Environmental and Energy Study Institute
2011 Annual Report

Educating Congress on energy efficiency and renewable energy; advancing innovative policy solutions
“With the partisan rift growing ever wider, it’s more important than ever for EESI to serve as a bridge. My deepest thanks to all of you who help make that possible. You are helping policymakers move beyond partisanship and focus on the facts. Sustainable energy is a win-win-win for the environment, for economic growth and for national security.

A good example of our bridge-building is the Annual Congressional Renewable Energy & Energy Efficiency Technology Expo & Policy Forum that EESI helps organize every year with the bipartisan Senate and House Renewable Energy & Energy Efficiency Caucuses. This day-long event on Capitol Hill, featuring about 50 exhibitors and 30 speakers, allows Members of Congress and their staff to talk directly to company officials about their technologies and services. The 2011 Expo was the 14th – and EESI has played a pivotal part in every one of these exciting bipartisan events!

Your continued support helps make these wonderful events possible – thank you!”

Carol Werner
Executive Director

EESI Executive Team

Carol Werner, Executive Director
Ellen Vaughan, Policy Director
David Robison, Director of Finance and Administration
Susan Williams, Development Director

Environmental and Energy Study Institute
1112 16th Street, NW, Suite 300
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Fax: (202) 204-5244

www.eesi.org

EESI’s annual report is available to the public on our website, at www.eesi.org/annual_reports.
EESI is a non-profit 501(c)(3) organization. Contributions are tax deductible to the fullest extent of the law.
EIN: 52-1268030
About EESI

The Environmental and Energy Study Institute is a non-profit organization advancing innovative policy solutions to set us on a cleaner, more secure and sustainable energy path.

Perspective on Climate

- The climate crisis is urgent.
- The solution is achievable.
- U.S. leadership is essential.
- Energy prices must reflect their true costs.
- A healthy climate and a healthy economy go hand-in-hand.

Solutions

- Energy Efficiency
- Renewable Energy
- Sustainable Biomass
- Sustainable Buildings
- Sustainable Transportation

Approach

- Policymaker Education
- Coalition Building
- Policy Development

EESI was founded by a bipartisan Congressional caucus in 1984. Its strong relationship with Congress helps EESI serve as a trusted source of credible, non-partisan information on energy and environmental solutions. EESI is an independent not-for-profit organization, supported through contributions and grants.
Accomplishments: Top 10 in 2011

1 Completed the installation phase of our pilot project on innovative financing for home energy retrofits in South Carolina.

In partnership with South Carolina’s rural electric co-operatives, we moved forward with our project to pilot an on-bill financing mechanism for home energy efficiency retrofits, giving homeowners a way to pay for retrofits through loans tied to their electric bill. This demonstration project has federal policy implications, since Congress and the U.S. Department of Agriculture are considering options to make loans more easily available to co-ops.

EESI, in partnership with the Center for Clean Air Policy (CCAP) and with funding from the National Oceanic and Atmospheric Administration, brought 30 climate and transportation experts from around the country to our workshop on Climate Adaptation and Transportation: Identifying Information and Assistance Needs to discuss two key questions:

• What do surface transportation professionals need to respond to a changing climate and to extreme weather patterns?
• How can weather and climate professionals best meet those needs?

Much of the discussion centered on the scale of climate forecasts and the degree to which these forecasts are useful to transportation planners. EESI’s convening ability once again enabled disciplines with very different perspectives to move forward. [2012 update: EESI and CCAP jointly released a workshop report in May that was publicized by several media outlets].
Investigated and increased understanding of the role of bioenergy from a climate change mitigation perspective.

As EPA regulatory work and the next Farm Bill advanced, our fact-filled briefings on these topics proved very popular. We also brought together stakeholders from around the country to discuss their diverse opinions on bioenergy and climate change in a high-level, invitation-only workshop in St. Paul, Minnesota. We complemented our briefings and the workshop with a new weekly newsletter, *Sustainable Bioenergy, Farms and Forests*.

Highlighted the economic impacts of energy policy.

As the U.S. economy continued its slow recovery, it remained the primary issue driving most policy discussions. EESI focused extensively on educating policymakers and the public on:

- The benefits of clean energy businesses for job creation and global competitiveness.
- Policy options that support our country’s shift to a clean energy economy.

