

# powering the people 2.0

March 22, 2012  
The Newseum



INSTITUTE FOR  
**Electric Efficiency**



# Information When They Need It... And How They Want It.

## A More Engaging Customer Experience.

Aclara offers your customers the data they need to understand electricity consumption – no matter how they want to view it. Our easy-to-use mobile and portal solutions engage and inform consumers, presenting clear information and empowering them to take intelligent action to save money and reduce consumption. The result is more involved and delighted customers.

Aclara's comprehensive Intelligent Infrastructure solutions – advanced metering infrastructure, advanced consumer engagement, and meter data management – deliver on the promise of the smart grid to improve performance and ensure success. **To learn more about Aclara solutions for utilities, visit our website at [Aclara.com](http://Aclara.com) or contact us at 800.297.2728.**



Create Your Intelligent Infrastructure™



11:30 am—1:00 pm

### **The Electric Transportation Experience**

12:00 pm—1:00 pm

### **Registration, Reception, Electric Avenue, and Innovation Alley**

1:00 pm—6:00 pm

### **Conference Proceedings**

1:00 pm

#### **Welcome**

##### **Joseph M. Rigby**

Chairman, President and CEO,  
Pepco Holdings, Inc.

1:15 pm

#### **Opening Remarks**

##### **Anthony F. Earley, Jr.**

Chairman, CEO and President,  
PG&E Corp. and Chair, Edison Foundation

1:30 pm

### **Panel I - The New Energy Innovation Marketplace**

New advances in energy storage, distributed generation, renewable energy, and information analytics are changing the landscape of the 21st century electricity industry and creating unprecedented levels of activity. From this explosion of interest in the electric sector, a potent economic ecosystem is emerging with distinct market niches for legislators, regulators, scientists, entrepreneurs and venture capitalists, and for utilities as integrators as we modernize the grid, adopt new technologies and change the ways we deliver and use energy.

*Moderator:*

##### **Paul Bonavia**

Chairman, President, and CEO,  
UniSource Energy Corp.

##### **Cheryl Martin**

Deputy Director for Commercialization,  
Advanced Research Projects Agency – Energy  
(ARPA-E)

##### **Paul Leggett**

Executive Director, Global Power and Utility Group,  
Morgan Stanley

##### **Dr. William Conlon**

Senior Vice President, Engineering, AREVA Solar

##### **Nicholas Akins**

President and CEO, American Electric Power

2:30 pm

### **White House Green Button Initiative**

##### **Nick Sinai**

Senior Advisor to the CTO,  
White House Office of Science and  
Technology Policy

2:45 pm

### **Break: Electric Avenue and Innovation Alley Open**

*continued* ►

## agenda *(continued)*

3:15 pm

### **Panel II – Our Nation’s Military: Transforming Their Energy Future**

U.S. energy policy and energy use are profoundly linked to America’s national security, and U.S. military officials are moving aggressively to address the risk. New utility/military partnerships in transportation electrification, distributed generation, end-use efficiency, and micro-grids have the potential to increase U.S. resource diversity, reduce dependence on foreign oil, secure supply chains, and support troop security and effectiveness.

*Moderator:*

**Amy Harder,**  
Energy and Environment Correspondent,  
National Journal Daily

**Richard Kidd**  
*Deputy Assistant Secretary of the Army,  
Energy and Sustainability*

**Dorothy Robyn**  
*Deputy Under Secretary of Defense for  
Installations & Environment, U.S. DOD*

**Susan Story**  
*President and CEO, Southern Company Services*

4:00 pm

### **Keynote**

**Dan Pink**  
Author and Thought Leader on Economic Transformation, *A Whole New Mind* and *Drive: The Surprising Truth About What Motivates Us*.

4:45 pm

### **Panel III – Engaging the New Energy Consumer**

Recent years have seen a proliferation of game-changing energy management technologies, public awareness campaigns, consumer products, and unprecedented levels of media coverage of energy issues; these trends are converging to transform the way consumers use and think about energy. The new energy consumer is at the hub of a network of innovations that includes in-home displays, programmable thermostats, distributed power, EVs, zero-net energy buildings, and aggressive energy targets and mandates. To reach them, utilities and entrepreneurs are teaming up to create a 21st Century paradigm for customer engagement.

*Moderator:*

**Peter Delaney**  
Chairman, President and CEO,  
OGE Energy Corp.

**Lisa Hillenbrand**  
*Global Marketing Director, Procter & Gamble*

**Peter Honebein**  
*Founder, Customer Performance Group*

**Christine Webster Moore**  
*Vice President, New Business  
Customer Solutions, Best Buy*

**Judith Schwartz**  
*President, To the Point*

5:45 pm

### **Closing Remarks**

**Lisa V. Wood**  
Executive Director, The Edison Foundation’s  
Institute for Electric Efficiency

6:00 pm – 8:00 pm

### **Reception, Electric Avenue, and Innovation Alley**



# Electric Avenue



# Tomorrow's Solution Today



Empowering demand-side loads | Beyond curtailment | Balancing the Grid

[www.enbala.com](http://www.enbala.com)



## Inspiration & Innovation

We're building a world of difference. Together.

Where business solutions begin with a conversation.  
Fresh insight and endless expertise result in constant  
innovation. And the complex is always made manageable.

That's the Black & Veatch difference.





*Take a stroll down Electric Avenue and get a hands-on look at how partnerships between electric utilities and technology leaders are transforming America's energy future!*

## **Baltimore Gas and Electric: Energy Management, Smart Grid and Demand Response Exhibit**

Baltimore Gas and Electric (BGE) will be on hand with an interactive exhibit highlighting various energy technologies and partnerships relating to Energy Management, Smart Grid and Demand Response. The BGE exhibit will highlight how those technologies and partnerships have led to successful programs including PeakRewards<sup>SM</sup>, Smart Energy Pricing (SEP) Pilot, and local substation relief. BGE technologies partners include Honeywell, Cooper Power Systems and Ventyx.



Stop by the BGE exhibit to see these technologies:

- Smart Meters – A digital meter that allows two-way communication between the meter and BGE via a wireless network. BGE plans to begin installing smart meters in spring 2012, continuing until 2014.
- PeakRewards Thermostat – A smart thermostat with programmable features and a radio controlled device that enables BGE to cycle an air conditioning compressor off and on for short periods of time, typically in the summer when electricity demand is at its peak.
- PeakRewards Switch – A smart technology device that receives a radio signal to begin the cycling process, which turns the air conditioning compressor off and on for short periods of time, typically in the summer when electricity demand is at its peak. It is mounted near an outdoor air conditioning unit, typically on the house.
- The Ambient ORB – A globe-like device used to signal SEP pilot participants when a critical peak day is taking place. The ORB receives a radio signal every 15 minutes starting at the beginning of each hour. When a critical peak day is called, the ORB will pulse the evening before, starting at 6pm. At the start of the event the next day, the ORB will stop pulsing and change to the color red, signifying a critical peak day.



**[www.bge.com](http://www.bge.com)**

*BGE, [www.bge.com](http://www.bge.com), headquartered in Baltimore, is Maryland's largest gas and electric utility, delivering power to more than 1.2 million electric customers and more than 640,000 natural gas customers in Central Maryland. The company's approximately 3,000 employees are committed to the safe and reliable delivery of gas and electricity, as well as enhanced energy management, conservation, environmental stewardship and community assistance. BGE is a subsidiary of Exelon Corporation (NYSE: EXC), the nation's leading competitive energy provider with approximately \$33 billion in annual revenues.*



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electric avenue

## CenterPoint Energy engages consumers in smart technology

Having installed over two million smart meters in Houston, Texas, CenterPoint Energy has moved beyond deployment to engage consumers in the energy- and money-saving benefits of smart technology.

