workshops and seminars around the country, and trade press articles. In addition, the Alliance recently partnered with the *State of Maryland* to create an industrial energy information clearinghouse.

### Providing Local Solutions to a Global Challenge

While plenty of energy waste in the United States still needs to be eliminated, in transitional and developing countries the problem is almost overwhelming.

The Alliance is translating its 25 years of experience in implementing energy efficiency into the native tongues of efficiency advocates in two dozen countries across five continents. The Alliance acts in four distinct ways: crafting energy-efficiency policy, communicating the energy-efficiency message, providing program implementation assistance, and securing financial resources.

### Educating Consumers about the Latest Technologies

Because of the Alliance's long relationships with companies that market energy-efficient products and services, partnerships are often the best way to educate potential customers about the benefits of energy-efficient technologies. Since 1995, the *Energy Efficiency Industry Partnership* (EEIP) has educated more than 3,300 municipal, industrial, and commercial energy managers, and more than \$6 million in energy efficiency-projects have directly resulted from the program. Key business partners include *ABB*, *Aerco*, *Andersen Corporation*, *Armstrong International*, *ASI Controls*, *Baldor*, *Calmac Manufacturing Corporation*, *Carrier*, *Danfoss*, *ECR International*, *E-Mon LP*, *Honeywell*, *Johns Manville*, *Johnson Controls*, *OSRAM SYLVANIA*, *Owens Corning*, *Philips*, *Pneumatech*, *Rockwell*, *Spirax Sarco*, *Swagelok*, *Trane*, and *York*.



In 2001, the EEIP organized workshops in six countries—Brazil, China, Ghana, India, Mexico, and Thailand—on topics that included energy-efficiency project finance, window efficiency, industrial steam efficiency, energy benchmarking for industry, certification of energy services companies, water system efficiency, and energy service company business planning. The EEIP is supported by U.S. DOE through the *Export Council for Energy Efficiency*, USAID, and the *US-Asia Environmental Partnership*.

★ **Bangkok, Thailand** —

The EEIP helped to create the *Thai Energy Efficiency Development Association*, comprised of several dozen companies developing Thailand's energy efficiency market, and helped develop a \$50 million government energy efficiency fund.

## Improving the Social Climate to Ensure Stability

The collapse of communism and the planned economies of Central and Eastern Europe left massive energy waste and pollution in their wake. For most of a decade, the Alliance

has been working with partners, such as *Honeywell* and *Danfoss*, to demonstrate how energy efficiency can help to solve this massive problem. Alliance efforts are supported by the USAID through its *Bureau for Europe and Eurasia* and local missions in Armenia, Moldova, and Serbia; the U.S. DOE; and the UN Foundation through the *United Nations Economic Commission for Europe*.

To support the adoption of energy efficiency in municipal governments and district heating systems, the Alliance created the Municipal Network for Energy Efficiency (MUNEE), which develops policy analysis and options and disseminates information about what has been successful in other locales. To this end, the MUNEE web site ([www.munee.org](http://www.munee.org) or [www.ase.org.yu](http://www.ase.org.yu)) is available

in six languages. MUNEE partners include *The International Institute for Energy Conservation*, *Pacific Northwest National Laboratory*, *APER* in Romania, *ARENA-ECO* in Ukraine, *CENef* in Russia, *EnEffect* in Bulgaria, *FEWE* in Poland, *SEVE*n in the Czech Republic, and the *Lithuanian Energy Institute*.

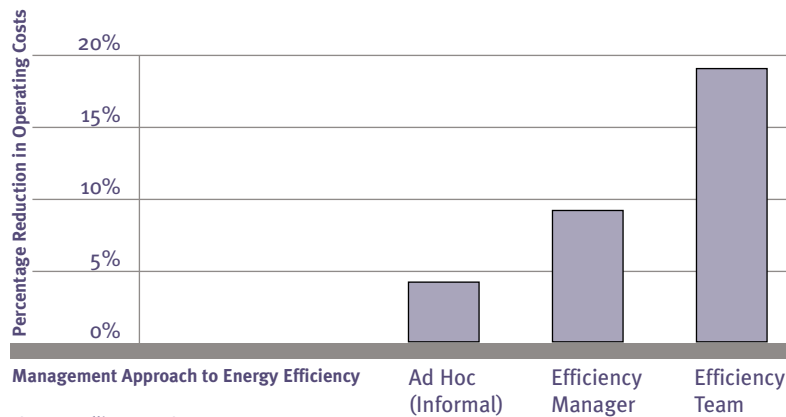
★ **Belgrade, Serbia**—Following the end of the recent conflict, the Alliance was the first energy-efficiency organization to enter war-torn Serbia, only to find an economy flat on its back, its energy sector in disarray. Over the past year, the Alliance has helped weatherize thousands of homes and has launched a student education program,



The Alliance's Municipal Network for Energy Efficiency operates in many countries in Europe and Central Asia.