Briefings dealing specifically with economic issues included *Economic Impacts of Energy Efficiency Policies and Investments; Electric Transmission 205: Economic Stimulus and Jobs Benefits; and State Energy Programs and Their Economic Impacts*. We also released a 7-page *Jobs in Renewable Energy and Energy Efficiency* fact sheet, whose web page was accessed over 4,700 times.

Provided comments to the Senate Energy and Natural Resources Committee on the proposed Clean Energy Standard.

EESI pointed out the importance of including efficiency and Combined Heat and Power (CHP) in clean energy legislation. CHP and district energy allow very high efficiency systems and need to be encouraged, particularly since conventional electricity operation creates considerable thermal energy that currently goes to waste. [2012 update: we were delighted that CHP was included in Senator Bingaman’s recently introduced 2012 Clean Energy Standard bill].
Engaged with policymakers on the role of fossil fuel subsidies.

EESI researched, wrote, and distributed an extensive issue brief on this topic, *Fossil Fuel Subsidies: A Closer Look at Tax Breaks, Special Accounting, and Societal Costs*. The indirect subsidies examined in our issue brief will most likely amount to nearly $50 billion over the next decade, and yet represent just a select number of subsidies offered to the fossil fuel industry.

Highlighted China's path to a low-carbon economy.

EESI showcased how China, now the world's largest emitter of carbon dioxide, is moving forward with technologies that reduce greenhouse gas emissions. The briefing, *China's Energy and Climate Initiatives: Successes, Challenges, and Implications for U.S. Policies*, was our first ever dealing specifically with China and one of our most popular in 2011. It clearly demonstrated that strong economic growth and progress on clean energy can go hand-in-hand. Indeed, China, with its near double digit growth rates, is the global manufacturing leader for most renewable energy technologies, and the largest user of clean energy.

Conceptualized a long-term strategy for moving our nation toward high-performance buildings.

EESI is working to both "raise the floor" and "raise the ceiling" when it comes to increasing the energy performance of new construction and existing buildings through energy codes and appliance standards. We believe that mandatory minimum standards and best practice benchmarks must both increase. We have promoted net-zero energy design and construction, high performance standards, and innovative community initiatives. We opposed efforts to roll back light-bulb efficiency standards. And we continue to drive home the need for energy performance measurement and verification.
EESI educated policymakers on the benefits of sustainable transportation policies, such as increasing vehicle efficiency. We fostered a better understanding about how EPA’s work on fuel standards and renewable fuels reduces our nation’s dependence on foreign oil, saves households money, benefits public health, improves national security and U.S. global competitiveness, and creates jobs. [2012 update: the administration announced new fuel efficiency and emissions standards for cars and light trucks, which will double to 54.5 miles per gallon by 2025].

Promoted Congressional understanding of complex transportation and vehicle standards in advance of the 2012 Transportation Bill.

The intersection of national security and energy and climate issues has become an increasingly important topic over the past few years for the national security community, in particular for the Department of Defense. In the past year, EESI has worked with the defense community on our mutual goals of fostering clean energy innovation and beginning to focus on climate change adaptation. Over 190 people attended our briefing, More Fight, Less Fuel: The Defense Department’s Deployment of Energy Efficiency and Renewable Energy. A letter on how going green saves soldiers’ lives by EESI’s executive director Carol Werner was published in the Washington Post.

Advanced awareness of the intersection between national security and climate change.

The guided-missile cruiser USS Princeton pulls alongside the military sealift command fleet replenishment oiler, USNS Henry J. Kaiser, to refuel at sea with biofuel during The Great Green Fleet demonstration portion of the 2012 Rim of the Pacific (RIMPAC) exercise. The USS Princeton took on a 50-50 blend of advanced biofuel and traditional petroleum-based fuel.
Briefings & Events

We bring experts from government, industry, and civil society to Capitol Hill for dozens of Congressional briefings each year. EESI’s briefings facilitate bipartisan discussions on cutting-edge research, success stories, lessons learned, and stakeholder feedback on environmental and energy policy issues.

More information is available at www.eesi.org/briefings.