More than 500,000 Texans receive more frequent, detailed electricity usage data from the **Smart Meter Texas** web portal. Many consumers have made energy-saving changes or home improvements based on 13-month, 30-day, and 24-hour views of their electricity use down to 15-minute intervals at [www.smartmetertexas.com](http://www.smartmetertexas.com).

Nearly 5,000 CenterPoint Energy customers get real-time feedback on their electricity use with **In-Home Displays** (IHDs). Seventy-one percent of 300 participants in a CenterPoint Energy IHD pilot made energy-saving changes within 90 days, and another 16 percent plan to do so. Hear their stories at [www.youtube.com/centerpointenergyvid](http://www.youtube.com/centerpointenergyvid).

Using Smart Meter Texas data, IHDs, and new apps developed for the campaign, contestants in the **Biggest Energy Saver<sup>sm</sup>** (BES) contest competed to save the most electricity in a hot Texas summer. Mike Butler reduced his electricity use by 36% to win a Chevy Volt. Learn more at [www.biggestenergysaver.com](http://www.biggestenergysaver.com).

CenterPoint Energy has allied with industry leaders in smart technology:

- Itron, a BES partner, provides meter, cell relay and data collection engine hardware, software, firmware and services.
- GE, a BES prize partner, provides radio communications software and services plus BES 1<sup>st</sup> and 2<sup>nd</sup> prize smart appliances and IHDs.
- IBM, a BES collaborator, provides systems integration and program governance services.
- Tendril, a BES prize partner, provided 170 IHDs and 10 third prize in-home network suites.
- Quanta Services provides meter and communications network installation.
- eMeter provides Meter Data Management software.

**[www.CenterPointEnergy.com/energyinsight](http://www.CenterPointEnergy.com/energyinsight).**



*CenterPoint Energy, Inc., headquartered in Houston, Texas, is a domestic energy delivery company that includes electric transmission & distribution, natural gas distribution, competitive natural gas sales and services, interstate pipelines, and field services operations. The company serves more than five million metered customers primarily in Arkansas, Louisiana, Minnesota, Mississippi, Oklahoma and Texas. Assets total more than \$21 billion. With over 8,800 employees, CenterPoint Energy and its predecessor companies have been in business for more than 135 years*





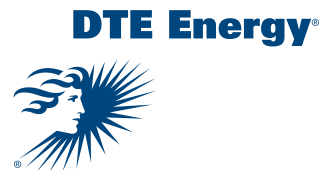
## **DTE Energy — Plug-In Electric Vehicle (PEV) Program**

DTE Energy is collaborating with vehicle manufacturers, suppliers, as well as state and local governments to smooth the transition to electric-powered vehicles. Come visit our booth and learn what we're doing to power Michigan's future today. DTE Energy offers a \$2,500 incentive for early adopters of plug-in electric vehicles to help pay for the installation costs of a level two charging station, a second meter, and inspection fees. Together with our partner, SPX, we have created a streamlined installation process to deliver top quality service.

PEV owners receive a free 240-volt level 2 charging station, which allows them to charge their vehicle in half the time! We offer a variety of level 2 charging stations so PEV owners can pick the one that best suits them! You can check out our website or visit our booth to learn more about these level 2 charging units and their functionalities.

Electric Vehicle owners can also save up to 40% on our new PEV Time of Use rate or chose to charge at any time during the day with our \$40 Flat rate. Stop by our booth and take the PEV Quiz or test drive the "Electricity: Fuel of the Future" track at our interactive kiosks. You can also see how much money PEV owners will save with our interactive PEV Calculator.

**[www.dteenergy.com/pev](http://www.dteenergy.com/pev)**



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*DTE Energy is a Detroit-based diversified energy company involved in the development and management of energy-related businesses and services nationwide. Its operating units include Detroit Edison, an electric utility serving 2.1 million customers in Southeastern Michigan, MichCon, a natural gas utility serving 1.2 million customers in Michigan and other non-utility, energy businesses focused on power and industrial projects, coal and gas midstream, unconventional gas production and energy trading.*



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## Duke Energy: Creating a More Sustainable, Energy Efficient City

### About Smart Energy Now<sup>SM</sup>

Information shapes our decisions. We base those decisions on information. Now there's new information that can help us save energy and money—and sustain our community for years to come. It's called Smart Energy Now<sup>SM</sup>, and it shows us our energy use in terms we can understand.



The initiative also teaches us how to reduce energy consumption through small changes in our daily routines. The Duke Energy program is the backbone of Envision Charlotte, a movement to make uptown Charlotte the most sustainable urban core in the U.S.

### Envision Charlotte – Creating awareness and changing behavior

Duke Energy, Charlotte Center City Partners, Cisco, Verizon and others have launched Envision Charlotte—a first-of-its kind, public/private partnership focused on transforming uptown Charlotte into the most environmentally and economically sustainable urban core in the country. The initiative has a community goal to reduce energy use by up to 20 percent among some 70 office buildings by 2016. This will avoid approximately 220,000 metric tons of greenhouse gases. That's enough energy to power 40,000 homes.



### About the program

Here's how we will transform Charlotte's uptown business district:

- **Deploy technology** – The buildings in Charlotte's uptown are equipped with digital energy technologies. These technologies give us the ability to gather and display energy usage data.
- **Create awareness** – The technologies will connect, aggregate and share the buildings' collective energy use data on digital displays in public spaces throughout the uptown area.
- **Change behavior** – The energy data will be used to drive awareness and change behavior. We'll engage the community to help change the way they think about energy use and the environment.

[www.duke-energy.com](http://www.duke-energy.com)

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*Duke Energy is an energy company headquartered in Charlotte, North Carolina. Its regulated utility operations serve 4 million electric customers in the Carolinas, Indiana, Ohio and Kentucky, and a half-million natural gas customers in Ohio and Kentucky. Its Commercial Power and International Energy business segments own and operate diverse power generation assets in North America and Latin America, including a growing portfolio of renewable energy assets in the United States.*



## **Edison International: Smart Energy Experience**

Edison International demonstrates the integration of new technologies for improving electric energy efficiency, reliability, and environmental protection with an interactive kiosk highlighting an innovative project from its utility subsidiary, Southern California Edison. The Smart Energy Experience introduces customers to the progress Southern California Edison is making in developing new technologies to build a smart grid, as well as demonstrating new energy efficient devices, smart appliances that communicate with a smart meter over a home area network, a garage fully equipped for the next generation of plug-in electric vehicles and online tools to help customers monitor and manage their energy costs.



The Smart Energy Experience kiosk provides touch/sensory technology allowing visitors to control the video screen monitor. A wave of your hand will take you to a self-guided tour of the full exhibit in Irwindale, California. You will learn about current and future technologies for energy distribution and consumption. The exhibit demonstrates smart grid technologies that have been researched and developed by SCE, which will improve the reliability of the electric grid. Animation of a neighborhood electric circuit visually depicts a power outage caused by a simulated lightning strike, showing how smart grid technology will reduce the length and number of customers affected by power outages in the future.