The Watergy report on the nexus of water and energy efficiency produced by the Alliance in 2001 details how companies and municipalities can realize significant savings by establishing an efficiency team rather than performing ad hoc efficiency improvements.

Expected Efficiency Gains by Water Utility Management Approach to Energy Efficiency



Source: Alliance to Save Energy

\$1.8 million World Bank loan to pay for energy-saving measures to reduce its electricity demand by 8 megaWatts, thereby helping to ease Brazil's recent electricity shortages.

## Helping People Achieve a Better Quality of Life

One of the best ways to improve energy efficiency is by creating energy-efficiency standards for appliances and equipment. The Alliance, in partnership with the *International Institute for Energy Conservation* and *Lawrence Berkeley National Laboratory*, created the *Collaborative Labeling and Appliance Standards Program* (CLASP) to provide technical assistance to countries that wish to establish energy-saving standards: [www.clasponline.com](http://www.clasponline.com). The project is supported by the *USAID's Office of Energy and Information Technology* and the *UN Foundation* through the *United Nations Department of Economic and Social Affairs*.

★ **Accra, Ghana**—The Alliance worked closely with the *Ghana Energy Foundation*, which it helped to found several years ago. The foundation assisted in the creation of a room air conditioner energy standard, which will save consumers \$8 million a year and eliminate the need for 29 megaWatts of generating capacity.

while millions of people have seen the Alliance's energy-efficiency public awareness television ad. The Alliance's Serbian partners include *EPS*, the national electric utility; the *Ministry of Education*; the *Ministry of Energy*; and *Nexant, Inc.*

★ **Lviv, Ukraine** — After demonstrating how energy-efficiency improvements could reduce energy use by one-third in a local school and helping the city audit its other schools, the Alliance disseminated the experience to six other Ukrainian cities.

## Increasing Access to Clean and Affordable Water

Some estimate that the delivery and treatment of water consumes up to 7 percent of the world's energy resources—equal to the energy used by

Japan and Taiwan combined. There is a huge potential for energy cost savings in water delivery through improved energy efficiency and energy management. The Alliance's Watergy Program helps municipal water companies identify comprehensive opportunities, secure financing, install advanced technologies, and manage their systems more efficiently. The Alliance is supported by the *U.S.-Asia Environmental Partnership* and *USAID's Office of Energy, Environment and Technology*.

★ **Indore, India**—The Alliance worked with the city's mayor to establish an energy management team that quickly identified more than \$100,000 in energy-efficiency savings; the city budget now contains a line item for energy-efficiency activities.

★ **Fortaleza, Brazil**—In the midst of a drought, the Alliance has helped the local water utility secure a

# Bringing 'Home' the Message

**W**hen the Alliance was founded, energy news dominated the headlines. In 2001, energy issues were once again on the front burner, and the Alliance made sure that energy efficiency figured significantly in the media's coverage of the debate.

The Alliance reached not only national decision makers, but also millions of consumers through TV appearances on networks ranging from ABC and CNN to Fox News and BET ... articles and interviews ranging from *Ladies' Home Journal* and *Kiplinger Personal Finance* to *Wired* and *National Journal* ... from AP and UPI to Knight Ridder and Scripps Howard ... from radio networks to dozens of local stations ... from web search engines to media and other web sites ... from *The Washington Post*, *The New York Times*, and *The Wall Street Journal* to the *San Jose Mercury News*, the *Los Angeles Times*, and the *Detroit Free Press*, as well as the trade press.

## Hitting the Airwaves Nationwide

The Alliance has returned to its roots — in its early days, it created a highly successful campaign, "Don't Blow It, America," with Gregory Peck as its TV spokesperson. In 2001,

the Alliance launched another public service advertising campaign with the humorous, award-winning "Static Electricity House" television spot, garnering millions of dollars in free airtime on local TV stations as well as the ABC, CBS, and BBC networks, CNN Airport Network, CNN Headline News, and other cable networks. The spot was rated the #2 greatest commercial in the world by CBS-TV in the prime-time program *World's Greatest Commercials*. Also, in partnership with *New York State Energy Research and Development Authority*, the Alliance conducted an electricity reliability media campaign that helped reduce New York state's electricity use and installed 41,000 Energy Star room air conditioners in place of inefficient units in 2001, and more than 150,000 in 2002.

