

*Change the marketplace,
change the world*



Annual Report 1999

CONSORTIUM FOR ENERGY EFFICIENCY

CEE



*Change the marketplace,
change the world*



*Providing a forum
for market transformation*



*Aligning regional programs
for global impact*

Dear Colleagues

1999 was a year of major progress for CEE members and partners.

By working together to champion changes in the marketplace, CEE members and partners opened the door for many energy-saving products and technologies. The method we use for "opening this door" is market transformation, which removes barriers to the sales of energy-efficient products. Basic barriers include higher first cost, limited availability of energy-efficient models and consumer unfamiliarity with new technologies.

By removing barriers, permanent and sweeping changes in the market can occur. This, in turn, can lead to a marked rise in the sales of energy-efficient products. The resultant decrease in energy consumption translates into less pollution and reduced global warming.

Our members and partners have also helped change the marketplace by supporting the ENERGY STAR® label for identifying energy-efficient models. ENERGY STAR is a nationally promoted symbol that makes it easy for consumers to find energy-efficient products.

In recent years, CEE has broadened its membership to provide a forum for all administrators of market transformation (including new state and regional programs).

The exchange of both knowledge and experience among our varied membership is what makes CEE unique – and effective.

In 1999, CEE members and partners demonstrated the power of voluntarily aligning regional programs to stimulate the market for a number of high-efficiency products including motors, transformers, home appliances, HVAC equipment and more.

You are invited to read more about our successes in the following pages. By working with our members and partners, we are changing the marketplace in a way that saves energy and makes for a cleaner, healthier world.

Marc G. Hoffman

Marc G. Hoffman
CEE Executive Director



Michael J. Weedall

Michael J. Weedall
Chairperson
CEE Board of Directors



Change the



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1999 MILESTONE

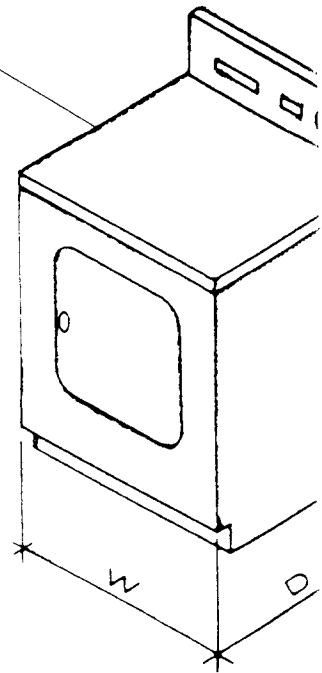
• • **Once a novelty, energy-efficient clothes washers are now a popular choice**

With more than 240 utilities promoting CEE's Residential Clothes Washer Initiative, the market for high-efficiency washers continues to make dramatic increases. Availability and sales hit an all-time high in 1999.

In the early 1990s, efficient washers were little more than a niche product, available only from foreign manufacturers. CEE helped change this market by working with stakeholders to 1) adopt high-efficiency specifications into their programs and 2) foster public acceptance of new clothes washer technologies.

As a result, an estimated 1 million energy-efficient clothes washers were purchased in 1999. These models use approximately half the electricity and one-third the water of conventional washers, accounting for annual savings of 210 million kWh and 5 billion gallons of water. The pollution reduction from these energy savings is roughly equivalent to taking 30,000 cars off the road each year. The amount of water saved could supply the city of Seattle for a month.

Prompted by rising acceptance of this new technology, the ENERGY STAR program has adopted CEE's energy specification for clothes washers, providing marketing and visibility through a nationally recognized label for energy-efficient products.



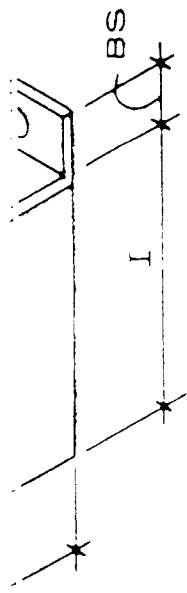
marketplace, change the world

CEE energy-efficiency programs change the marketplace by utilizing a strategy called market transformation. The goal of market transformation is to produce a lasting change in the efficiency of products that are manufactured – and the attitudes of the people who buy them.

Through market transformation, consumers are educated about the benefits of energy efficiency. At the same time, the marketability of efficient products is demonstrated to suppliers. By increasing both the demand and the supply, our market transformation programs can permanently change a market.

At the outset of CEE's Residential Clothes Washer Initiative, for example, high-efficiency washers were simply not available from American manufacturers. Today, consumers can shop for efficient clothes washers in major retail outlets, choosing from 14 brands and more than three dozen models.

