



Advancing  
Efficiency  
with  
National  
Partnerships

CONSORTIUM FOR ENERGY EFFICIENCY

2003

ANNUAL REPORT

## CONSORTIUM FOR ENERGY EFFICIENCY

The Consortium for Energy Efficiency (CEE), a nonprofit public benefits corporation, develops national initiatives to promote the manufacture and purchase of energy-efficient products and services. Efficiency programs of CEE members in 23 states and two Canadian provinces use our national initiatives to increase the effectiveness of their local efforts. Founded in 1991, CEE is the only national organization for all ratepayer-funded efficiency program administrators.

# ADVANCING EFFICIENCY

## DEAR COLLEAGUES,

For the past several years, CEE has increased its focus on developing national partnerships with industry – and the results have been very encouraging. By taking this collaborative approach, CEE has created an opportunity for its members to work with manufacturers and their trade associations to advance energy efficiency.

It has become very apparent that we share a number of interests with industry stakeholders. Why not work together at the national level to further local efficiency efforts?

The *Motor Decisions Matter<sup>SM</sup>* campaign and *Lighting for Tomorrow*, the National Lighting Fixture Design Competition, are dramatic examples of how national partnerships enable CEE members and local industry stakeholders to work together. Other national partnerships advance efficiency in more subtle ways.

Over the next few pages, we'll show how CEE built upon these national partnerships in 2003 and why they are a boon to member programs – and industry. CEE is now pursuing other industry opportunities to advance common interests in energy efficiency.

These partnerships would not exist without the efforts of our members, allies and other stakeholders. We thank you for all your cooperation and hard work in the past year, and look forward to working together to deliver the benefits of increased energy efficiency.



*Marc G. Hoffman*

Marc G. Hoffman  
CEE Executive Director



*Bruce Johnson*

Bruce Johnson  
KeySpan Energy Delivery New England  
Chairperson, Board of Directors

CEE members include virtually all administrators of energy-efficiency programs and their key public stakeholders. This includes utilities, statewide and regional energy-efficiency administrators, environmental groups, research organizations and state energy offices. CEE membership comprises 75 members in 23 states and Canada. The U.S. Department of Energy and Environmental Protection Agency both provide support, through grants and participation.

#### EFFICIENCY PROGRAMS

CEE provides a forum for local and regional energy-efficiency programs to convene and address common issues.

Through quarterly meetings, workshops, teleconferences and its Web site, CEE enables energy-efficiency program managers to work together. They can exchange information and experiences about their programs and work collaboratively on various projects, such as program designs and high-efficiency specifications for national initiatives. When programs voluntarily adopt a CEE efficiency specification, they align their efforts in a virtual partnership that extends nationwide.

#### ENERGY STAR®

Partnering with ENERGY STAR gives efficiency programs the leverage of a huge marketing network as well as a national brand for efficiency. By working together at CEE, members assume a powerful voice in this important national program by advocating for new product categories and encouraging ENERGY STAR to upgrade its specifications over time.

#### INDUSTRY

On behalf of energy-efficiency programs nationwide, CEE has developed strategic partnerships with manufacturers, retailers, distributors and their trade associations. This approach enables local programs to collaborate with national industries on common efficiency objectives and obtain the benefits of consistent nationwide marketing efforts.

# CEE ADVANCES EFFICIENCY BY BUILDING PARTNERSHIPS

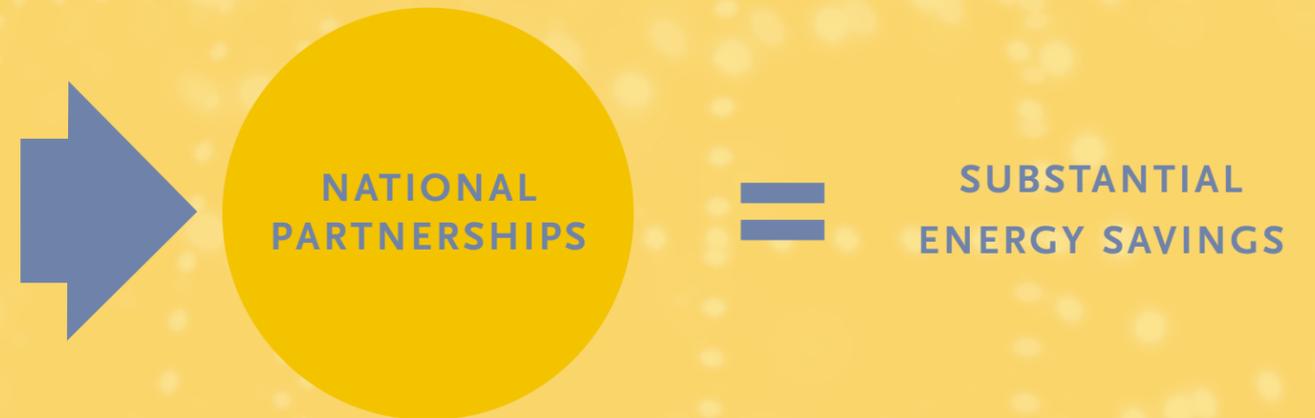
California  
Connecticut  
Hawaii  
Idaho  
Illinois  
Iowa  
Maine  
Massachusetts  
Minnesota  
Montana  
Nevada  
New York  
New Jersey

New Hampshire  
Ohio  
Oregon  
Rhode Island  
Tennessee  
Texas  
Utah  
Vermont  
Washington  
Wisconsin

British Columbia  
Montreal



CEE builds partnerships (bold arrows) with its members and industry stakeholders to change national markets. This market transformation produces substantial and lasting energy savings.