**[www.sce.com](http://www.sce.com)**

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*Edison International, through its subsidiaries, is a generator and distributor of electric power and an investor in infrastructure and energy assets, including renewable energy. Headquartered in Rosemead, California, Edison International is the parent company of Southern California Edison—a regulated electric utility—and Edison Mission Group, a competitive power generation business.*



## FPL: Using Smart Technologies to Build a Smarter, More Reliable Electric Grid

FPL is using advanced technologies, including smart meters, to modernize the electric grid for the benefit of all of our customers. This is part of our commitment to build a smarter, more reliable and more efficient electrical system.

When you visit our booth, you will see how FPL, with the support of technology partners such as Silver Spring Networks, is using state-of-the-art smart grid technologies, including smart meters, to improve the service we provide our 4.6 million customers and provide them with important benefits, including:

- **Improved reliability.** Smart meters work with other components on the grid to help predict and prevent outages. In addition, we are enhancing our Performance and Diagnostic Centers, which are like “nerve centers” that gather and analyze data, so that we are better able to perform predictive maintenance before brewing issues become disruptive problems.
- **Faster restoration of power.** In the future, the smart meter will alert us if the power goes out so we can start restoration immediately. Customers won’t even have to call.
- **More customer control** over their energy use and electric bill. By accessing the online energy dashboard, our customers can monitor see how much energy they are using by the hour, day and month, enabling them to gain more control over their monthly bills.
- **Better service.** If customers have a question about their bill, we can look at their energy dashboard with them and resolve issues more effectively.
- **More convenience.** We won’t have to go to our customers’ homes every month to read the meter.

FPL’s investments in smart grid technologies include intelligent devices on the electric grid, enhancements to centers that monitor the performance of the grid, and 4.5 million smart meters. The project represents an overall investment of about \$800 million. It is supported by a \$200 million grant from the U.S. Department of Energy.

**[www.FPL.com](http://www.FPL.com)**



*Florida Power & Light Company is the largest electric utility in Florida and one of the largest rate-regulated utilities in the United States. FPL serves approximately 4.6 million customer accounts and is a leading Florida employer with approximately 10,000 employees. The company consistently outperforms national averages for service reliability while its typical residential customer bills, based on data available in December 2011, are about 25 percent below the national average. A clean energy leader, FPL has one of the lowest emissions profiles and one of the leading energy efficiency programs among utilities nationwide. FPL is a subsidiary of Juno Beach, Fla.-based NextEra Energy, Inc.*





## Engaging Smart Grid Customers in Demand Response – OG&E and Energate

The Oklahoma Gas & Electric company (OG&E) exhibit will be demonstrating the comprehensive smart grid technology platform it created with smart grid network leader Silver Spring Network and home energy management solutions provider, Energate. The technology provided by these companies is being used in OG&E's SmartHours demand response program. Funded in part by a \$130 million American Recovery and Reinvestment Act (ARRA) grant from the U.S. Department of Energy, the demand response program is part of OG&E's Positive Energy Together partnership with its customers.



The 2011 OG&E study included more than 6,000 volunteer residential and business customers last year. The company's SmartHours demand response program will be expanded to all customers in the company's service territory this year. The goal is to better understand what electricity use and cost information customers find most helpful in making decisions to shift some of their peak electricity use to off-peak periods, and how they want to receive that information.



Residential demand response and home energy management solutions provider Energate will supply its smart thermostats through partner Silver Spring Networks to 40,000 homes in OG&E's service area as part of the utilities' efforts to achieve its goals of a 70 megawatt peak reduction in 2012 and increased customer adoption.

SmartHours participants receive electricity price signals, as well as information about their electricity use and costs, throughout the month. This information is available at their home through Energate's programmable communicating thermostat or through OG&E's energy information website—myOGEpower.com—designed and hosted by Silver Spring.

Second year study results show the smart technology tools and peak pricing are helping customers realize the benefits of using electricity more wisely. A live demonstration of the programmable communicating thermostat and the energy information website can be viewed in the OG&E/Energate exhibit area.

**[www.oge.com](http://www.oge.com)**

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*OG&E, which serves approximately 789,000 customers in a service territory spanning 30,000 square miles in Oklahoma and western Arkansas, is a subsidiary of Oklahoma City-based OGE Energy Corp., which also is the parent company of Enogex LLC, a mid-stream natural gas pipeline business with principal operations in Oklahoma.*



## **Pepco Holdings, Inc.: High-Tech “Power Tools” Empower PHI Customers**

As Pepco Holdings, Inc. (PHI) moves into the final phases of AMI deployment, the company is switching the focus to the wide range of customer benefits to be gained from the smart grid.

PHI is currently focusing on three main categories of customer benefits: reduction of energy use—and electric bills—through **Demand-Side Management** programs such as **Critical Peak Rebates**; 24/7 access to usage and account information through **In-home Displays** reading data from smart meters and two-way connectivity over the smart grid; and overall system improvement due to build-out of the **Smart Grid** and ongoing development and integration of the technologies necessary to reap the potential smart grid benefits.



At the *Powering the People 2.0* conference, representatives of PHI's advanced technology group will demonstrate some of the smart devices they have evaluated and developed to meet PHI's goal of improving the customer experience.

Members of this team will be on hand at the PHI booth to demonstrate and explain: the **Smart Meters** and **proposed In-Home Display Units which could** be installed in customer homes following the AMI rollout. These units offer an effective illustration of the dramatic difference in improved customer service and power delivery performance achieved by system-wide smart grid/AMI deployment and seamless integration of associated technologies from control center to customer.

PHI is in the initial stages of achieving full integration of **Electric Vehicle Charging Stations** into the smart grid. We plan to discuss how PHI is using its fleet of 10 Chevy Volts as a proof-point towards achieving this goal.

Brochures, displays and customer communications about these new programs and benefits will be available at the PHI exhibit booth. For more information about PHI or our AMI/Smart Grid programs, contact PHI Media Relations at 202-872-2680.

**[www.pepco.com](http://www.pepco.com)**

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*Pepco Holdings, Inc. is one of the largest energy delivery companies in the Mid-Atlantic region, serving about 1.9 million customers in Delaware, the District of Columbia, Maryland and New Jersey. PHI subsidiaries Pepco, Delmarva Power and Atlantic City Electric provide regulated electricity service; Delmarva Power also provides natural gas service. PHI also provides energy efficiency and renewable energy services through Pepco Energy Services.*



powering the people 2.0

electric avenue

## PG&E: Making Energy Personal

At Pacific Gas and Electric Company, we are making energy personal for our customers.

In 2012, we plan to complete rollout of our SmartMeter™ Program, the country's largest automating metering infrastructure. Visit our booth to view a short video depicting the scope of our SmartMeter™ program (courtesy of technology partner Silver Spring Networks) and see a SmartMeter™ electric meter in action.

With SmartMeter™, we're gathering electric energy usage data in 15-minute intervals for our customers. We are using this data to make energy personal for our customers – enhancing their energy awareness through ongoing access to rich, detailed, and current information on the energy they are using, what it costs them, and how they can lower their energy costs through energy efficiency investments or changes in their energy use behavior.

Visit our booth to see **how we are making energy personal for our customers:**

- Come by to experience what our customers see when they access their **online energy usage data** and pick up samples of paper-based **Home Energy Reports** we are sending to a growing number of customers.
- You'll get a **preview of a social media app** being developed by technology partner Opower in collaboration with Facebook and the NRDC that could soon allow customers to share, compare, and compete in energy savings challenges.
- Stop by to **navigate the media we have developed to talk with our customers about the Smart Grid**, including interactive games, videos and demos that give our customers a hands-on view of our plans to leverage new technologies to deliver safe, reliable, and cleaner energy.