By developing and promoting energy-efficiency programs, we help reduce energy consumption, which leads to a decrease in harmful emissions from power plants. Thus by changing the marketplace for energy efficiency, we can change the world – and live in a cleaner, healthier environment.



1999 MILESTONE

• CEE's specification for commercial HVAC has become the industry standard

The use of energy-efficient commercial HVAC equipment is becoming standard practice, thanks to CEE's High-Efficiency Commercial Air Conditioning and Heat Pump Initiative (HECAC). Since 1995, HECAC sponsors have been promoting products that meet high-efficiency specifications.

These efficiency levels were based on a draft specification developed by the American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE). By promoting this high-efficiency specification, initiative sponsors were able to build demand for energy-efficient equipment – and manufacturers have responded by increasing product availability.

In 1999, ASHRAE officially adopted its draft specification as the new industry standard for commercial HVAC. This ASHRAE specification – or perhaps an even higher level – is due to become the federal minimum by 2003.

By incorporating the ASHRAE efficiency levels into the HECAC Initiative and accelerating market acceptance of high-efficiency equipment, CEE played a major role in this process.

Initiative sponsors are now working to promote an even higher level of efficiency in commercial HVAC equipment.

Providing a forum for market transformation

Founded in 1991, CEE has evolved into the primary organization for all administrators of market transformation programs.

In today's restructured utility market, some states are continuing with utility administration of energy-efficiency programs; other states are designating public agencies for this work. CEE serves the needs of both, providing a forum for the exchange of information and ideas.

CEE members include utilities, energy offices, environmental groups and regional energy organizations. Also contributing to the collaborative process are CEE partners –

manufacturers, retailers and government agencies, such as the Department of Energy and the Environmental Protection Agency.

This forum for market transformation takes place at quarterly meetings, conferences and workshops around the country. CEE also sponsors smaller working groups to develop and promote specific programs (see examples below). By drawing on the experience and expertise of a wide variety of stakeholders, CEE initiatives are developed, discussed and fine-tuned. This process can be invaluable to administrators in designing their individual programs (based on the CEE initiative).

• CEE paves the way for acceptance of efficient lighting technology

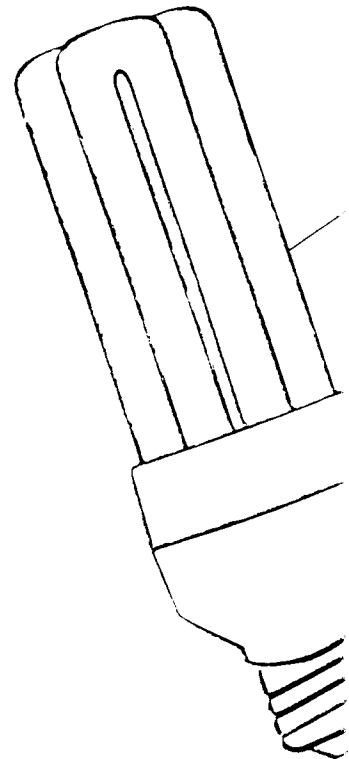
1999 MILESTONE

In May of 1999, the U.S. Dept. of Energy rolled out an ENERGY STAR specification for compact fluorescent lamps (CFLs). This represents a major breakthrough in gaining consumer acceptance of this highly efficient lighting technology. Manufacturers and energy-efficiency programs are now able to promote a quality CFL – with the nationally recognized ENERGY STAR label – to a much larger market.

CEE helped make it happen.

Prior to CEE's involvement, products with widely differing specifications (and prices) were creating confusion for the consumer. Sales suffered and growth of this efficient technology was jeopardized. In 1998, CEE sponsored a series of workshops aimed at modifying the CFL specification being used with energy-efficiency programs at that time. Utilities and energy organizations provided valuable input during this process. With the help of the National Electrical Manufacturers Association (NEMA), CEE also brought in technical experts to critically examine various components of the specification.

CEE's workshops were a forum for efficient lighting stakeholders to solve this problem, paving the way for the ENERGY STAR specification.



transformation



• CEE stimulates availability and demand for energy-efficient transformers

1999 MILESTONE

In 1999, energy-efficient distribution transformers became a force in the marketplace, thanks to CEE's High-Efficiency Commercial and Industrial Transformers Initiative. By providing a "transformers forum," CEE enables stakeholders to successfully promote voluntary guidelines for regional market transformation programs. This forum includes federal and state governments, utilities, transformer manufacturers, the National Electrical Manufacturers Association (NEMA) and ENERGY STAR.