The energy-efficiency community has undergone a major shift in its attitude about – and relationship with – industry. It is now generally accepted that the two groups have a good deal more in common than previously realized. More and more, efficiency programs are taking advantage of working with industry to leverage these common interests. CEE is the natural focal point of efficiency program efforts to develop national partnerships with industry.

The benefits of a working relationship with industry are described on the next few pages.

# PARTNERING WITH INDUSTRY TO ADVANCE EFFICIENCY



## HOW EFFICIENCY PROGRAMS BENEFIT

Industry stakeholders have a unique perspective of the market and this viewpoint is valued by those responsible for energy-efficiency programs. A company's success depends on understanding how and why a market works; thus these stakeholders can offer invaluable information about the best ways to promote efficiency.

By utilizing this real market intelligence, programs can make dynamic adjustments in real time. The result is programs that are more effective. When efficiency programs and industry work together, they can change whole markets, not just affect individual transactions. These types of market changes accomplish far more for each program dollar spent.

Developing an honest working relationship with manufacturers and other industry stakeholders also encourages open communication. Efficiency program objectives can be conveyed more effectively through direct communication – rather than relying on market signals created by program incentives. This kind of communication often leads to a realization of common interests in energy efficiency.

High-level industrial managers then have a stronger basis for pursuing their own success through energy efficiency. When corporate leaders adopt efficiency as an objective, their significant resources complement the message and emphasis of efficiency programs.

Another example of this type of cooperation is CEE's efforts to obtain state-level shipment data from manufacturers and sales data from retailers. This information, previously unavailable, helps CEE members measure the impact of their programs on local sales of energy-efficient products. Because changes in sales represent concrete market impacts, shipment and sales data are metrics that measure the effectiveness of local programming. This information is critical when administrators make the case to state regulators for an appropriate investment in market-changing efficiency programs.

In addition, industry stakeholders, constructively engaged, can provide the energy-efficiency community with important input about proposed efficiency specifications and new technologies.

Seeking this input is an important part of the CEE initiative development process (see pamphlet in the back of this report).

## HOW MANUFACTURERS BENEFIT

Global manufacturers find it easier to respond when efficiency programs from the United States (as well as Canada) are able to express their interests with a single voice. This wasn't always the case. Before the advent of CEE in 1991, every program developed its own definitions of high efficiency. Manufacturers faced an energy-efficiency Tower of Babel.

Manufacturers benefit when energy-efficiency programs focus on a common objective. By voluntarily aligning their programs through CEE initiatives, efficiency organizations create a unified "voice" that can be addressed by large manufacturers. Efficiency program endorsements of highly efficient models increase consumer awareness and create perceptions of higher value for these products. This publicly funded message gives credibility to the greater value of high-efficiency products.

Manufacturers not only receive the benefits of product promotion by efficiency programs, but also get an opportunity to increase revenues by selling more of these highly-valued products. Thus, their revenue potential is expanded – without additional costs and risk. By incorporating energy efficiency into their corporate strategy, manufacturers can leverage efficiency programming as they advance their own strategic objectives.

For example, resource-efficient residential clothes washers were little more than a high-end niche market at the outset of CEE's Residential Clothes Washer Initiative in 1993. These washers are now high-margin, mainstream appliances found in virtually every retail outlet.

Manufacturers also find it very helpful to receive information about energy-efficiency programs around the country. They need to know where and how efficient products are being promoted in order to maximize their marketing efforts. By promoting member programs, CEE makes this information readily available.

## THE ROLE OF TRADE ASSOCIATIONS

Many industries use trade associations to represent their collective interests. In addition to its ongoing work with manufacturers, CEE has established relationships with several trade associations, taking advantage of the efficiency of working with a single industry representative.

These organizations also enable CEE to communicate efficiently with all their members. By utilizing established communication channels (such as industry newsletters, conferences, Web sites, etc.), CEE can reach these stakeholders through their preferred media.

Trade associations also provide the benefit of filtering out the individual competitive issues among their members. For this reason, they are an excellent source of unbiased information. For example, trade associations often collect confidential shipment and sales data from their members and by aggregating this information, they can make it available to other stakeholders.

Trade associations can provide the collective "voice" of their industry when working on important issues with energy-efficiency organizations. Because these associations cannot be partial to any one of their members, they also present a good opportunity to discuss CEE's development of efficiency initiatives and potential partnerships.



AIR-CONDITIONING AND REFRIGERATION INSTITUTE (ARI)  
 HVAC MANUFACTURERS  
 COMMERCIAL REFRIGERATION MANUFACTURERS

When developing an updated voluntary specification for residential HVAC equipment, CEE sought industry feedback on the proposed high-efficiency levels. Receiving valuable comments from ARI and several manufacturers, CEE modified the final specification so that it continued to meet the needs of member programs and better reflected the current and expected availability of high-efficiency technologies.

Similarly, CEE sought and obtained valuable input from both ARI and refrigeration manufacturers when developing a voluntary high-efficiency specification for commercial refrigeration equipment.

# PARTNERING WITH INDUSTRY TO ADVANCE EFFICIENCY

## INDUSTRY-TO-INDUSTRY PARTNERSHIPS



AIR-CONDITIONING AND REFRIGERATION INSTITUTE (ARI)  
 NORTH AMERICAN TECHNICIAN EXCELLENCE (NATE)  
 AIR-CONDITIONING CONTRACTORS OF AMERICA (ACCA)

CEE has long recognized that a quality installation is critical to capturing the full energy and peak demand savings of high-efficiency HVAC equipment. In 2000, CEE published a quality installation specification and for the past three years CEE has worked with NATE, a national organization that develops certification exams for HVAC technicians.

The focus of CEE's relationship with NATE has been to encourage the inclusion of energy efficiency in NATE certification tests. In 2003, NATE received U.S. Department of Energy (DOE) funding to develop a specialty exam for energy-efficient HVAC installation. CEE's role in this project is to facilitate an advisory committee of members to provide direct input into the development of this new energy-efficiency certification.