**[www.pge.com/about/](http://www.pge.com/about/)**



**Pacific Gas and  
Electric Company®**

**OPOWER**



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*Pacific Gas and Electric Company, incorporated in California in 1905, is one of the largest combination natural gas and electric utilities in the United States. Based in San Francisco, the company is a subsidiary of PG&E Corporation.*



## PNM: Making Solar Power more valuable with Battery Storage

The PNM Prosperity Energy Storage Project is the nation's first solar and battery storage facility that is fully integrated into a utility's power grid. The Project's goal is to address key reliability issues associated with renewable generation. The demonstration started in October 2011 and is already showing numerous benefits in a real world operation.

Partially funded by the American Recovery and Reinvestment Act of 2009, the PNM Prosperity Energy Storage Project is the first ARRA-funded storage demonstration to go online. The Project features one of the largest combinations of battery storage and photovoltaic energy in the nation and involves extensive research and development of smart grid concepts along with PNM's research partners: East Penn Manufacturing, their subsidiary Ecoult, the University of New Mexico, Northern New Mexico College, and Sandia National Laboratories.

PNM and its research partners are testing and demonstrating numerous benefits of the solar power-storage system. Those benefits include:

**Smoothing:** Battery storage provides the ability to "smooth" the output of the solar facility. For example, when a cloud casts a shadow on the solar panels, the advanced battery system and smart grid technology immediately dispatches energy to fill the gap created by the cloud.

**Shifting:** Stored energy can be dispatched as "firm" energy when energy demand increases, similar to how a natural gas plant can be used today during times of customer peak usage. This allows PNM to use renewable energy when it's most needed.

**Arbitrage:** Excess power available from the PNM system can be stored in the batteries, saving customers money by eliminating the need for PNM to purchase power in the following days.

At the Prosperity Energy Storage Project booth, *Powering the People* attendees will learn about the PV, battery, and control system technology. The booth will also show some of the results to date, the future development of the smart grid controls, as well as the design, and underlying models that enable these benefits to be translated to the utility industry as a whole.

**[www.PNMResources.com](http://www.PNMResources.com)**

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*PNM Resources is an energy holding company based in Albuquerque, N.M., with 2011 consolidated operating revenues of \$1.3 billion. Through its regulated utilities, PNM and TNMP, PNM Resources has approximately 2,530 megawatts of generation capacity and serves electricity to more than 730,000 homes and businesses in New Mexico and Texas.*



**EAST PENN**  
manufacturing co., inc.







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electric avenue

## **Southern Company: It's all about the customer**

At Southern Company's exhibit, you'll discover that our customers are the focus of everything we do.

From generating Smart Power, to delivering it to customers across our Smart Grid, to ensuring that our customers have everything they need to make Smart Choices about how they use electricity. This is what we call Smart Energy.

Stop by our exhibit and find out how our customers are benefitting from our strategic Smart Energy framework. You'll see how we're optimizing our grid performance and reaching new heights of reliability and operational excellence. You'll also see how we're interacting with our customers and giving them more ways to manage and control their energy usage through innovative and high-efficiency programs and tools.

With strategic forethought, technical know-how and a determination never to let the customer down, we are building on our past as we become the utility of the future.

**[www.southerncompany.com](http://www.southerncompany.com)**

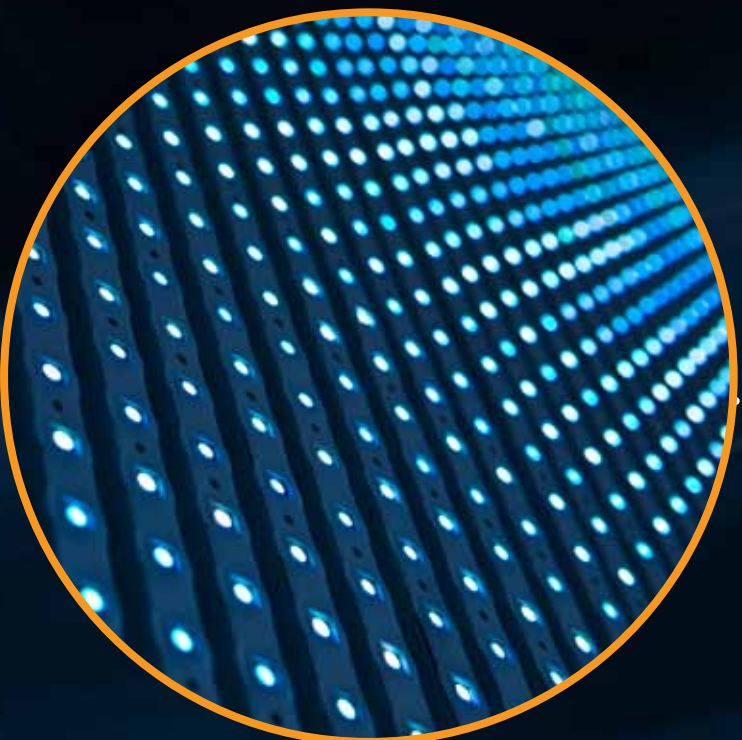


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*With 4.4 million customers and more than 42,000 megawatts of generating capacity, Atlanta-based Southern Company is the premier energy company serving the Southeast. A leading U.S. producer of electricity, Southern Company owns electric utilities in four states and a growing competitive generation company, as well as fiber optics and wireless communications. Southern Company brands are known for excellent customer service, high reliability and retail electric prices that are below the national average. Southern Company was named the World's Most Admired Electric and Gas Utility by Fortune magazine in 2011, and is consistently listed among the top U.S. electric service providers in customer satisfaction by the American Customer Satisfaction Index.*



# Innovation Alley






# WE'VE BEEN BUSY

**BUILDING THE SMARTEST GRIDS IN THE WORLD**

Visit Itron in the Innovation Alley from 12:00pm-6:00pm

knowledge to **shape your future** > [itron.com/smartergrids](http://itron.com/smartergrids)

## *Introducing the world's most intelligent real-time threat detection system.*



Consider all the costs associated with theft and vandalism, service interruptions downtime, non-compliance penalty fees, unwanted headlines and more. With stakes this high, is anything other than best-in-class even an option?

It's time to join the growing number of energy industry leaders utilizing VideoIQ to protect their highly sensitive and remote locations like never before – at a fraction of the cost of on-site guards and other video security solutions.

The secret? Adaptive analytics – exclusive to VideoIQ iCVR cameras – uniquely identify people, vehicles and boats from animals and other scene movement. Over time, these analytics actually get smarter, making them better able to differentiate benign behaviors from legitimate threats.

In addition to these capabilities, VideoIQ is network-friendly and installation is a snap – making it easy to make the switch to a truly best-in-class security solution.

Smart, huh?



Learn more about how VideoIQ is helping our energy clients prevent theft and vandalism and protect hard-to-reach remote sites at [VideoIQ.com](http://VideoIQ.com).







## powering the people 2.0

## innovation alley

*Take a walk on the wild side in Innovation Alley. Get an up-close, personal look at IEE's Roundtable Partners' cool, emerging electric technologies. The future never looked brighter !*



Aclara will showcase its advanced web portal, mobile application and print based tools that drive intelligent decisions and power consumers to take intelligent control of their energy and water consumption with tools and information that deliver consistent, accurate and meaningful information no matter how they choose to view it.