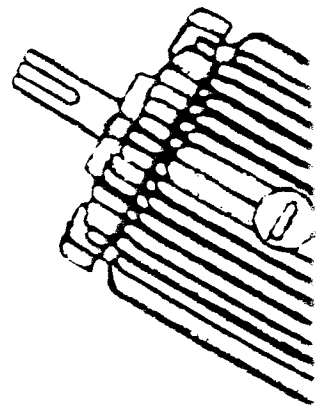
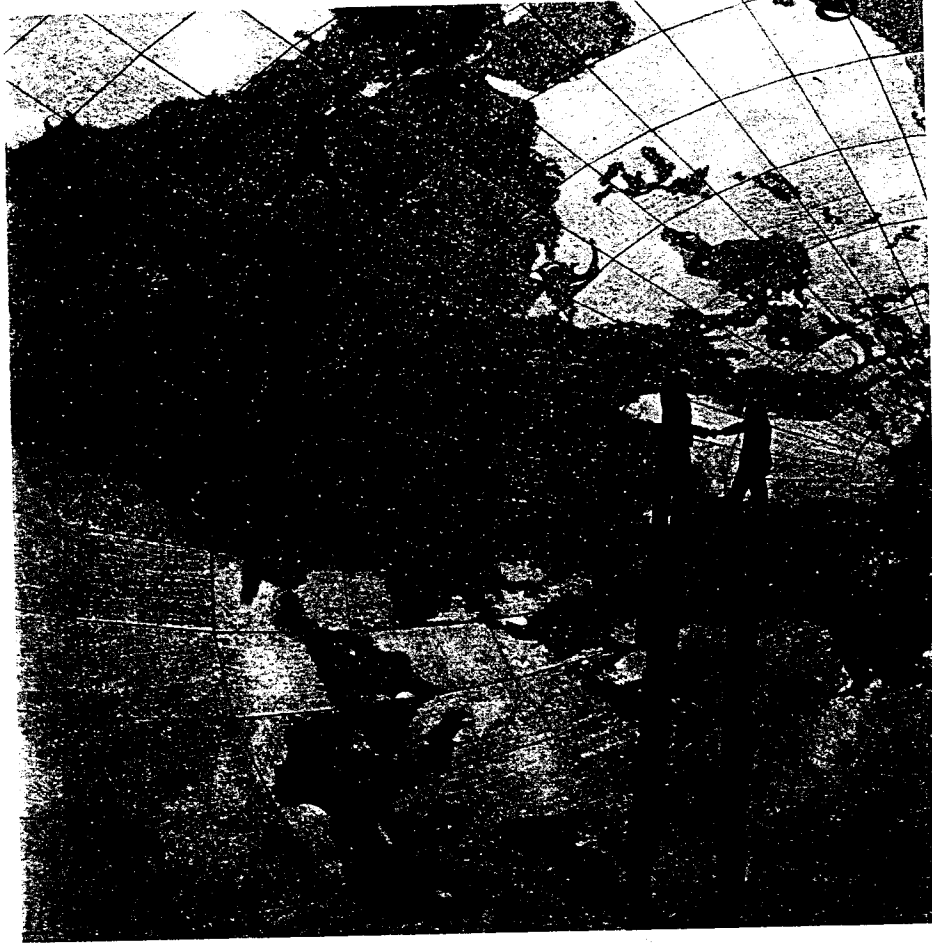
By working together, stakeholders are able to leverage their efforts for more effective program implementation. CEE serves as an organizer, facilitator and information clearinghouse.

In developing high-efficiency specifications for low-voltage, distribution transformers, CEE and ENERGY STAR adopted NEMA's TP-1 standard, which reduces losses by about 50 percent. Approximately 350 million kWh per year could be saved if all new transformer purchases met the TP-1 specifications. In terms of pollution prevention, that is equivalent to removing 70,000 sport utility vehicles from the road.

Today 13 manufacturers produce CEE/ENERGY STAR-compliant transformers and three states have regulations mandating their use. These are major milestones in establishing a new generation of energy-efficient transformers.

TRANSFORMER

Aligning reg



• Motor programs flourish using CEE specifications

1999 MILESTONE

Manufacturers are responding to regional programs that utilize the specifications in CEE's Premium-Efficiency Motors Initiative. Between 1996 and 1999, 13 of 19 major motor manufacturers increased the number of premium-efficiency motors they produce. Since 1996, seven manufacturers have significantly expanded their commitments to premium efficiency, including Baldor and Lincoln, who redesigned their entire top lines based on CEE specifications.