While the certification of HVAC technicians is an excellent first step, it will take more to change this market. CEE is presently working to develop a multi-stakeholder consensus between the efficiency industry and the HVAC industry on a national strategic plan to permanently change the supply and demand for energy-efficient, quality HVAC installations. Highly useful input is being provided by ARI, which represents many major HVAC manufacturers, and ACCA, a national association of air-conditioning contractors.

The proposed strategies of this plan are

- the adoption, by contractors, of business models that incorporate quality installation;
- a training and certification infrastructure created for technicians and sales personnel;
- the education of consumers about the benefits of a quality installation to generate demand for this service.



ASSOCIATION OF HOME APPLIANCE MANUFACTURERS (AHAM)

NATIONAL ELECTRICAL MANUFACTURERS ASSOCIATION (NEMA)

For years, energy-efficiency program evaluators have been seeking ways to track the local sales of high-efficiency and ENERGY STAR-qualified products promoted by their programs. This information is necessary to document whole market changes for their state regulators.

By building relationships with NEMA and AHAM over the past few years, CEE is close to realizing this goal. In 2003, motor manufacturers agreed to collect and report state-level shipment data of NEMA Premium™ motors. CEE is also working with AHAM, whose appliance manufacturers have agreed to test a system to share 2003 state-level shipment data of ENERGY STAR-labeled appliances.



GAS APPLIANCE MANUFACTURERS ASSOCIATION (GAMA)

In 2003, CEE adopted a performance specification for electricity use in residential gas furnaces that recognizes the energy-saving potential of efficient air handlers.

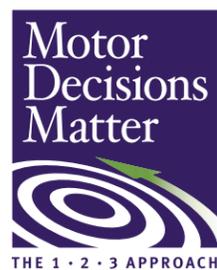
The Gas Appliance Manufacturers Association (GAMA), a trade association representing manufacturers of residential furnaces and other equipment, helped advance this project by providing data and technical input about air-handling systems.

One of CEE's goals in working with GAMA was to increase furnace manufacturers' understanding of the benefits of voluntary efficiency programs. The CEE Performance Specification for Air Handling represents manufacturers' preferred solution for identifying efficient air handling using readily available data and testing procedures.

Air handlers move air through a forced-air heating system and account for 70–80 percent of the total electricity draw in a furnace. High-efficiency equipment can save an estimated 300–400 kWh during the heating season and another 200 kWh of savings might be realized during the cooling season (when retrofitting an existing air conditioner with the more efficient blower). Actual savings vary by climate.

# PARTNERING WITH INDUSTRY TO ADVANCE EFFICIENCY

## NATIONAL CAMPAIGNS



### MOTOR DECISIONS MATTER (MDM) CAMPAIGN AND THE 1-2-3 APPROACH TOOL

MDM – a collaborative including NEMA, EASA, CEE members, motor manufacturers, EPA and DOE – was created in 2001 to increase awareness of the benefits of motor management. After a highly successful first phase concluded

in 2003, campaign sponsors agreed to extend the campaign for an additional three years.

MDM, which is managed by CEE, is targeting financial decision makers of industrial firms by presenting motor management as a business opportunity. By developing and implementing an effective motor management plan, firms can reduce downtime and improve their bottom line as well as save energy. A key to successful motor management is planning for motor failure *before* it occurs.

In 2003, MDM sponsors developed the *1-2-3 Approach to Motor Management*, an innovative marketing tool that demonstrates the financial benefits of motor planning. By using this tool, CEE members, motor manufacturers and motor sales/service centers can build stronger relationships with their industrial customers, educate them about the benefits of premium-efficiency motors and best-practice repair, and help them develop and implement motor planning recommendations.

For further information, including the 1-2-3 Approach, see [www.motorsmatter.org](http://www.motorsmatter.org)



### LIGHTING FOR TOMORROW

In 2002, CEE, the American Lighting Association (ALA) and the Department of Energy (represented by Pacific Northwest National Laboratory) launched *Lighting for Tomorrow*, The National Lighting Fixture Design Competition. Nineteen CEE members co-funded this project. The goal of this competition is to pull a new generation of decorative, energy-efficient fixtures into lighting showrooms.

Although the winners were not announced until May 2004, several of the new designs were available in showrooms prior to that date. In addition to creating a whole new line of attractive lighting products, the competition also raised awareness among manufacturers and showrooms about the potential business opportunities available through energy-efficient lighting.

The winning designs are expected to qualify for the ENERGY STAR label. These fixtures will be promoted by CEE members through their ENERGY STAR lighting and new homes programs, and marketed by ALA member showrooms that are also ENERGY STAR partners. A major focus is new construction, where energy-efficiency programs will partner with lighting showrooms in an effort to increase builder selection of high-efficiency decorative ENERGY STAR fixtures. Market acceptance of these fixtures will produce large, wired-in savings for everyone.

For further information and to view the winning designs, see [www.lightingfortomorrow.com](http://www.lightingfortomorrow.com)



## PARTNERING WITH ENERGY STAR TO ADVANCE EFFICIENCY



Since 1997, CEE and its members have partnered with ENERGY STAR®, a joint program of the U.S. Environmental Protection Agency (EPA) and the Department of Energy (DOE). Virtually all energy-efficiency organizations in the country (and many in Canada) use ENERGY STAR as their marketing platform for residential programs.

Promoting ENERGY STAR-qualified products has been highly successful because ENERGY STAR has created an effective national brand for marketing energy efficiency. According to the 2003 CEE ENERGY STAR Household Awareness Survey, public awareness of the ENERGY STAR label jumped to 56 percent of U.S. households, an increase of 15 percentage points over prior years (see page 12).