American Efficient, the nation's first product-choice energy efficiency company, will exhibit its new energy efficiency platform that *tips* customers (both residential and commercial) to buy efficient. It's hard to get in front of customers when they are making energy impacting purchases. That's where American Efficient's platform comes in, bridging the gap between customers and the information necessary to make efficient choices.



BuildingIQ will demonstrate its **DRIQ** product, which automates and optimizes buildings' responses to DR events. DRIQ benefits building owners and managers by automating and controlling participation in utility DR programs to assure and maximize DR program revenue and benefits utilities by assuring and maximizing DR capacity, firmness, and dispatchability to enable and increase participation in DR programs.



Emeter will display its Energy IP Platform. Emeter's Energy IP Platform and applications help utilities do more with their data. Energy Engage helps utility customers manage their energy usage and the eMeter Analytics Foundation puts information into the hands of utility professionals to improve efficiency.



Energate will display its Consumer Connected Demand Response™ (CCDR) solution, which allows utilities to immediately address residential energy demand and empowers consumers to more effectively manage their energy use. Energate products seamlessly connect to the Smart Grid to deal with supply and demand challenges, the increased use of renewables, and dynamic rate structures.



Enernoc will highlight its technology-enabled energy management solutions that help meet the needs of utilities and grid operators, delivering firm energy reduction resources to maintain grid reliability and real-time balance between supply and demand.



Itron will showcase its Active Smart Grid Analytics™ (ASA) and OpenWay CENTRON smart meter. Active Smart Grid Analytics™ deliver the value of data intelligence to the smart grid by providing analytics such as energy diversion, power quality, transformer load management, demand response, and dynamic load profiling. The OpenWay CENTRON smart meter utilizes SEP-certified devices to provide solutions to support distributed energy resources, electric vehicles, demand response, and more.



Sensus will showcase its smart grid communications network capabilities, products and applications through an interactive, 3D touch-screen demonstration.



Silver Spring Networks will exhibit its energy web portal, Customer IQ. The CustomerIQ customer engagement platform delivers near-real-time energy insights along with weekly email reports and messaging to in-home devices. Utilities can leverage CustomerIQ to provide their residential and commercial customers with a deeper understanding of their energy consumption patterns and costs. The exhibit will also feature a live demonstration of a remote meter disconnect.



Simple Energy will demonstrate its Simple Energy Customer Engagement Platform. Simple Energy's platform changes the way utilities engage their customers by leveraging the power of behavioral science, social networks and game mechanics to motivate people to save energy, making it social, fun and simple.



Tendril will be showing its Energize application suite website, which opens a dialogue between energy providers, ecosystem partners, and consumers to manage energy use in real-time. Tendril's exhibit will also feature its Application Developer website ([dev.tendrilinc.com](http://dev.tendrilinc.com)) which allows developers to tap into Tendril's customers, connected smart energy devices, and energy service providers.



ThinkEco will be showcasing its patented modlet® system for plug-load energy management. The modlet is a networked and scalable smart-plug platform that wirelessly connects any plug load to ThinkEco's robust cloud solution, powered by proprietary algorithms. The modlet provides the remote metering of plug-load power consumption in real time, and enables users to set savings schedules to better control their energy use and quantify savings.



Utility will display a 4G LTE vehicle wireless router and the Smart Crew utility mapping and mutual aid software. Utility provides fleet management solutions with 6 to 12 month paybacks at utilities such as Allegheny Power, Bangor Hydro, Central Hudson Gas & Electric, Con Edison, Georgia Power, Oncor, TVA, and Westar.

# Electric Transportation Experience



# EVS26

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General Motors Co. and its partners produce vehicles in 30 countries, and the company has leadership positions in the world's largest and fastest-growing automotive markets. GM's brands include Chevrolet and Cadillac, as well as Baojun, Buick, GMC, Holden, Isuzu,

Daewoo, Jiefang, Opel, Vauxhall and Wuling. More information on the company and its subsidiaries, including OnStar, a global leader in vehicle safety, security and information services, can be found at <http://www.gm.com>.



*Linde*

The Linde RX60 series 80 volt is a high performance electric forklift, available in capacities from 5000 lb to 11000 lbs. The RX60 is designed to operate in indoor and outdoor applications equally well.

Equipped with a variety of standard and optional features wet, dry/dusty, hot or cold conditions are no problem for this machine.

- Fully enclosed AC drive axle
- Cast steer axle
- Fully enclosed operator's compartment; glass washer/wiper system, heat and windshield defrost
- Molten metal splash guards, wire braided hydraulic hoses and stretch metal covers

Travel speed, lift speed, acceleration and climbing ability are equal to internal combustion engine powered forklifts. It is possible to replace an internal combustion engine forklift with the Linde RX60 series in almost any environment. Having battery power available for 12 plus hours is certainly a reality and contributing factor to the success of the RX60 Series forklift.

A wide variety of Industries across the country have taken notice of the capabilities of the RX60 series 80 volt electric forklift and many are currently realizing the money saving, green benefits of Linde.

The future is electric; the Linde 80 volt forklift is here now.





powering the people 2.0

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Odyne is a leader in development and sale of hybrid drive systems for medium and heavy duty vehicles. Odyne's advanced plug-in hybrid technology enables trucks over 14,000 pounds to have substantially lower fuel consumption, lower emissions, improved performance, quieter job site operation and reduced operating and maintenance costs. Odyne has fielded more plug-in hybrid work trucks to fleets throughout

the United States than any other supplier. The company sells direct to truck manufacturers and through a global distribution and service network. For further information, visit us at [www.odyne.com](http://www.odyne.com) and follow us on Twitter @odyne.

**Pepco Holdings Inc (PHI) Plug-in Hybrid Vehicle:** One of largest energy delivery companies in the mid-Atlantic region, serving customers in Delaware, Washington D.C., Maryland and New Jersey, will be using a new plug-in hybrid underground utility vehicle with a Vanair underdeck compressor for underground gas infrastructure maintenance.



**SMITH™**

edge from selling and servicing electric vehicles in the United Kingdom. Smith Electric Vehicles produces the Newton™ and the Edison™. The company operates manufacturing facilities in Kansas City, Mo., and outside Newcastle, U.K.”

“Smith Electric Vehicles Corp. develops, produces and sells zero-emission commercial electric vehicles that are designed to be an alternative to diesel trucks, providing higher efficiency and lower total cost of ownership. Its vehicle designs leverage more than 80 years of market knowl-



Wheego Electric Cars is an innovation-driven and environmentally-conscious manufacturer of Electric Vehicles (EVs). Wheego is one of the first EV companies to deliver affordable, fully crash-tested, all-electric cars for everyday consumer and fleet use. The Wheego LiFe, a highway-ready all-electric car, was unveiled in the Fall of 2010. The LiFe is

powered by the latest generation of lithium battery technology, and goes approximately 100 miles on a charge. The car retails for \$32,995 and is eligible for a \$7,500 Federal Tax Credit as well as many state tax credits. Delivery to dealers and customers began in April 2011. Wheego Electric Cars is headquartered in Atlanta, Georgia; their cars are engineered and assembled in California. The LiFe is comprised of North American content of approximately 73%.