In addition to developing efficiency levels for 114 motor categories, CEE provides the critical element of voluntary program alignment. By voluntarily aligning their efforts, initiative sponsors have created a market for premium motors.

The Northeast Premium Motor Initiative, coordinated by the Northeast Energy Efficiency Partnerships, uses CEE specifications to define premium efficiency. Launched in 1998, this initiative is the largest motors program in the country, with 24 sponsoring utilities. It is no coincidence that New England has the highest penetration of premium-efficiency motor sales in the country.

California and the Northwest also have active programs. All told, there are 46 utilities and energy organizations sponsoring motor programs that utilize CEE specifications.

ional programs for global impact

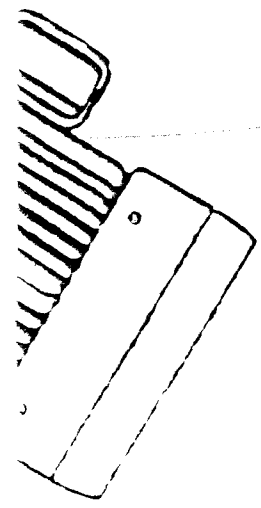
CEE facilitates national market transformation efforts, relying on energy-efficiency organizations and utilities to implement regional programs.

When regional programs define energy efficiency differently, however, it can create an ambiguous situation for manufacturers, which limits product availability. The solution to this problem is the voluntary adoption of a common specification for energy-efficient products (see below).

By voluntarily aligning themselves through a common specification, regional programs can create a singular voice for energy efficiency.

This unified voice is more likely to be heard by manufacturers, who receive a clear signal about what levels of efficiency will be supported – and by whom. Manufacturers can then justify the added investment involved with the production of more efficient products. This is how national – and global – markets are changed.

CEE initiatives provide the common specification for this voluntary alignment. Initiatives utilizing this principle include those for motors, home appliances, gas heating, lighting, transformers and HVAC equipment.



What is a common specification?

It's a level of efficiency developed by CEE and voluntarily adopted by regional market transformation programs. When many programs support a common specification, a clear message is sent to consumers and manufacturers about what constitutes energy efficiency.

Developing a viable specification is critical to the success of many initiatives since it determines which products will be promoted as "energy efficient." In developing a common specification, CEE researches energy savings, product availability, feasibility for commercialization and market barriers. CEE then solicits feedback from manufacturers and other interested parties before finalizing the process.

The common specification for CEE's Premium-Efficiency Motors Initiative is 1-4 percent higher than the federal minimum. It defines premium efficiency, setting a reasonable level that manufacturers can target for their top lines.

CEE's Residential Clothes Washer Initiative uses a three-part specification based on energy consumption, water usage and remaining moisture content. Because this specification is so widely used, ENERGY STAR adopted the energy component for its national label. Thus the CEE specification has become the standard definition for high-efficiency clothes washers.

CEE's national

NEW IN 1999

LED Traffic Signals

Light-emitting diode (LED) traffic signals consume approximately 90 percent less energy than traditional incandescent signals. This initiative promotes the installation of LED replacements – by local governments and agencies – through informational campaigns and the endorsement of a common specification for LED equipment. The long-range goal is to accelerate the acceptance of LED technology, creating the potential for additional lighting applications (such as residential lighting).

State and Local Government Purchasing

Initiative sponsors help state and local government purchasing officials to modify their procurement process so it results in the increased purchase of energy-efficient products. CEE works closely with the ENERGY STAR Purchasing program to develop tools that aid purchasing officials in this area. Ultimately, the initiative seeks to save millions of taxpayer dollars by institutionalizing the selection of efficient equipment.

Motor Systems

A tremendous opportunity for energy savings exists by addressing the efficiency of the entire motor system, not just the motor itself. CEE is in the process of developing a tool kit that will enable service providers to assist plant personnel in analyzing motor systems, identifying savings opportunities and implementing solutions.

CONTINUING INITIATIVES

Super-Efficient, Apartment-Sized Refrigerators (launched in 1995)

Using a bulk procurement approach, CEE has developed a new market for super-efficient refrigerators in public and multi-family housing. By stimulating interest from housing authorities around the country, CEE has enabled appliance manufacturers to produce new-to-the-market, super-efficient models. The success of this initiative opens the door for similar bulk purchases of other energy-efficient products.

Residential Clothes Washer Initiative (1993)

More than 240 utilities are currently sponsoring this initiative, which promotes the production and sales of clothes washers that meet CEE's high-efficiency specifications. CEE-qualified washers use approximately 50 percent less energy and 30 percent less water. Product availability and consumer acceptance have risen dramatically as a result of these efforts.