CEE's role with respect to ENERGY STAR goes well beyond the member promotion of qualifying products and services, however. CEE also represents its members' interests to the ENERGY STAR program. By working together at CEE, members assume a powerful voice in this important national partnership by advocating for new product categories and encouraging ENERGY STAR to upgrade its specifications over time.

In recent years, ENERGY STAR has expanded into the commercial and industrial sector to improve facility performance by securing corporate commitments to ongoing energy management. CEE's ENERGY STAR Linkages project is helping efficiency programs extend the brand to boost their commercial and industrial programs. This will enable ENERGY STAR Corporate Partners to connect with CEE member programs in their area to implement effective energy management plans (see next page).

# ADVANCING EFFICIENCY WITH INITIATIVES AND PROGRAM SUPPORT

Partnerships were not the only important accomplishments of 2003. CEE launched a new initiative, revised six others and supported members' programs in a number of areas.

## NEW INITIATIVE

### Commercial Glass-Door, Reach-In Refrigerators

CEE expanded its efforts in commercial refrigeration by launching an initiative that promotes energy-efficient commercial glass-door, reach-in refrigerators. Used in retail food stores and commercial kitchens, efficient units have the potential to save up to 45 percent in electricity costs with a payback of about two years.

## REVISED INITIATIVES

- Residential Clothes Washers
- Commercial Clothes Washers
- Residential Room Air Conditioners
- Residential HVAC
- Residential Refrigerators
- Residential Gas Heating

By successfully promoting high-efficiency products and equipment, CEE members continue to "raise the bar" for efficiency. As programs condition markets to value efficiency and manufacturers respond with higher-efficiency models, the specifications for high efficiency can be upgraded. CEE initiatives for residential clothes washers, commercial clothes washers and residential HVAC now include specifications with higher performance levels.

CEE expanded the product categories for refrigerators in its Super Efficient Home Appliance Initiative. In its Residential Gas Heating Initiative, CEE added a specification for high-efficiency blower units in gas furnaces.

## ADDITIONAL PROGRAM SUPPORT

### ● ENERGY STAR Linkages Project

Through this project, CEE encourages members to utilize their commercial and industrial programs to serve customers who have committed to the national ENERGY STAR Partners Program. These Corporate Partners have committed to ongoing energy management as a means to save energy in their facilities.

As part of this undertaking, CEE is working with ENERGY STAR to help link efficiency programs with potential program participants in their service territory. The ENERGY STAR Web site will include a directory of energy-efficiency programs, enabling corporate participants all over the country to easily identify the programs that offer support for their energy management efforts.

### ● 2003 CEE National Household ENERGY STAR Survey

For the past four years, CEE has fielded a national consumer survey that measures the recognition and understanding of the ENERGY STAR label. The most recent results show increased awareness and impact of ENERGY STAR, particularly in areas where CEE members are promoting the brand.

According to the 2003 CEE ENERGY STAR Survey Report:

- Public awareness of the ENERGY STAR label jumped to 56 percent of U.S. households, a 15-percentage-point increase over 2002.
- In markets where efficiency programs use ENERGY STAR to promote efficient products and services, awareness averages 67 percent.
- 20 percent of American households knowingly purchased an ENERGY STAR-qualifying product in the past year.

The results show that member programs have a significant impact on recognition and understanding of the ENERGY STAR brand. CEE members financed this survey, which will continue in 2004.

### ● Water/Wastewater Programs

With 37 participating members, CEE's Water/Wastewater Committee was a popular forum for members to exchange information on energy-efficiency programs targeting the water and wastewater sector in 2003. This sector represents a largely untapped opportunity for saving energy.

Member input and water industry-sponsored research were used by the committee to define the scope of a national initiative that will be developed in 2004. CEE members supported this effort by sharing their program experiences and research on water facility energy performance. Additional research, which also addressed best energy management practices, was provided by the water industry through the American Water Works Association Research Foundation.

### ● Super-Efficient Apartment-Sized Refrigerators

CEE continued to make the volume purchase of highly efficient, apartment-sized refrigerators available to publicly assisted housing developments.

### ● ENERGY STAR CFL Specification Revision

The CEE Lighting Committee worked throughout 2003 to research and make formal recommendations to the Department of Energy regarding improvements to the ENERGY STAR CFL specification.

### ● Evaluation Clearinghouse

CEE tripled the size of its Web-based, fully searchable database of market assessment and evaluation reports. The database now includes more than 300 reports, allowing members to easily access prior evaluation research, which has historically been difficult to obtain.

### ● National High-Rise Multifamily Building Efficiency Label

CEE staff facilitated the meetings and efforts of an ad hoc national stakeholders working group. The goal of this group is to develop a national labeling program for the new construction of efficient, high-rise multifamily buildings.

### ● Dishwasher Test Procedure Finalized

In August 2003, the Department of Energy published a revised test procedure that more accurately measures the energy and water consumption of soil-sensing dishwashers. For more than five years, CEE pursued a resolution of this issue by conducting consumer research and building consensus among stakeholders. Ongoing and persistent requests from CEE contributed to the final rulemaking.

When using the old test procedure, the energy usage of soil-sensing dishwashers was not measured properly. Because ENERGY STAR relied on this test, there was an obvious threat to the integrity of the label. The new test procedure provides an accurate measurement of energy usage for soil-sensing and non-soil-sensing models. Thus the ENERGY STAR label is now a good indicator of high performance for both types of dishwashers.

### ● Commercial Rooftop HVAC

Utilizing research and funding from the California Energy Commission, CEE's Commercial HVAC Committee developed a draft specification for improving the in-field performance of small commercial rooftop HVAC units.