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# NAVIGANT

ENERGY

[www.navigant.com/energy](http://www.navigant.com/energy)

DISPUTES & INVESTIGATIONS • ECONOMICS • FINANCIAL ADVISORY • MANAGEMENT CONSULTING

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Aclara represents the industry's leading Intelligent Infrastructure technologies for providing device networking, data-value management, and customer communications to water, gas, and electric utilities globally. Over 500 utilities in nine countries rely on proven Aclara solutions to connect with their customers. Aclara Technologies LLC is part of the Utility Solutions Group of ESCO Technologies Inc. (NYSE: ESE), St. Louis. Create Your Intelligent Infrastructure™ [www.Aclara.com](http://www.Aclara.com).



Alstom is a global leader in the world of power generation, power transmission and rail infrastructure and sets the benchmark for innovative and environmentally friendly technologies. Alstom builds the fastest train and the highest capacity automated metro in the world. It provides turnkey integrated power plant solutions and associated services for a wide variety of energy sources, including hydro, nuclear, gas, coal and wind, and it offers a wide range of solutions for power transmission, with a focus on smart grids. The Group employs 92,000 people in 100 countries and had sales of €20.9 billion in 2010/11.

Alstom Grid has over 100 years of expertise in electrical grids. Whether for utilities or electro-intensive industries or facilitating the trading of energy, Alstom Grid brings power to its customers' projects. Alstom Grid ranks among the top 3 in electrical transmission sector with an annual sales turnover of more than €4 billion. It has 20,000 employees and over 90 manufacturing and engineering sites worldwide. At the heart of the development of Smart Grid, Alstom Grid offers products, services and integrated energy management solutions across the full energy value chain—from power generation, through transmission and distribution grids and to the large end user.



The Smart Utility™ from Black & Veatch. Utility leaders today face a “perfect storm” of challenges with increasing consumer demand, regulatory constraints on carbon emitting generation resources, aging infrastructure and workforce, efficiencies, and reliability requirements. Meeting these challenges requires organizational flexibility and enterprise-wide solutions that align all facets of a utility's operations—from power generation to end-user distribution. Black & Veatch's Smart Utility solutions assist utilities in meeting these challenges, while delivering enhanced service to customers and ensuring short-term planning and investments to support long-term objectives. From concept to completion, Black & Veatch provides you with a single-source service offering to position you to address the complex Smart Utility challenges you face.



Copper Development Association, Inc. (CDA) is a U.S.-based, not-for-profit association of the global copper industry, influencing the use of copper and copper alloys through research, development and education, as well as technical and end-user support. CDA is committed to promoting the proper use of copper materials in sustainable, efficient applications for business, industry and the home.



The Electric Drive Transportation Association (EDTA) is the preeminent trade association representing battery, hybrid, plug-in hybrid and fuel cell electric drive technologies and infrastructure. EDTA conducts public policy advocacy, education, industry networking, and international conferences. EDTA's membership includes vehicle and equipment manufacturers, energy companies, technology developers, component suppliers, government agencies and others. For more information about EDTA and its members, visit [ElectricDrive.org](http://ElectricDrive.org). For information about owning and operating electric vehicles, please visit [GoElectricDrive.com](http://GoElectricDrive.com).



ENBALA Power Networks delivers grid optimization solutions that pay large-scale electricity users to participate in the management of the electric power system. The ENBALA Power Network aggregates diverse but complementary distributed loads and generation, optimizing the real-time operation of these devices to provide reliable, flexible and cost effective demand-based grid management services to electricity system operators. ENBALA's patent pending technology and service portfolio allows industrial and municipal electricity users to generate additional revenue through the careful optimization of the flexibility of their existing assets to participate in the Smart Grid.



EnerNOC is the world's largest provider of commercial, institutional, and industrial demand response, and is transforming the energy landscape with cutting edge energy efficiency and smart grid applications that enable a more reliable grid. EnerNOC works with more than 100 utilities across North America to design



At IBM, our priority is to help utility companies transform energy, environmental and sustainability issues into opportunities that positively impact the world. Today, IBM experts are working with utility companies globally to accelerate the adoption of smart grids that can make them more reliable and more efficient. We are at the forefront of the development of an Intelligent Utility Network, which helps leading utility companies to fundamentally transform the way power is generated, distributed and used. From network revitalization, to asset management, to plant operations; IBM offers smarter solutions, practices and technology that help utilities transform into new symbols of power in the 21st century. To learn more about smarter solutions for smarter energy, visit [www.ibm.com/energy](http://www.ibm.com/energy).



Itron is the leading provider of energy and water resource management solutions for nearly 8,000 utilities around the world. We offer end-to-end solutions that include electricity, gas, water and thermal energy measurement and control technology; communications systems; software; and professional services. With more than 9,000 employees doing business in 130 countries, Itron empowers utilities to responsibly and efficiently manage energy and water resources.



### NAVIGANT

Navigant (NYSE: NCI) is a specialized, international consulting firm combining deep industry expertise and integrated solutions to assist companies and their legal counsel in enhancing stakeholder value, improving operations, and addressing conflict, performance and risk related challenges. The Company focuses on industries undergoing substantial regulatory or structural change, including the energy industry. Navigant's Energy Practice includes more than 300 experts focused on issues across the entire energy value chain including renewables, climate change, energy efficiency, demand response, emerging technologies, generation, resource procurement, transmission, markets, performance improvement, fuel sourcing, rates and regulation.

### SENSUS

Sensus is a leading utility infrastructure company offering smart meters, communication systems, software and services for the electric, gas, and water industries. Sensus technology is helping today's utilities drive operational efficiency and customer engagement. The company has been at the forefront of advancements in the utility industry for more than 100 years, consistently delivering new capabilities and solutions to customers. These technologies include smart grid solutions such as FlexNet™, the tower-based smart grid communications system, distribution automation products that provide high-speed, real-time, two-way communications, and smart meters, all of which allow utilities to intelligently use resources with unprecedented efficiency and control. Learn more at [www.sensus.com](http://www.sensus.com)

### TENDRIL™

Tendril is transforming the way the world uses energy with Tendril Connect™, its cloud platform for the Energy Internet that connects energy service providers, providers of 'smart' products and services, application developers and consumers. Today, more than 35 top utilities and energy service providers, as well as leading providers of smart energy products and services, like Whirlpool, subscribe to the Tendril Connect platform to unlock untapped revenue opportunities, meet regulatory requirements, improve product and service reliability and efficiency, and increase consumer engagement and satisfaction. Founded in 2004, Tendril is headquartered in Boulder, Colorado with regional offices in Boston, Melbourne, Australia, and San Francisco.



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# Biographies





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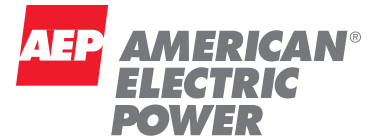
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**Nick Akins**

President and Chief Executive Officer  
American Electric Power



Nick Akins is president and chief executive officer of American Electric Power and a member of AEP's board of directors. Akins began his nearly 30-year tenure with the company in 1982 as an electrical engineer at Central and South West Corp. (CSW), which merged with AEP in 2000. Prior to being elected president of AEP in December 2010, he served as executive vice president - Generation from 2006-2010, responsible for all of AEP's approximately 38,000 MW of generation resources. Akins has also served as president and chief operating officer for Southwestern Electric Power Company, as vice president – Energy Marketing Services, and as vice president – Industry Restructuring for AEP. He is vice-chairman of the Board of the Electric Power Research Institute, and a member of the boards of the National Association of Manufacturers, the Mid-Ohio Food Bank, the Greater Columbus Arts Council and the Wexner Center for the Arts. He also serves on several AEP subsidiary boards. A Louisiana native and holder of bachelor's and master's degrees in electrical engineering from Louisiana Tech University in 1982 and 1986, he resides in Dublin, Ohio.