Commercial, Family-Sized Washer Initiative (1998)

Through this initiative, the commercial versions of high-efficiency residential clothes washers are being promoted to laundromats, multi-family buildings and institutions. This achieves two objectives: 1) expanding the technology into another market and 2) further increasing energy and water savings.

initiatives

High-Efficiency Commercial Air Conditioning and Heat Pumps (1994)

This initiative has accelerated the demand for energy-efficient packaged HVAC systems, resulting in increased availability and sales. Another key component of the program encourages proper installation to ensure optimum equipment performance.

Residential Central Air Conditioning and Heat Pumps (1994)

This initiative addresses the residential market by using an approach that is parallel to the program described above.

Premium-Efficiency Motors (1996)

In anticipation of increased federal minimum standards, CEE developed a set of efficiency specifications that exceeds these standards, defining "premium-efficiency" in 114 principal motor categories. By promoting products that meet these specifications, the initiative has helped increase availability and sales of premium-efficiency motors.

Super-Efficient Home Appliances (1997)

This initiative promotes consumer acceptance of super-efficient clothes washers, dishwashers, refrigerators and room air conditioners. At the same time, it encourages manufacturers to introduce new, super-efficient appliances to the market. Promotion of the ENERGY STAR label by regional and utility appliance programs is the foundation for the initiative.

Energy-Efficient Commercial and Industrial Transformers (1997)

Partnering with the ENERGY STAR Transformers Program, initiative sponsors are promoting high-efficiency performance guidelines for low voltage, distribution transformers. The initiative has contributed to increased availability of high-efficiency equipment, with 13 manufacturers producing qualifying models in 1999.

High-Efficiency Gas Heating (1998)

By adopting and promoting specifications for ENERGY STAR gas furnaces, the initiative is increasing demand for this equipment – as well as encouraging manufacturers to expand production of these products. The proper installation of energy-efficient equipment is another key element of the program.

Residential Lighting (1994)

This initiative seeks to accelerate market acceptance of energy-efficient, compact fluorescent lamps (CFLs) by offering incentives directly to manufacturers. Additional strategies for promoting CFLs and CFL fixtures are currently under consideration.

1999 FINANCIAL STATEMENTS

Consortium for Energy Efficiency, Inc.

Statements of Financial Position

December 31, 1999

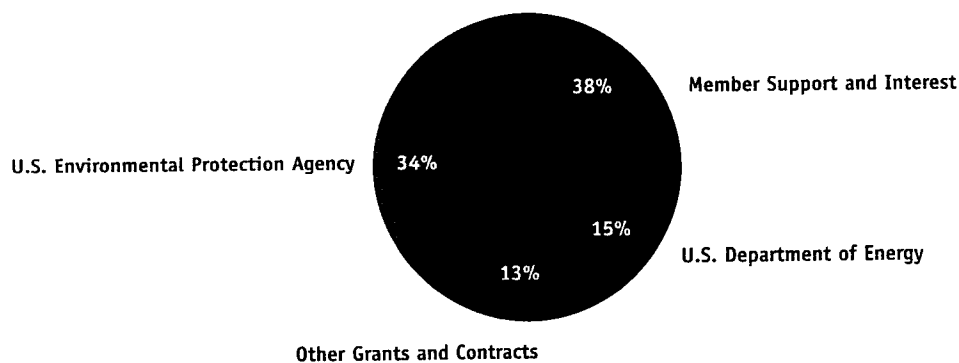
Assets	
Cash	\$245,062
Government Securities	836,511
Government Grants and Membership Receivable	149,249
Other Assets	55,469
Total Assets	<u><u>\$1,286,291</u></u>
Liabilities and Net Assets	
Current Liabilities	\$115,924
Unrestricted Net Assets	1,007,858
Temporarily Restricted Net Assets	162,509
Total Liabilities and Net Assets	<u><u>\$1,286,291</u></u>

Statement of Activities and Change in Net Assets

For the Year Ending December 31, 1999

Unrestricted Net Assets	
Revenues	
Membership Support	\$444,100
Contracts	204,265
Government Grants	752,820
Net Assets Released from Restrictions	104,491
Interest	48,702
Total Revenues	<u>\$1,554,378</u>
Expenses	<u>\$1,405,318</u>
Change in Unrestricted Net Assets	<u>\$149,060</u>
Temporarily Restricted Revenue	
Member Grants for Special Projects	\$127,000
Net Assets Released from Restrictions	<u>(104,491)</u>
Change in Temporarily Restricted Net Assets	<u>\$22,509</u>
Total Change in Net Assets	<u><u>\$171,569</u></u>