### ● High-Performance Commercial Lighting

CEE's Commercial Lighting Committee addressed the opportunity for greater energy savings in commercial lighting by pursuing a common specification for high-performance T8 lighting.

# 2003 FINANCIALS

## STATEMENTS OF FINANCIAL POSITION

December 31, 2003

### Assets

Cash and Investments	\$1,053,121
Government Grants and Membership Receivable	286,911
<b>Other Assets</b>	<b>57,609</b>
<b>Total Assets</b>	<b>\$1,397,641</b>

### Liabilities and Net Assets

Current Liabilities	\$164,938
Unrestricted Net Assets	960,512
Temporarily Restricted Net Assets	272,191
<b>Total Liabilities and Net Assets</b>	<b>\$1,397,641</b>

## STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSETS

For the Year Ending December 31, 2003

### Unrestricted Net Assets

#### Revenues

Membership Support	\$742,375
Government Grants	512,427
Net Assets Released from Restrictions	309,953
Interest and Other Income	71,156
<b>Total Revenues</b>	<b>\$1,635,911</b>

**Total Expenses** **\$1,677,335**

**Change in Unrestricted Net Assets** **\$(41,424)**

### Temporarily Restricted Revenue

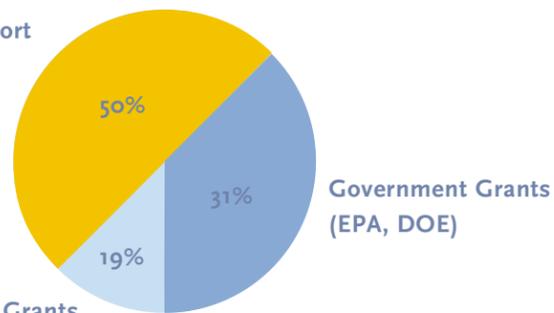
Member Grants for Special Projects	\$398,230
Net Assets Released from Restrictions	(309,953)

**Change in Temporarily Restricted Net Assets** **\$88,277**

**Total Change in Net Assets** **\$46,853**

## 2003 CEE SOURCES OF REVENUE

### Member Support and Interest



Other Grants and Contracts

# MEMBERS

## UNITED STATES

### Northeast

Bay State Gas  
Berkshire Gas  
Cape Light Compact  
Efficiency Maine  
Efficiency Vermont  
Granite State Electric  
Jersey Central Power & Light  
KeySpan Energy Delivery New England  
Long Island Power Authority  
National Grid USA  
New England Gas Co.  
New York Power Authority  
New York State Energy Research & Development Authority  
Northeast Energy Efficiency Partnerships  
Northeast Utilities  
NSTAR Electric  
NSTAR Gas  
Public Service Electric & Gas  
Public Service of New Hampshire  
South Jersey Gas  
United Illuminating  
Unitil  
Vermont Dept. of Public Service  
Vermont Gas Systems, Inc.

### Northwest

Bonneville Power Administration  
Energy Trust of Oregon  
Eugene Water and Electric Board  
Northwest Energy Efficiency Alliance  
NW Natural  
Puget Sound Energy  
Seattle City Light  
Tacoma Public Utilities

### Midwest

Alliant Energy  
Aquila  
ComEd  
Illinois Dept. of Commerce  
Interstate Power & Light  
Iowa Energy Center  
Madison Gas & Electric  
MidAmerican Energy  
Midwest Energy Efficiency Alliance  
Minnesota Dept. of Commerce  
Ohio Dept. of Development  
We Energies  
Wisconsin Division of Energy  
Wisconsin Power & Light Co.  
Wisconsin Public Service  
Xcel Energy – Minnesota  
Xcel Energy – Wisconsin

### West

California Energy Commission  
Hawaiian Electric Co.  
Hawaiian Electric Light Co.  
Maui Electric Co.  
Pacific Gas & Electric  
Sacramento Municipal Utility District  
San Diego Gas & Electric  
Southern California Edison

### South

Austin Energy  
CenterPoint Energy  
Energy  
Oncor  
Tennessee Valley Authority

### Southwest

Nevada Power Co.  
PacifiCorp – Utah  
Sierra Pacific Power Co.  
Southwest Energy Efficiency Project

### National

Alliance to Save Energy  
American Council for an Energy-Efficient Economy  
Lawrence Berkeley National Lab  
Lighting Research Center  
Natural Resources Defense Council  
Oak Ridge National Laboratory  
Pacific Northwest National Laboratory

## CANADA

BC Hydro  
Gaz Métro

# BOARD OF DIRECTORS

As of December 31, 2003

## OFFICERS

**Bruce Johnson**, *Chairperson*  
KeySpan Energy Delivery

**Carl Blumstein**, *Vice Chairperson*  
American Council for an Energy-Efficient Economy

**Gene Rodrigues**, *Treasurer*  
Southern California Edison

**Susan Hermetet**, *Secretary*  
Northwest Energy Efficiency Alliance

## DIRECTORS

**Stephen Bicker**  
NW Natural

**Lance DeLaura**  
Southern California Gas

**Angelo Esposito**  
New York Power Authority

**David Goldstein**  
Natural Resources Defense Council

**Valerie Hall**  
California Energy Commission

**Brian Henderson**  
New York State Energy Research & Development Authority

**Fred Lynk**  
Public Service Electric & Gas

**John Marx**  
Wisconsin Dept. of Administration

**Steven J. McCarty**  
Pacific Gas & Electric

**Penni McLean-Conner**  
NSTAR

**Jim Parks**  
SMUD

**John Pynch**  
Bonneville Power Administration

**Tim Stout**  
National Grid USA

## Special Advisors

**Kathleen Hogan**  
EPA

**Richard Karney**  
DOE

# 2003 INITIATIVE PARTICIPANTS

CEE members appear in bold.