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*American Electric Power is one of the largest electric utilities in the United States, delivering electricity to more than 5 million customers in 11 states. AEP ranks among the nation's largest generators of electricity, owning nearly 38,000 megawatts of generating capacity in the U.S. AEP also owns the nation's largest electricity transmission system, a nearly 39,000-mile network that includes more 765-kilovolt extra-high voltage transmission lines than all other U.S. transmission systems combined. AEP's transmission system directly or indirectly serves about 10 percent of the electricity demand in the Eastern Interconnection, the interconnected transmission system that covers 38 eastern and central U.S. states and eastern Canada, and approximately 11 percent of the electricity demand in ERCOT, the transmission system that covers much of Texas. AEP's utility units operate as AEP Ohio, AEP Texas, Appalachian Power (in Virginia and West Virginia), AEP Appalachian Power (in Tennessee), Indiana Michigan Power, Kentucky Power, Public Service Company of Oklahoma, and Southwestern Electric Power Company (in Arkansas, Louisiana and east Texas). AEP's headquarters are in Columbus, Ohio.*

*AEP has more than a century of leadership in the electric utility industry through engineering and technological innovation and is responsible for developing many technologies now in use across the industry. In 2009, AEP completed the world's first fully integrated project to capture and store carbon dioxide (CO<sub>2</sub>) from an existing coal-fired power plant. The project used a patented chilled ammonia carbon dioxide capture technology from Alstom of France on a 20-megawatt portion of the 1,300-megawatt Mountaineer Plant in West Virginia. The captured CO<sub>2</sub> was compressed and pumped into deep saline formations, roughly 1.5 miles below the Earth's surface. And AEP is leading efforts to improve the nation's transmission system to enhance market reliability and market efficiencies, and ensure access to a diverse generation mix.*

**Paul Bonavia**

Chairman, President and CEO  
UniSource Energy Corp.



Paul J. Bonavia is Chairman and Chief Executive Officer of UniSource Energy and its principal subsidiaries, Tucson Electric Power and UniSource Energy Services.

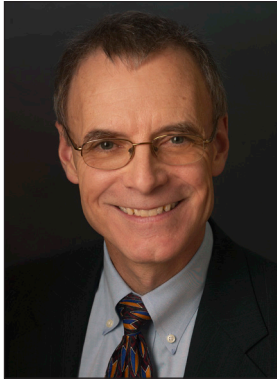
Mr. Bonavia assumed that role Jan. 1, 2009, after his appointment by UniSource Energy's Board of Directors. Since then, he has worked to expand the company's leadership role in renewable energy and energy efficiency while maintaining safe, affordable, and reliable service to nearly 640,000 utility customers across Arizona.

Mr. Bonavia was recently named by Governor Jan Brewer to the Board of Directors of the Arizona Commerce Authority and currently serves as Chair of the Board of Directors of Tucson Regional Economic Opportunities, Vice Chairman of the Board of Directors of the United Way of Tucson and Southern Arizona and as a member of the Tucson Airport Authority. He is a former Director of the American Wind Energy Association.

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*UniSource Energy Corporation (NYSE: UNS) is a Tucson, Arizona-based company with consolidated assets of approximately \$3.7 billion. UniSource Energy's primary subsidiaries include Tucson Electric Power Company, which serves more than 402,000 customers in southern Arizona, and UniSource Energy Services, provider of natural gas and electric service for about 237,000 customers in northern and southern Arizona. For more information, visit [uns.com](http://uns.com)*





**Dr. William Conlon**

Senior Vice President, Chief Engineer  
AREVA Solar

**AREVA Solar**

Dr. Bill Conlon is Senior Vice President and Chief Engineer at AREVA Solar, where he leads the Solar CLFR Solar Steam Generator (SSG) development program. This program has resulted in Once Through SSGs capable of delivering high pressure superheated steam and carrying the ASME "S" Stamp for Power Boilers.

Dr. Conlon has experience in power generation, two-phase thermal-hydraulics, real-time controls and systems engineering, which he has applied to development and commercialization of renewable, nuclear and fossil energy and water treatment technology. He has published papers and been awarded patents for work on the Steam Injected Gas Turbine (Cheng Cycle), Directional Freeze Crystallization (Crystal-lix) process, in addition to the AREVA Solar SSG.

He holds three degrees in Nuclear Engineering from Rensselaer Polytechnic Institute, is a member of IEEE, ASME, AAAS, Sigma Xi, and is a Registered Professional Engineer (Mechanical) in California.

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*AREVA Solar designs, manufactures and installs solar steam generators for large-scale power generation and industrial steam customers. Cost-effective, land-efficient and water-conservative, AREVA's Compact Linear Fresnel Reflector solar steam generators produce superheated steam directly from the sun.*

*Our solar solutions seamlessly integrate with stand-alone solar thermal power plants, augment power production for fossil-fired plants, and deliver process steam for a diverse range of industrial facilities. We also bring the project delivery and commissioning services needed to establish these facilities.*

*Simple to install and easy to operate, AREVA Solar's comprehensive solutions are designed to meet each customer's exacting energy requirements and are backed by AREVA performance guarantees. To learn more about AREVA Solar, please visit [www.solar.areva.com](http://www.solar.areva.com).*

**Peter (Pete) B. Delaney**

Chairman, President and CEO  
OGE Energy Corporation



Pete Delaney is Chairman, President and CEO of Oklahoma City-based OGE Energy Corp., the parent company of OG&E, an electric utility, and Enogex, a leading midstream natural gas business.

Prior to OGE Energy, Pete completed a 15-year investment banking career in corporate finance covering utilities and energy companies in the United States, Europe and South America.

Pete is actively involved in community and industry organizations serving on boards of directors including Oklahoma City Chamber of Commerce, Oklahoma City Museum of Art, United Way of Central Oklahoma, Oklahoma City Boathouse Foundation, Oklahoma State Fair, Downtown OKC, Integris Health, Federal Reserve Bank and Edison Electric Institute.

Pete holds a bachelor's degree in economics with distinction from the University of Virginia and a master's degree in business administration from Tulane University.

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*OG&E, which serves approximately 789,000 customers in a service territory spanning 30,000 square miles in Oklahoma and western Arkansas, is a subsidiary of Oklahoma City-based OGE Energy Corp., which also is the parent company of Enogex LLC, a midstream natural gas pipeline business with principal operations in Oklahoma.*



**Anthony (Tony) F. Earley, Jr.**

Chairman, CEO and President  
PG&E Corporation



**PG&E Corporation**

Tony Earley, is Chairman, Chief Executive Officer and President of PG&E Corporation. Earley joined PG&E in September 2011 after 17 years at Detroit-based DTE Energy, where he served as chairman and chief executive officer for 12 years, before becoming executive chairman of the board in September 2010.

Under Earley's leadership, DTE successfully navigated the largest blackout in U.S. history in 2003 and played a critical role in the revitalization efforts of its headquarters city.

As former chairman of the Edison Electric Institute, the trade association of investor utilities, Earley was directly involved in the development of national policies on energy, the environment and climate change issues. Earley also served as chair of the Nuclear Energy Institute and worked to revitalize the nuclear industry in the United States.