1999 CEE Sources of Revenue



BOARD OF DIRECTORS

As of December 31, 1999

Officers

Michael J. Weedall
 Chairperson
 Energy Services Manager
 Sacramento Municipal Utility District

David Goldstein
 Vice Chairperson
 Energy Program Director
 Natural Resources Defense Council

Ray Farhang
 Treasurer
 Manager of Products
 Southern California Edison

Tim Stout
 Secretary
 Director, Energy Efficiency Services
 National Grid USA

Directors

David Berokoff
 Technology Development Manager
 Southern California Gas

Carl Blumstein
 Chairman
 American Council for an Energy-Efficient Economy

Angelo Esposito
 Director of Energy Services
 New York Power Authority

Terry Esvelt
 Vice President, Energy Efficiency
 Bonneville Power Administration

Margaret Gardner
 Executive Director
 Northwest Energy Efficiency Alliance

Mark Hanson
 Executive Director
 Energy Center of Wisconsin

Brian Henderson
 Program Director
 New York State Energy Research and
 Development Authority

Bruce Johnson
 Manager of Energy Management & Customer Research
 Boston Gas

Steven McCarty
 Manager, Customer Energy Management Dept.
 Pacific Gas & Electric

Veronkia Rabl (non-voting)
 General Manager, Retail Energy Products & Services
 EPRI

Special Advisors

Robert Perciasepe
 Assistant Administrator
 Office of Air and Radiation
 U.S. Environmental Protection Agency

Dan Reicher
 Assistant Secretary
 Energy Efficiency and Renewable Energy
 U.S. Department of Energy

1999 MEMBERS

National

The Alliance to Save Energy
 American Council for an Energy-Efficient
 Economy
 Natural Resources Defense Council
 Electric Power Research Institute

International

Swedish National Energy Administration

Canada

Enbridge Consumers Gas
 Ontario Power Generation
 Union Gas
 Gaz Metropolitan

United States

Northwest

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

Midwest

Alliant Energy
 Center for Energy & Environment
 Energy Center of Wisconsin
 Madison Gas & Electric
 Northern States Power
 Wisconsin Electric Power
 Wisconsin Energy Bureau
 Wisconsin Public Power, Inc.
 Wisconsin Public Service

Northeast

Bay State Gas
 Berkshire Gas
 Boston Edison
 Boston Gas
 ComElectric
 ComGas
 Conservation Law Foundation
 Eastern Utilities Associates
 Fall River Gas
 Green Mountain Power
 Massachusetts Division of Energy
 Resources
 NEES Companies
 New York Power Authority
 New York State Energy Research &
 Development Authority
 Northeast Energy Efficiency Partnerships
 Northeast Utilities
 Public Service Electric & Gas

West Coast

California Energy Commission
 Los Angeles Department of
 Water & Power
 Pacific Gas & Electric
 Sacramento Municipal Utility District
 San Diego Gas & Electric
 Southern California Edison
 Southern California Gas

1999 INITIATIVE PARTICIPANTS

CEE members appear in bold

High-Efficiency Residential Clothes Washers

Alameda County Water District
 Algoma Utilities
Alliant Energy
Bay State Gas
 Benton County PUD
 Bexar Metropolitan
 Blachly-Lane Co-op
 Boscobel Utilities
Boston Edison
Boston Gas
 Burlington Electric
 Cedarburg Light & Water
 Central Vermont Public Service
 Citizens Utilities
 City of Albuquerque
 City of Ashland
 City of Austin
 City of Boulder
 City of Fort Collins
 City of Idaho Falls
 City of Kent
 City of Millbrae
 City of Richland
 City of San Diego
 City Public Service (San Antonio)
 Clallam County PUD
 Columbus Water & Light
ComElectric
ComGas
 Conectiv
 Corvallis Public Works
 Denver Water
 Eagle River Light & Water
 East Bay Municipal Utility District
Eastern Utilities Associates
 Emerald PUD
Eugene Water & Electric Board
 Florence Utilities
 Franklin County PUD
 Glacier Electric
 GPU Energy
 Grays Harbor PUD
Green Mountain Power
 Hartford Electric
 Hustisford Utilities
 Jefferson Water & Electric
 Kaukauna Electric
 Lake Mills Light & Water
 Lane Electric Coop
 Lodi Utilities
 Long Island Power Authority
Los Angeles Dept. of Water & Power
 LOTT Partnership
 Manitowoc Public Utilities
 Marshfield Elec. & Water
 McMinnville Water & Light
 Menasha Utilities
 Metropolitan Water District
 Muscoda Light & Water
NE Energy Efficiency Partnerships
NEES Companies
 New Holstein Utilities
 New Richmond Utilities
Northeast Utilities