## Commercial Clothes Washers

Bexar Metropolitan  
**Bonneville Power Administration**  
**California Energy Commission**  
**Cape Light Compact**  
 City of Albuquerque  
 City of Austin  
 City of Boulder  
 City of Kent  
 City of Millbrae  
 City of Petaluma  
 City of San Diego Water Department  
 City of Santa Rosa  
 City Public Service  
 Denver Water Department  
**Efficiency Maine**  
 East Bay Municipal Utility District  
**KeySpan Energy Delivery**  
 Los Angeles Department of Water & Power  
 LOTT Partnership  
 Metropolitan Water District  
**MidAmerican Energy Company**  
**Northwest Energy Efficiency Alliance**  
**NSTAR**  
**NW Natural**  
**NYSERDA**  
**Oncor**  
 Oregon Office of Energy  
 Owatonna Public Utilities  
**Pacific Northwest National Laboratory**  
**PacifiCorp**  
**Puget Sound Energy**  
 San Antonio Water System  
 San Diego County Water Authority  
**San Diego Gas & Electric**  
**Seattle City Light**  
 Seattle Public Utilities  
**SMUD**  
**Southern California Edison**  
 Southern California Gas  
**Tacoma Power**  
 WA - CTED  
**Wisconsin Department of Administration**  
**Wisconsin Public Service Corporation**  
**Xcel Energy**

## High-Efficiency Commercial Air-Conditioning

**California Energy Commission**  
**Cape Light Compact**  
 City of Palo Alto Utilities  
 Connecticut Light & Power  
 Conectiv Power Delivery  
**Efficiency Vermont**  
 Federal Energy Management Program  
**Granite State Electric**  
**Jersey Central Power & Light**  
**Hawaiian Electric Company**  
**Long Island Power Authority**  
**Massachusetts Electric**  
**Narragansett Electric**  
**Northeast Energy Efficiency Partnerships**  
**NSTAR Electric**  
**NYSERDA**  
**Pacific Gas & Electric**  
**Pacific Northwest National Laboratory**  
**Public Service Electric & Gas**  
**Sacramento Municipal Utility District**  
**San Diego Gas & Electric**  
**Southern California Edison**  
 Oregon Office of Energy  
**State of Wisconsin**  
**United Illuminating**  
 U.S. EPA  
**Unitil**  
**Western Massachusetts Electric**  
**Wisconsin Public Service**  
**Xcel Energy**

## Lighting for Tomorrow

**Sponsors**  
 American Lighting Association  
 CEE  
 Pacific Northwest National Laboratory  
**Co-sponsors**  
**Bonneville Power Administration**  
**Cape Light Compact**  
 Connecticut Light & Power Company  
**Efficiency Vermont**  
**Long Island Power Authority**  
**Massachusetts Electric**  
**Narragansett Electric**  
**NYSERDA**  
**Northeast Energy Efficiency Partnerships**  
**Northwest Energy Efficiency Alliance**  
**NSTAR Electric**  
**Pacific Gas & Electric Company**  
**Public Service Electric & Gas**  
**Sacramento Municipal Utility District**  
**San Diego Gas & Electric**  
**Southern California Edison**  
**Western Massachusetts Electric Company**  
**United Illuminating**  
**Unitil**

## Motors and Motor Systems

**Alliant Energy**  
 Anaheim Public Utilities  
**BC Hydro**  
 Burlington Electric  
**Cape Light Compact**  
**ComEd**  
 Conectiv  
 Connecticut Valley Electric Co.  
 Copper Development Association  
**Efficiency Vermont**  
 Energy Center of Wisconsin  
**Eugene Water & Electric Board**  
 Federal Energy Management Program  
**Hawaii Electric Company**  
**Jersey Central Power & Light**  
 Los Angeles Department of Water & Power  
**Long Island Power Authority**  
**Madison Gas & Electric**  
**National Grid USA**  
 New Hampshire Electric Co-op  
**Northeast Energy Efficiency Partnerships**  
**New York Power Authority**  
**NSTAR Electric**  
**Northeast Utilities**  
**Northwest Energy Efficiency Alliance**  
**NYSERDA**  
 Ohio Department of Development  
 Ontario Power Generation  
**Pacific Gas & Electric**  
**Public Service Electric & Gas**  
**Public Service of New Hampshire**  
**Puget Sound Energy**  
 Riverside Public Utilities  
**Sacramento Municipal Utility District**  
**San Diego Gas & Electric**  
**Seattle City Light**  
**Southern California Edison**  
**Tacoma Public Utilities**  
**United Illuminating**  
**Unitil**  
**Wisconsin Focus on Energy**  
**Wisconsin Public Power Inc.**  
**Xcel Energy – Minnesota**