## Connecting Consumers to Credible Information

The Alliance's web site — [www.ase.org](http://www.ase.org) — is a wellspring of valuable information and is drawing more visitors from the United States and more than two dozen other countries. The Alliance's monthly electronic newsletter, *e-EFFICIENCY NEWS*, provides 18,500 subscribers with the latest news about energy efficiency: [www.ase.org/e-EFFICIENCY](http://www.ase.org/e-EFFICIENCY).

Through partnerships with the *U.S. Consumer Information Center* and *Washington Gas*, the Alliance has distributed tens of thousands of copies of its consumer booklet,

*Power\$mart: Easy Tips to Save Money and the Planet.*



"I LOVE this commercial. One of the funniest spots I've ever seen. First time I saw it, I was dozing on the couch, woke up thinking for a moment that it was serious. What a great idea: using static electricity. Of course, I then realized it was a very clever spoof. Thanks for a good laugh plus valuable information."

— Eve Norman, San Francisco



#2  
Greatest  
Commercial  
in the World

# Partnering with the Private Sector for 25 Years

**T**he Alliance is unique in actively encouraging the participation of businesses in its work. As corporations increasingly find that energy efficiency improves both their bottom lines and their corporate profiles, more companies are embracing the Alliance and its energy-efficiency message. Today, through its Alliance Associates program, the Alliance partners with more than 70 companies, utilities, trade associations, research laboratories, and nonprofit organizations. Through partnerships, Associates accomplish their missions, and the Alliance enhances its reputation as an influential voice on energy efficiency.



New York Governor George Pataki told the attendees at the October 2001 Stars of Energy Efficiency dinner "Energy security is national security, and energy efficiency boosts both."



Michael P. Kane, senior vice president at Johns Manville, outlines the role insulation plays in improving air quality.

## ★ 10th Annual Awards Dinner —

The 2001 Evening with the Stars of Energy Efficiency honored New York Governor George E. Pataki with the Charles H. Percy Award for outstanding public service. With more than 450 in attendance, the Alliance also presented awards to Howard Geller, former executive director of the American Council for an Energy-Efficient Economy, and to the energy services (ESCO) industry, for their contributions to energy efficiency.

## ★ Associates Summit on Energy Efficiency —

In 2001, the Alliance held its first Associates Summit,



Alliance founder Charles Percy discusses energy efficiency with Energy Secretary Spencer Abraham, who delivered the keynote address at the Associates Summit on Energy Efficiency.

which brought together leading public and private decision makers to hear from the leading names in energy, including Energy Secretary Spencer Abraham and former CIA Director James Woolsey. Other prominent speakers included Senator Jeff Bingaman, Representative Edward Markey, S. David Freeman, Dr. Phillip Verleger, and Dr. Amory Lovins. The *City of Austin/Austin Energy* and *Exelon Corp.* helped support the Summit.



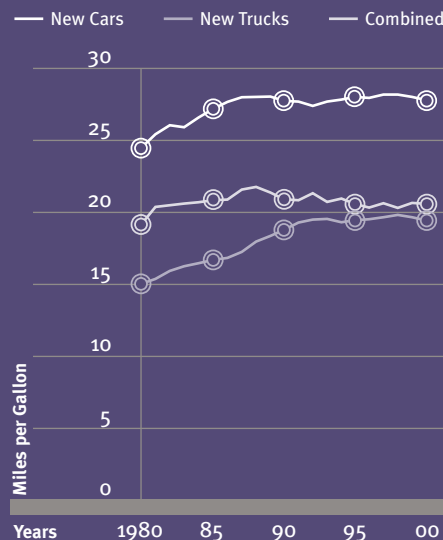


## Leading by Example

The Alliance not only talks about energy efficiency, but also incorporates energy efficiency in the workplace.

In designing its office, the Alliance chose efficient Energy Star-labeled office equipment and appliances and installed compact fluorescent light bulbs and motion-sensitive light switches.

## Fuel Efficiency of Light Vehicles Has Remained Flat



Despite the adoption of more efficient transportation technologies, U.S. average fuel economy has been flat for 10 years. In large part, this is due to the growth of low-fuel-economy pickup trucks, vans, and sport utility vehicles.

Source: U.S. Department of Energy, Energy Information Administration.



New car and light truck fuel economy in the U.S. is at a 21-year low. To help reduce the number of cars on the road, the Alliance provides staff public transportation allowances and bicycle facilities.