NW Energy Efficiency Alliance

NYSERDA
 Oconomowoc Utilities
 Owatonna Public Utilities
 Pacific County PUD
Pacific Gas & Electric
Public Service Electric & Gas
 River Falls Municipal Utilities
Sacramento Municipal Utility District
 Salem Electric
 San Antonio Water System
 San Diego County Water Authority
San Diego Gas & Electric
 San Francisco Water Dept.
 Santa Clara Water District
 Santa Clara Water Pollution Control
Seattle City Light
 Seattle Public Utilities
 Shawano Municipal Utilities
 Slinger Utilities
 Snohomish Public Utility District
 Sonoma County Water Authority
Southern California Edison
Southern California Gas
 Southern Nevada Water Authority
 Southern Union Gas
 State of Oregon
 Sturgeon Bay Utilities
 Sun Prairie Water & Light
 Superior Water, Light & Power
 Tampa Bay Water
 Unitech/Fitchburg Electric
 Vermont Electric Coop
 Vermont Marble Power Division
 Waterloo Water & Light
 Waunakee Utilities
 Waupun Utilities
 Waverly Light & Power
 Whitehall Electric Utility
Wisconsin Electric Power
Wisconsin Public Service
 Wisconsin Rapids Water Works

High-Efficiency Commercial Clothes Washers

Algoma Utilities
Alliant Energy
 Bexar Metropolitan
 Boscobel Utilities
 Cedarburg Light & Water
 Central Basin MWD
 City of Albuquerque
 City of Anaheim
 City of Boulder
 City of Kent
 City of Long Beach
 City of Millbrae
 City of San Diego
 City of Santa Clara
 City of Santa Rosa
 City Public Service
 Columbus Water & Light
 Denver Water Dept.
 Eagle River Light & Water
 East Bay Municipal Utility District
 Florence Utilities

Hartford Electric
 Hustisford Utilities
 Jefferson Water & Electric
 Kaukauna Electric
 Lake Mills Light & Water
 Lodi Utilities
Los Angeles Dept. of Water & Power
 LOTT Partnership
 Manitowoc Public Utilities
 Marshfield Elec. & Water
 Menasha Utilities
 Metropolitan Water District
 Muscoda Light & Water
 New Holstein Utilities
 New Richmond Utilities
NW Natural
 Oconomowoc Utilities
 Orange County
 Oregon Office of Energy
 Owatonna Public Utilities
Puget Sound Energy
 River Falls Municipal Utilities
Sacramento Municipal Utility District
 San Antonio Water System
 San Diego County Water Authority
San Diego Gas & Electric
 Santa Clara Valley Water District
Seattle City Light
 Seattle Public Utilities
 Shawano Municipal Utilities
 Slinger Utilities
Southern California Edison
 Sturgeon Bay Utilities
 Sun Prairie Water & Light
 Superior Water, Light & Power
 Tampa Bay Water
 Waterloo Water & Light
 Waunakee Utilities
 Waupun Utilities
 Whitehall Electric Utility
Wisconsin Electric Power
Wisconsin Public Service
 Wisconsin Rapids Water Works

High-Efficiency Residential Central Air Conditioning and Heat Pumps

Conectiv
 Florida Power & Light
 GPU Energy
 Long Island Power Authority
Northern States Power
Pacific Gas & Electric
Public Service Electric & Gas
Sacramento Municipal Utility District
Southern California Edison
 Southern Maryland Electric Coop
 Tennessee Valley Authority
 Waverly Light & Power

Residential Lighting

NW Energy Efficiency Alliance
Pacific Gas & Electric
Public Service Electric & Gas
Sacramento Municipal Utility District
San Diego Gas & Electric
Southern California Edison

High-Efficiency Commercial Central Air Conditioning and Heat Pumps

Boston Edison
 Burlington Electric
 Central Vermont Public Service
 Citizens Utilities
ComElectric
 Conectiv
Eastern Utilities Associates
 Federal Energy Management Program
 Fitchburg Gas & Electric
Green Mountain Power
NEES Companies
Northeast Utilities
Northern States Power
NYSERDA
Pacific Gas & Electric
 Palo Alto Utilities
Public Service Electric & Gas
Sacramento Municipal Utility District
San Diego Gas & Electric
 United Illuminating
 Vermont Electric Cooperative
 Waverly Light & Power
Wisconsin Public Service