## Motor Decisions Matter

**Sponsors**  
 A.O. Smith Electrical Products Corporation  
 ABB Inc.  
 Advanced Energy  
 Baldor Motors and Drives  
**ComEd**  
 Copper Development Association, Inc.  
 Electrical Apparatus Service Association  
 GE Motors  
 National Electrical Manufacturers Assoc.  
**National Grid USA**  
**Northeast Energy Efficiency Partnerships**  
**Northeast Utilities**  
**Northwest Energy Efficiency Alliance**  
**NSTAR Electric & Gas**  
**NYSERDA**  
 Regal-Beloit Corporation  
 Rockwell Automation  
 Franklin County PUD  
 Glacier Electric  
 Grays Harbor PUD  
 Hartford Electric  
 Hustisford Utilities  
 Idaho Falls Power  
 Jefferson Water & Electric  
**Jersey Central Power & Light**  
 Kaukauna Electric  
**KeySpan Energy Delivery**  
 Lake Mills Light & Water  
 Lane Electric Coop  
**Lawrence Berkeley National Laboratory**  
 Lodi Utilities  
**Long Island Power Authority**  
**Los Angeles Department of Water & Power**  
 LOTT Partnership  
**Madison Gas & Electric**  
 Manitowoc Public Utilities  
 Marshfield Electric & Water  
**Maui Electric Company, Ltd.**  
 McMinnville Water & Light  
 Menasha Utilities  
 Metropolitan Water District  
**MidAmerican Energy Company**  
**Midwest Energy Efficiency Alliance**  
 Modern Electric Water Company  
 Muscoda Light & Water  
**National Grid USA**  
 New Holstein Utilities  
 New Richmond Utilities  
**Northeast Energy Efficiency Partnerships**  
**Northeast Utilities**  
**Northwest Energy Efficiency Alliance**  
**NSTAR**  
**NW Natural**  
**NYSERDA**  
 Oconomowoc Utilities  
 Okanogan County Electric Co-op  
 Okanogan PUD  
 Oregon Office of Energy  
 Owatonna Public Utilities  
 Pacific County PUD

## Residential Clothes Washers

Alameda County Water District  
 Algoma Utilities  
**Alliant Energy Energy**  
**Austin Energy**  
 Benton County PUD  
 Bexar Metropolitan  
 Blachly-Lane Co-op  
**Bonneville Power Administration**  
 Boscobel Utilities  
**California Energy Commission**  
**Cape Light Compact**  
 Cedarburg Light & Water  
**CenterPoint Energy**  
 Citizens Utilities  
 City of Albuquerque  
 City of Ashland  
 City of Austin  
 City of Boulder  
 City of Forest Grove  
 City of Fort Collins  
 City of Kent  
 City of Millbrae  
 City of Richland  
 City of San Diego  
 City Public Service (San Antonio)  
 Clallam County PUD  
 Columbus Water & Light  
**ComEd**  
 Consumers Power, Inc.  
 Corvallis Public Works  
 Covington Water District  
 Cross Valley Water District  
 Denver Water  
 Eagle River Light & Water  
 East Bay Municipal Utility District  
**Efficiency Maine**  
**Efficiency Vermont**  
 Emerald PUD  
**Energy Trust of Oregon**  
**Energy**  
**Eugene Water & Electric Board**  
 Florence Utilities  
 Franklin County PUD  
 Glacier Electric  
 Grays Harbor PUD  
 Hartford Electric  
 Hustisford Utilities  
 Idaho Falls Power  
 Jefferson Water & Electric  
**Jersey Central Power & Light**  
 Kaukauna Electric  
**KeySpan Energy Delivery**  
 Lake Mills Light & Water  
 Lane Electric Coop  
**Lawrence Berkeley National Laboratory**  
 Lodi Utilities  
**Long Island Power Authority**  
**Los Angeles Department of Water & Power**  
 LOTT Partnership  
**Madison Gas & Electric**  
 Manitowoc Public Utilities  
 Marshfield Electric & Water  
**Maui Electric Company, Ltd.**  
 McMinnville Water & Light  
 Menasha Utilities  
 Metropolitan Water District  
**MidAmerican Energy Company**  
**Midwest Energy Efficiency Alliance**  
 Modern Electric Water Company  
 Muscoda Light & Water  
**National Grid USA**  
 New Holstein Utilities  
 New Richmond Utilities  
**Northeast Energy Efficiency Partnerships**  
**Northeast Utilities**  
**Northwest Energy Efficiency Alliance**  
**NSTAR**  
**NW Natural**  
**NYSERDA**  
 Oconomowoc Utilities  
 Okanogan County Electric Co-op  
 Okanogan PUD  
 Oregon Office of Energy  
 Owatonna Public Utilities  
 Pacific County PUD

**Pacific Gas & Electric Company**  
**Pacific Northwest National Laboratory**  
**PacifiCorp**  
**Public Service Electric & Gas**  
**Public Service of New Hampshire**  
**Puget Sound Energy**  
 River Falls Municipal Utilities  
 Salem Electric  
 San Antonio Water System  
 San Diego County Water Authority  
**San Diego Gas & Electric**  
 San Francisco Water Department  
 Santa Clara Water District  
 Santa Clara Water Pollution Control  
**Seattle City Light**  
 Seattle Public Utilities  
 Shawano Municipal Utilities  
 Slinger Utilities  
**SMUD**  
 Snohomish Public Utility District  
 Sonoma County Water Authority  
**Southern California Edison**  
 Southern California Gas  
 Southern Nevada Water Authority  
 Southern Union Gas  
 Springfield Utility Board  
 Sturgeon Bay Utilities  
 Sun Prairie Water & Light  
 Superior Water, Light & Power  
**Tacoma Power**  
 Tampa Bay Water  
**United Illuminating**  
**Unitil**  
**Vermont Gas Systems**  
 Waterloo Water & Light  
 Waunakee Utilities  
 Waupun Utilities  
 Waverly Light & Power  
**We Energies**  
 Whitehall Electric Utility  
**Wisconsin Electric Power**  
 Wisconsin Rapids Water Works  
**Wisconsin Department of Administration**  
**Wisconsin Public Service Corporation**  
**Xcel Energy**

## Residential Gas Heating

Aquila  
 Avista  
**Bay State Gas**  
**Berkshire Gas**  
**Energy Trust of Oregon**  
 GasNetworks  
**Gaz Métro**  
**KeySpan Energy Delivery New England**  
**New England Gas Company**  
 New Jersey Natural Gas  
**NSTAR Gas**  
**NW Natural**  
 Oregon Energy Office  
**Pacific Gas & Electric**  
**Public Service Electric & Gas**  
**San Diego Gas & Electric**  
**South Jersey Gas**  
 Southern California Gas  
 Teresen Gas  
**Unitil**  
**Vermont Gas Systems**  
**Xcel Energy**