January
- Sustainable and Affordable: New Options in Factory Built Housing; co-sponsored with the High-Performance Building Congressional Caucus
- City-University Partnerships for Urban Sustainability: European Success Stories; co-sponsored with the Association of Public and Land-grant Universities, the Coalition of Urban Serving Universities, and the Virginia Tech Energy Efficiency Partnership

February
- State Programs and Their Economic Impacts
- Fuel Cell and Hydrogen Energy Development

March
- The Canadian Boreal Forest Agreement: A New Model for Balancing Resource Use and Conservation; co-sponsored with the Canadian Embassy
- Securing America’s Supply of Critical Materials and Rare Earth Elements: Implications for Renewable Energy; co-sponsored by Gabrielle Giffords (D-AZ)
- Natural Gas as a Transportation Fuel: Prospects and Challenges

April
- State Energy Programs and Their Economic Impacts; co-sponsored with the National Association of State Energy Officials
- China’s Energy and Climate Initiatives: Successes, Challenges, and Implications for U.S. Policies; co-sponsored with ChinaFAQs, a project of the World Resources Institute
- Hydropower in America: Energy Generation and Jobs Potential
- Electric Transmission 101: How the High-Voltage Grid Works and Who Regulates It; co-sponsored with WIRES
- PAHs (Polycyclic Aromatic Hydrocarbons) Increasing in Urban U.S. Lakes; co-sponsored with the Water Environment Federation and the Office of Rep. Lloyd Doggett (D-TX)
- Warming World: Impacts Per Degree
- Developing Sustainable Biomass Supplies: A Step Toward Energy, Economic, and Environmental Security

June
- Managing Nutrients to Protect Water Quality: Innovative Approaches; co-sponsored with the Water Environment Federation
- Transatlantic Perspectives on Shale Gas Development; co-sponsored with the Heinrich Boell Foundation

July
- Electric Transmission 2015: Economic Stimulus and Jobs Benefits; co-sponsored with WIRES
- Farm Bill Energy Title: Rural Energy for America Program; co-sponsored with the Environmental Law and Policy Center
- Cool Roofs for Cooler Summers

September
- District Energy: Essential Infrastructure for Energy-Efficient Communities

November
- Economic Impacts of Energy Efficiency Policies and Investments
- Climate Adaptation and Transportation: Identifying Information and Assistance Needs; workshop co-sponsored by the Center for Clean Air Policy (CCAP)

December
- Hydropower: How Canada-U.S. Partnerships Contribute to America’s Clean Energy Economy
A Few of Our 2011 Speakers


Senator Jeanne Shaheen (D-NH) at the State Energy Programs and Their Economic Impacts briefing.

Senator Chris Coons (D-DE) at the Cool Roofs for Cooler Summers briefing.

Stockholm’s vice mayor for the environment, Per Ankersjö (left), and Virginia Tech’s president, Charles W. Steger, speaking at the briefing on City-University Partnerships for Urban Sustainability: European Success Stories.

Steven Hamburg, the Environmental Defense Fund’s chief scientist, at the briefing on Natural Gas as a Transportation Fuel.

Thomas Hicks, deputy assistant secretary of the Navy, at the More Fight, Less Fuel briefing.

2012 Sneak Preview

1. Launch of Energy 101, a model energy curriculum

EESI has been selected by the Association of Public and Land-grant Universities (APLU) to help them develop a model energy curriculum, Energy 101, for the Department of Energy (DOE).

2. Preliminary results for the South Carolina pilot program

The 125 households participating in the “Help My House” on-bill financing program for energy retrofits are projected to save an average of more than $400 per year (after loan payments).

3. EESI and Denmark examine Water/Energy/Climate nexus

Danish Trade Minister Pia Olsen Dyhr and two CEOs spoke at an EESI briefing about the nexus between water, energy and climate.

4. “Blueprint for Advancing High-Performance Homes”

Ellen Vaughan, EESI’s policy director for high performance green buildings, co-authored a "Blueprint for Advancing High-Performance Homes" for Issues in Science and Technology.
2011 SAW THE LAUNCH OF OUR LATEST NEWSLETTER, Sustainable Bioenergy, Farms and Forests (SBFF), which keeps our large, 2,500-strong bioenergy network up-to-date on relevant policy issues. SBFF joins our stable of popular, free newsletters that help EESI fulfill its mission of educating and informing policymakers and other interested individuals. Subscribers hail from Congress, federal/state/local agencies, media outlets, embassies, trade associations, companies, nonprofits, academic institutions, consultancies, and the general public. Other outreach tools include our fact sheets, policy papers, and social media accounts, as well as the Congressional briefings for which we are best known. Subscribe to our newsletters and announcements at www.eesi.org/subscribe and be sure to friend us on Facebook and follow us on Twitter @eesionline!