Super-Efficient, Apartment-Sized Refrigerators

Alaska Comm. Dev. Housing Authority
 Archdiocesan Housing Authority
 Cambridge Housing Authority
 Chicago Housing Authority
 City of Winslow Housing Authority
ComElectric
 Conservation Services Group
Energy Center of Wisconsin
 EUA Citizens
 Iowa Housing Authority
 Kitsap County Conservation
Los Angeles Dept. of Water & Power
 Milwaukee Housing Authority
NEES Companies
 New York City Housing Authority
New York Power Authority
NW Energy Efficiency Alliance
 Pasadena Water & Power
 Portland General Electric
Puget Sound Energy
 Roberts Construction
 Sacramento Housing & Redevelopment
Sacramento Municipal Utility District
Southern California Edison
 Stark Metropolitan Housing Authority
 Superior Water, Light and Power
 Washington State University
 Wilmington Housing Authority

Premium-Efficiency Motors

Alliant Energy
 Anaheim Public Utilities
Boston Edison
 Burlington Electric
 Central Vermont Public Service
 Citizens Utilities
 City of Philadelphia
ComElectric
 Conectiv
 Copper Development Association
Eastern Utilities Associates
Energy Center of Wisconsin
Eugene Water & Electric Board
 Federal Energy Management Program
Green Mountain Power
 Hawaii Electric Company
 Jersey Central Power & Light
 Long Island Power Authority
Madison Gas & Electric
NE Energy Efficiency Partnerships
NEES Companies
New York Power Authority
Northeast Utilities
Northern States Power
NW Energy Efficiency Alliance
NYSERDA
Pacific Gas & Electric
Public Service Electric & Gas
 Riverside Public Utilities
Sacramento Municipal Utility District
San Diego Gas & Electric
Seattle City Light
Southern California Edison
Tacoma Public Utilities
 Vermont Electric Coop
Wisconsin Electric Power
Wisconsin Public Power, Inc.
Wisconsin Public Service

High-Efficiency Gas Heating

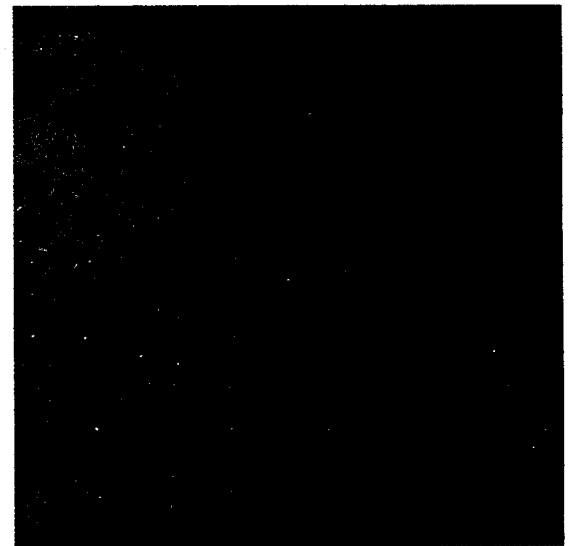
Bay State Gas
 BC Gas
Berkshire Gas
Boston Gas
 Colonial Gas
ComGas
 Consumers Gas
Energy Center of Wisconsin
Fall River Gas
 MidAmerican Energy
NW Natural
 Owatonna Public Utilities
Public Service Electric & Gas
Union Gas
 Vermont Gas Systems
Wisconsin Public Service

Commercial & Industrial Transformers

Boston Edison
 Federal Energy Management Program
NEES Companies
Northeast Utilities
Northern States Power
NYSERDA
Pacific Gas & Electric
Public Service Electric & Gas
Sacramento Municipal Utility District
San Diego Gas & Electric
Southern California Edison
 TXU Electric
Wisconsin Energy Bureau

Super-Efficient Home Appliances

ACEEE
Bay State Gas
Boston Edison
Boston Gas
Energy Center of Wisconsin
Eugene Water & Electric Board
Mass. Division of Energy Resources
Natural Resources Defense Council
NE Energy Efficiency Partnerships
New York Power Authority
NW Energy Efficiency Alliance
Pacific Gas & Electric
Puget Sound Energy
Sacramento Municipal Utility District
San Diego Gas & Electric
Seattle City Light
Southern California Edison
Southern California Gas
Tacoma Public Utilities
 Wisconsin Energy Conservation Corp.
Wisconsin Public Service



CEE

CONSORTIUM FOR ENERGY EFFICIENCY

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