## Residential HVAC

Conectiv  
**Austin Energy**  
**California Energy Commission**  
**Centerpoint**  
**Efficiency Vermont**  
**Energy**  
**Energy Trust of Oregon**  
 Florida Power & Light  
**Jersey Central Power & Light**  
**Lawrence Berkeley National Laboratory**  
**Long Island Power Authority**  
 Los Angeles Department of Water & Power  
**Northeast Energy Efficiency Partnerships**  
**Northeast Utilities**  
**Northwest Energy Efficiency Alliance**  
**NYSERDA**  
**Oncor**  
**Pacific Gas & Electric**  
**Public Service Electric & Gas**  
**Sacramento Municipal Utility District**  
**San Diego Gas and Electric**  
**Seattle City Light**  
**Southern California Edison**  
 Southern Maryland Electric Co-op  
**Tacoma Power**  
**United Illuminating**  
**Tennessee Valley Authority**  
 Waverly Light & Power  
**Wisconsin Department of Administration**  
**Xcel Energy**

## Residential Lighting

**Alliant Energy**  
**Austin Energy**  
**Bonneville Power Administration**  
**California Energy Commission**  
**Cape Light Compact**  
**CenterPoint Energy**  
**ComEd**  
**Efficiency Maine**  
**Efficiency Vermont**  
**Energy Trust of Oregon**  
**Energy**  
**Jersey Central Power & Light**  
**Lawrence Berkeley National Laboratory**  
**Lighting Design Lab**  
**Lighting Research Center**  
**Long Island Power Authority**  
 Los Angeles Department of Water & Power  
**Madison Gas & Electric**  
**Maui Electric Company**  
**MidAmerican Energy Company**  
**Midwest Energy Efficiency Alliance**  
 Minnesota Department of Commerce  
**National Grid USA**  
**New York Power Authority**  
**Northeast Energy Efficiency Partnerships**  
**Northeast Utilities**  
**Northwest Energy Efficiency Alliance**  
**NSTAR**  
**NYSERDA**  
**Pacific Gas & Electric Company**  
**Pacific Northwest National Laboratory**  
**PacifiCorp**  
**Public Service Electric & Gas**  
**Public Service of New Hampshire**  
**Puget Sound Energy**  
**San Diego Gas & Electric**  
**Seattle City Light**  
**SMUD**  
**Southern California Edison**  
**Tacoma Power**  
**United Illuminating**  
**Unitil**  
**Vermont Gas Systems**  
**We Energies**  
**Western Massachusetts Electric**  
**Wisconsin Department of Administration**  
**Wisconsin Public Service Corporation**  
**Xcel Energy**

## SEHA

**Alliant Energy**  
**Austin Energy**  
**Bay State Gas**  
**Bonneville Power Administration**  
**California Energy Commission**  
**Cape Light Compact**  
**CenterPoint Energy**  
**ComEd**  
**Efficiency Maine**  
**Efficiency Vermont**  
**Energy Trust of Oregon**  
**Energy**  
**Jersey Central Power & Light**  
**KeSPAN Energy Delivery**  
**Lawrence Berkeley National Laboratory**  
**Long Island Power Authority**  
 Los Angeles Department of Water & Power  
**Madison Gas & Electric**  
**Maui Electric Company**  
**MidAmerican Energy**  
**Midwest Energy Efficiency Alliance**  
**National Grid USA**  
**Northeast Energy Efficiency Partnerships**  
**Northeast Utilities**  
**Northwest Energy Efficiency Alliance**  
**NSTAR Electric**  
**NW Natural**  
**NYSERDA**  
 Oregon Office of Energy  
**Pacific Gas & Electric**  
**Pacific Northwest National Laboratory**  
**PacifiCorp**  
**Public Service New Hampshire**  
**Puget Sound Energy**  
**Sacramento Municipal Utility District**  
**San Diego Gas & Electric**  
**Seattle City Light**  
**Southern California Edison**  
 Southern California Gas  
**Tacoma Public Utilities**  
**United Illuminating**  
**Unitil**  
**New York Power Authority**  
**Vermont Gas**  
**We Energies**  
**Western Massachusetts Electric Company**  
**Wisconsin Department of Administration**  
**Wisconsin Public Service**  
**Xcel Energy**

## Transformers

Army Corps of Engineers  
**BC Hydro**  
 Commonwealth of Mass.  
 Copper Development Assoc.  
 Federal Energy Management Program  
 Minnesota Department of Commerce  
**National Grid USA**  
**Northeast Energy Efficiency Partnerships**  
**Northeast Utilities**  
**NYSERDA**  
**NYSERDA**  
**Pacific Gas & Electric Company**  
**Pacific Northwest National Laboratory**  
**PacifiCorp**  
**Public Service Electric & Gas**  
**Public Service of New Hampshire**  
**Puget Sound Energy**  
**San Diego Gas & Electric**  
**Southern California Edison**  
**Wisconsin Division of Energy**  
**Xcel Energy – Minnesota**



## CEE MEMBERS

75 members in 23 states and Canada

## INITIATIVES

- Residential Clothes Washers
- Commercial Clothes Washers
- Apartment-Sized Refrigerators
- State and Local Government Purchasing
- Super-Efficient Home Appliances
- Premium-Efficiency Motors
- Motor Systems
- High-Efficiency Gas Heating
- Residential Lighting
- Energy-Efficient Traffic Signals
- Transformers
- Residential HVAC
- Commercial HVAC
- Commercial Refrigerators and Freezers
- Commercial Ice-Makers
- Commercial Glass-Door, Reach-In Refrigerators



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