## ★ Associates Breakfasts and Working Groups —

Associates meet influential opinion leaders at the regular Associates Breakfasts. In 2001, the Alliance hosted events featuring Kyle McSarrow, chief of staff for the Department of Energy; energy reporters John Fialka of *The Wall Street Journal*; Peter Behr of *The Washington Post*; and Josef Hebert of the Associated Press; and Robert McNally, Jr., special assistant to the President for economic policy. Associates also participate in Alliance

working groups, such as the Federal Energy Productivity Task Force, the Efficient Windows Collaborative, the Energy Efficiency Industry Partnership, and the Best Practices Steam Steering Committee.

## Thanks for Generous Support —

For 25 years, the Alliance's ability to educate policymakers and consumers about energy efficiency has depended on the financial contributions of Alliance Associates. From a modest \$52,000 in the

Alliance's first year, Associate contributions have grown more than tenfold, to \$717,414 in 2001. The 2001 awards dinner, held in October at Washington, DC's Union Station, raised \$395,000, topping the previous high by 21 percent.



The partnership the Alliance forges between the public and private sectors is reflected in the close working relationship of its Chair, Senator Byron Dorgan (right), and its Co-Chair, Former CEO of OSRAM SYLVANIA Dean Langford (left).



# Alliance Associates



3M Company

ABB

Alliance for the Polyurethane  
Industry

American Gas Association

**Andersen Corporation**

Armstrong International, Inc.

Association of State Energy  
Research and Technology  
Transfer Institutions

AT&T Foundation

Battelle

**BC Hydro**

**BP**

**Bonneville Power  
Administration**

Brookhaven National  
Laboratory

California Energy Commission

Calmac Manufacturing  
Corporation

Cardinal Glass Industries

CertainTeed Corporation

**City of Austin/Austin Energy**

CMC Energy Services, Inc.

**Dewey Ballantine**

Edison Electric Institute

Electricity Innovation Institute

E-Mon LP

EPS Capital Corporation

**Exelon Corporation**

**Fannie Mae Foundation**

Frito-Lay

Gemstar Group

**Goodman Global Holdings, Inc.**

Great Lakes Window, Inc.

Home Depot

Honeywell

IBM

International Copper  
Association

Johnson Controls, Inc.

Knauf Fiber Glass

**Johns Manville**

**Los Angeles Department of  
Water and Power**

Lawrence Berkeley National  
Laboratory

Lithonia Lighting

Maytag Corporation

Midwest Energy Efficiency  
Alliance

National Grid USA

National Insulation Association

National Renewable Energy  
Laboratory

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

Nexant, Inc.

North American Insulation  
Manufacturers Association

Oak Ridge National Laboratory

Ontario Power Generation

**OSRAM SYLVANIA**

Owens Corning

**Pacific Gas and  
Electric Company**

Perseus, LLC

Polyisocyanurate Insulation  
Manufacturers Association

Sacramento Municipal  
Utility District

Sandia National Laboratory

SchlumbergerSema

Sears, Roebuck and Co.

Sempra Energy

Solar Energy Industries  
Association

**Southern California Edison**

Spirax Sarco

Swagelok

Tennessee Valley Authority

Texas A&M University –  
Energy Systems Laboratory


Texas State Energy  
Conservation Office

**Washington Gas**

**Whirlpool Corporation**

World Wildlife Fund

Xenergy, Inc.



*\* Names in **bold** denote  
Founder level Associates*

*List as of September 1, 2002*



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*Program Manager, Energy Education*

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*Consultant, Ghana*

**Vesna Bakic**  
*Consultant, Serbia*

**Seth Baruch**  
*Deputy Director  
International Programs*

**Lena Bratic**  
*Consultant, Bosnia*

**Anita Brown**  
*Staff Accountant*

**Kandas Burr-Agee**  
*Receptionist*

**Stephanie Campbell**  
*Program Manager, International*

**Eric Carlson**  
*Senior Program Manager, International*

**Andriy Chumak**  
*Consultant, Ukraine*

**Kimbalyn Clark**  
*Facilities Assistant*

**Sachu Constantine**  
*Program Manager, International*

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**Luther Dudich**  
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*Development Associate*

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*Executive Director,  
CLASP*

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*Administrative Assistant*

**Shuy Farley**  
*Administrative Assistant*

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**Allen Stayman**  
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**Eustaquio Vasconcelos**  
*Consultant, Brazil*

**Andriy Vasylego**  
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ALLIANCE TO  
**SAVE ENERGY**

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