By the Numbers in 2011

- 25 Congressional briefings held
- 33 videos produced
- 52 editions of Climate Change News published
- 16 editions of Sustainable Bioenergy, Farms, and Forests published
- 214 Congressional offices attended EESI briefings
- 2,042 people attended EESI briefings
- 633 Twitter followers
- 1,187 Facebook likes
- 10,546 email subscribers
- 139,890 website visits

Selected Publications

- Shale Gas and Oil Terminology Explained (3 fact sheets)
- What is District Energy? (fact sheet)
- High-Performance Manufactured Housing (issue brief)
- The Department of Defense’s Energy Efficiency and Renewable Energy Initiatives (fact sheet)
- Jobs in Renewable Energy and Energy Efficiency (fact sheet)
- Solar Thermal Energy for Industrial Uses (issue brief)
- A Snapshot of Renewable Energy Deployment (fact sheet)

www.eesi.org/pubs
Financial Overview

EESI continues to meet the highest standards of accountability in the fulfillment of our mission. We were honored to receive a four-star charity rating (the highest possible) from Charity Navigator five times in a row. We efficiently put donor funds to work. In 2011, 85 percent of our support went directly to program activities. To maintain our credibility and effectiveness, our financial statements are reviewed by independent auditors.

Summary Statement of Activities
for the year ended December 31, 2011, with comparative totals for 2010

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<th>2011</th>
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<td>Total Programs</td>
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<td>TOTAL EXPENSES</td>
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Uses of Funds, 2011

The condensed financial information shown is a summary derived from EESI’s 2011 audited financial statements. Our complete audited financial statements are available at www.esi.org/funders or by calling us at (202) 628-1400.
I F YOUR LIGHTS ARE ON and your emails are getting through, chances are you can thank Legrand. One of the world’s leading specialists in electrical and digital building infrastructures, Legrand is a global powerhouse, with sales totaling more than $5 billion in over 180 countries. From residential switches and outlets, to commercial lighting controls, to racks, cabinets and cable management solutions for data centers, their 170,000 products help deliver voice, power, and connectivity to homes and businesses throughout the world.

Legrand is also an EESI Associate, a donor that has shown its commitment to helping our country continue along the path to sustainable energy by donating $1,000 or more annually.

Donor Spotlight: Legrand

Legrand North America

If your lights are on and your emails are getting through, chances are you can thank Legrand. One of the world’s leading specialists in electrical and digital building infrastructures, Legrand is a global powerhouse, with sales totaling more than $5 billion in over 180 countries. From residential switches and outlets, to commercial lighting controls, to racks, cabinets and cable management solutions for data centers, their 170,000 products help deliver voice, power, and connectivity to homes and businesses throughout the world.

Legrand is also an EESI Associate, a donor that has shown its commitment to helping our country continue along the path to sustainable energy by donating $1,000 or more annually.

EESI’S relationship with Legrand North America began after Susan Rochford became its Vice President for Energy Efficiency, Sustainability, and Public Policy. Susan already knew EESI through her previous work at the Council on Competitiveness, where she saw firsthand how EESI serves as an important resource for Congress. She has also known EESI’s policy director for high performance green buildings, Ellen Vaughan, for years, through their mutual work on improving our built environment. Susan explains that “having worked on and with Capitol Hill, I know that Congressional staff play a critical role and need to have access to credible resources to help their Members of Congress make appropriate policy decisions.” Susan saw the special niche that EESI fills by bringing Congressional staffers up to speed on policy opportunities to improve our nation’s economic and environmental well-being by supporting energy efficiency and renewable energy solutions. She sees such solutions as essential for America’s competitiveness. That’s why Legrand is happy to show its support for clean energy and efficiency as an EESI Associate.

Legrand helps its customers meet their needs by providing an excellent occupant experience in the buildings where they live, work and play. Sustainability – and, within that, energy efficiency – is a core performance attribute for delivering that experience. In recognition of its importance, Legrand has made its own corporate commitment to sustainability. The company recently joined the Department of Energy’s “Better Buildings, Better Plants” challenge to significantly reduce its energy intensity and create strategies that other companies can follow to reduce their energy use and improve their energy productivity. Last year Legrand ran an Eco-Challenge, encouraging its employees to implement strategies that save energy at work and at home.

Contributing to EESI is a logical extension of Legrand’s commitment to sustainability as well as to good public policy. EESI deeply appreciates Legrand’s support, as well as the support of our other donors, all of whom make our work possible.
You Are Making an Impact

EESI has been designated a Four-Star Charity (the highest possible rating) five times in a row by Charity Navigator, the nation’s premiere charity evaluator. According to its CEO, Ken Berger, the “Environmental and Energy Study Institute outperforms most other charities in America,” since only four percent of the non-profits that Charity Navigator rates have received at least five consecutive 4-star evaluations. “Receiving four out of a possible four stars indicates that your organization adheres to good governance and other best practices that minimize the chance of unethical activities and consistently executes its mission in a fiscally responsible way,” notes Berger.

How You Can Help Today

- Donate securely online at www.eesi.org/donate
  Consider monthly giving, which helps EESI keep its fundraising costs low.
- Mail your donation to:
  Environmental and Energy Study Institute
  1112 16th Street NW, Suite 300
  Washington, DC 20036
- Become an EESI Associate – or ask your employer to become one
  Contribute $1,000, $2,000, or more and receive special benefits.
- Give to EESI through your workplace giving program
  EESI participates in the Combined Federal Campaign (CFC #10627), numerous state employer campaigns, and private sector workplace giving (through EarthShare).
- Ask your company to match your gift
  If your company matches charitable donations, you can double your impact!
- Other ways to give:
  - Make a gift of stock
  - Sponsor a Congressional briefing
  - Remember EESI in your will or estate
  - Give in honor or memory of someone

EESI is a charitable, tax-exempt 501(c)(3) organization. Gifts and grants are tax deductible to the full extent of the law. Our tax ID number is 52-1268030.

Grantors

Much of our work is made possible through the grants we receive from foundations and government agencies:

DORIS DUKE CHARITABLE FOUNDATION
ENERGY FOUNDATION
THE GEORGE GUND FOUNDATION
GOOGLE.ORG (IN KIND)
GORDON AND BETTY MOORE FOUNDATION
HORNE FAMILY FOUNDATION
NATIONAL HYDROPOWER ASSOCIATION
NATIONAL INSTITUTE OF BUILDING SCIENCES (NIBS)
NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION
OAK FOUNDATION
OTTINGER FOUNDATION
SALESFORCE FOUNDATION (IN KIND)
U.S. GEOLOGICAL SURVEY
WALLACE GENETIC FOUNDATION

What People Are Saying

Our high-quality work has merited numerous glowing reviews on GreatNonprofits.org, including this one:

As an advocate for renewable energy and my clients who research and develop renewable energy, I know we have all accomplished more and been more effective because we were armed with information from EESI, and because EESI was also educating decision-makers. Renewable energy has come a long way since the 1980s, and so has EESI. May EESI continue its work for many more.

– patient23, user of GreatNonProfits.org
Claudine Schneider

Claudine Schneider was a member of the House of Representatives (R-RI) when EESI began its work in 1984. She says EESI’s briefs were “what I wanted to read myself, as opposed to passing on to staff. And the forums were terrific.” Years later, she joined EESI’s Board of Directors because she knows how important the work is. As she explains, “Members of Congress determine the policies that affect everyone in the country – and on the planet. And energy use is the foundation of all economic development. Without energy, there is no commerce, no jobs. That’s why we need to use it wisely. It is essential that members of Congress make wise policy decisions based on science, technology, and understanding of social and economic impacts – decisions that are in the best interest of us all.”

Schneider’s interest in sustainable energy goes back to before her time in Congress. While in her 20s, she became involved in community action around a proposed nuclear plant. The experience made her understand why our country needs to move toward more renewable energy and energy efficiency.

When Schneider was first elected to Congress in 1980, becoming the first woman ever elected to a major political office in Rhode Island, she continued to focus on environmental issues. She authored, and Congress successfully passed into law, the first Appliance Efficiency Standards Act – which would eventually lead to the Energy Star rating system – as well as the Indoor Air Pollution Ban Act. She was also the first member of Congress to propose comprehensive legislation to establish a revenue-neutral federal government energy planning process that would reduce greenhouse gases while also reducing costs for taxpayers. Though the Global Warming Prevention Act did not pass, it helped make national policymakers aware of steps that can be taken to mitigate climate change.

When Schneider introduced the first and only revenue-neutral Global Warming Prevention Act, it had 144 co-sponsors from both sides of the aisle. Schneider explains, “President Nixon created the EPA, Ronald Reagan happily signed into law my International Treaty on Biodiversity, Newt Gingrich co-sponsored my Global Warming Prevention Act! As a member of Congress, I knew, as well as my Republican colleagues, that regulations to assure clean air are a public interest imperative. We, Republicans and Democrats, worked together on behalf of the American people. We based our decisions on facts, not ideology, rhetoric or clever sound-bites. Fighting climate change and promoting sustainable energy should not be partisan issues.”

Since leaving Congress in 1990, Claudine has taught at Harvard, co-founded Energia Global, an energy efficiency and renewable energy company with a focus on Central and South America, and worked as an independent consultant on clean energy, technology, and climate issues. She has spoken at high-level forums throughout the world, delivering in particular the keynote address on climate change at the 1995 Pan Asian Conference in the Philippines. In 1989, she even briefed Margaret Thatcher on climate change – Thatcher was the first world leader to call for action on global warming.

In moving forward on energy and climate issues, Schneider opines, “There could not be a more critical role for a non-profit than to advise and educate Congress on energy and environmental issues. It’s what EESI does well – and it’s essential that they continue to do so.”
Board of Directors

Jared Blum, EESI Board Chair, President, Polyisocyanurate Insulation Manufacturers Association (PIMA)

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Lester R. Brown, President, Earth Policy Institute

Dr. Bruce Dale, Professor & Chair, Chemical Engineering Department, Michigan State University

John E. Echohawk, Executive Director, Native American Rights Fund

Rosina M. Bierbaum, Ph.D., Dean, School of Natural Resources and Environment, University of Michigan; served as Acting Director, White House Office of Science and Technology Policy (OSTP); directed OSTP’s Environment Division

Quincalee Brown, former Executive Director, Water Environment Federation

Frances S. Buchholzer, former Director, Ohio Department of Natural Resources

Mortimer M. Caplin, Founder and Partner, Caplin and Drysdale; former Commissioner, Internal Revenue Service

Kenneth M. Connolly, Vice President of Government Relations, The Goldman Sachs Group, Inc; former Minority Staff Director for the Senate Environmental and Public Works Committee

Gerald Decker, Chair, Decker Energy International, Inc.; Chair, Competitive Power Forum

Roger Duncan, former General Manager, Austin Energy Services; Adjunct Professor, University of Texas Austin

Bob Edgar, President and CEO of Common Cause; former General Secretary of the National Council of the Churches of Christ in the USA; ordained United Methodist Minister; former Member of Congress (D-PA)

John Gibbons, Ph.D., Resource Strategies; former Director of the White House Office of Science and Technology Policy; former Director of the Congressional Office of Technology Assessment

Elliott Laws, Senior Counsel, Crowell and Morning LLP; former President of Safety, Health and Environment for Texaco Inc.; former EPA Assistant Administrator for Solid Waste and Emergency Response

Chris Schepis, Senior Professional Staff, House Homeland Security Committee; former Legislative Assistant, Sen. Roland Burris (D-IL); former Legislative Representative, National Farmers Union

Claudine Schneider, Consultant; former Member of Congress (R-RI)

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Frank Murray, President & CEO, New York State Energy Research and Development Agency

Robert Musil, Ph.D., Adjunct Professor, School of International Service, American University

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Ruth Patrick, Senior Curator, Academy of Natural Sciences of Philadelphia

Rhone Resch, President, Solar Energy Industries Association

Joseph Romm, Senior Fellow, Center for American Progress

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Jeff Seabright, Vice President for Environment and Water Resources, The Coca-Cola Company

Beth Shearer, President, Beth Shearer and Associates

Scott Sklar, President, The Stella Group, Ltd.

Scott Slesinger, Legislative Director, Natural Resources Defense Council

Paul Thomsen, Senior Vice President and Counsel, Oram Technologies

Scott A. Weiner, Supervisor, City and County of San Francisco

Jon Wellinghoff, Chairman, Federal Energy Regulatory Commission
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