Earley earned a Bachelor of Science degree in physics, a Master of Science degree in engineering and a law degree at Notre Dame University, where he serves on the advisory council of the College of Engineering. After graduating from Notre Dame, Earley went on to serve as an officer in the United States Navy nuclear submarine program, where he was qualified as a chief engineer officer. He joined DTE Energy as president and chief operating officer in March 1994. Prior to joining DTE Energy, Earley served in various capacities of increasing responsibility at Long Island Lighting Co., including president and chief operating officer and executive vice president and general counsel.

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*PG&E Corporation (NYSE: PCG) is a Fortune 200 energy holding company with \$43 billion in assets, headquartered in San Francisco. Its business includes electric and gas distribution, natural gas and electric transmission, and electric generation. It is the parent company of Pacific Gas and Electric Company, California's largest investor-owned utility. PG&E's 20,000 employees serve more than 15 million people throughout a 70,000-square-mile service area in northern and central California. PG&E is nationally recognized for leadership in energy efficiency, demand-side management, environmental stewardship, and its commitment to addressing climate change.*

**Amy Harder**

Energy and Environment Correspondent  
National Journal Daily

**National Journal**

Amy Harder reports on energy and the environment for National Journal and moderates an expert blog on the topic as well. She also previously covered the selection of a new Supreme Court justice, writing for National Journal's The Ninth Justice blog. Harder has covered a variety of topics since coming to National Journal in May 2008, including foreign policy, national security and political advertising. Prior to her time here, Harder was a staff writer for the Reporters Committee for Freedom of the Press. Harder is originally from Washington State and received a B.A. in journalism with honors from Western Washington University.

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*Regarded as the most credible, objective, and authoritative voice in the Beltway, National Journal has been Washington's premier source of nonpartisan insight on politics and policy for more than four decades. National Journal properties include NationalJournal.com, National Journal, National Journal Daily, and National Journal Hotline. The full spectrum of National Journal's media properties deliver highly engaged consumers with all of the information and insights that they need to know to conduct business successfully in Washington. For more information, visit [www.nationaljournal.com](http://www.nationaljournal.com).*





### **Lisa Hillenbrand**

Global Marketing Director  
Procter & Gamble



As Director of Global Marketing, Lisa Hillenbrand leads Procter & Gamble's marketing capability development globally. She has been instrumental in leading numerous breakthrough marketing initiatives and capability efforts including P&G's Brand Building Framework.

Lisa led the team that "re-engineered" P&G's company-wide brand building approach, creating the Brand Building Framework. This framework has become the foundation for how P&G approaches marketing. It flows from P&G's belief that the consumer is at the center of all we do. To delight people, we need to deeply understand their needs and reach them when and where they are receptive with the right products and communications that meet their needs.

Lisa has also led company-wide work on trial, value, initiative success, diffusion of innovation/word of mouth, new marketing models and digital.

In 2004, Lisa was elected Harley Procter Marketer by the company's top management. Those selected for this lifetime honor are recognized as the select few individuals (less than 10 out of 5000+ marketers) who exemplify the highest standards of marketing at P&G.

Lisa has extensive global experience with assignments in Asia, Western Europe and North America. She has an MBA in Marketing and Finance from Columbia University and has two children.

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*P&G touches and improves the lives of about 4.4 billion people around the world with its portfolio of trusted, quality brands. The Company's leadership brands include Pampers®, Tide®, Ariel®, Always®, Whisper®, Pantene®, Mach3®, Bounty®, Dawn®, Fairy®, Gain®, Pringles®, Charmin®, Downy®, Lenor®, Iams®, Crest®, Oral-B®, Duracell®, Olay®, Head & Shoulders®, Wella®, Gillette®, Braun®, Fusion®, Ace®, Febreze®, and Ambi Pur®. With operations in about 80 countries, P&G brands are available in more than 180 countries worldwide. Please visit <http://www.pg.com> for the latest news and in-depth information about P&G and its brands.*



### **Dr. Peter Honebein**

Founder  
Customer Performance Group



Dr. Peter C. Honebein is an internationally-recognized expert on smart grid customer experience and is co-founder of the Customer Performance Group, a management and marketing strategy consulting firm. He is also an adjunct professor at the University of Nevada, Reno and Indiana University, where he teaches graduate and undergraduate classes in marketing, customer experience design, human performance technology, and instructional design.

As a designer and consultant, Dr. Honebein applies his vast knowledge of design, marketing, product development, and performance technology to solve novel problems related to human performance. He has created, marketed, and licensed commercial products, designed the system that tracked the cleanup of the Exxon Valdez oil spill, and consulted on the design, strategy, and launch of numerous innovations, products, and services, including the system that sequenced the human genome and smart metering systems for utilities such as SDG&E, ComEd, NV Energy, and Duquesne Light.

Dr. Honebein is the author of the books *Creating Do-It-Yourself Customers* and *Strategies for Effective Customer Education*, as well as numerous articles in such multidisciplinary publications as *The Electricity Journal*, *Metering International*, *Database Marketing & Customer Strategy Management*, *Marketing Management*, *Educational Technology*, and *Interactions*. He has also presented on topics related to the customer side of smart metering systems at numerous industry conferences.

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*The Customer Performance Group specializes in creating and enhancing customer experiences for businesses worldwide. Led by Dr. Peter Honebein and Roy Cammarano, their team of seasoned professionals has an impressive track record of enabling businesses to innovate and grow. As consultants, analysts, and designers, their expertise helps businesses create strategy, develop performance-oriented experiences, and align organizational resources. The result? Profitable, growing businesses in which customers are able to generate greater value for themselves and the business. For more information, visit <http://www.doityourselfcustomers.com>.*

**Richard Kidd**

Deputy Assistant Secretary of the Army  
Energy and Sustainability



Mr. Richard Kidd became the DASA (E&S) on 25 October, 2010. This is his third assignment as a Senior Executive within the Federal Government. In this position he is responsible for overall program direction, establishment of policies, development and refinement of strategies, and oversight for implementation of all programs and initiatives related to Energy Security and Sustainability within the Army. As the Army's Senior Energy Executive, Mr. Kidd coordinates and integrates both installation (traditional as well as expeditionary) and operational energy programs and strategies.

Mr. Kidd graduated from the United States Military Academy in 1986 and served as an Infantry Officer until 1991. After receiving a Masters Degree in Public and Private Management from Yale University, he joined the United Nations in 1993 and served in a variety of international assignments, principally in war affected regions of the world. He joined the Department of State's Bureau of Political Military-Affairs in 2001 where he served as Special Assistant, Office Director and Acting Deputy Assistant Secretary. In July of 2008 he joined the Department of Energy's Office of Energy Efficiency and Renewable Energy where he was responsible for leading the Federal Energy Management Program (FEMP). In this position he helped to craft Federal level energy policy and assisted all Federal agencies in meeting statutory energy and sustainability requirements in order to promote energy security and environmental stewardship.

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*The Office of the Deputy Assistant Secretary of the Army (Energy & Sustainability) has a mission to provide strategic leadership, policy guidance, program oversight and outreach for energy and sustainability throughout the Army enterprise to enhance current installation and operational capabilities, safeguard resources and preserve future options. Reporting to the Assistant Secretary of the Army (Installations, Energy & Environment), the Deputy Assistant Secretary is the Army's Senior Energy Executive and is responsible for energy policy review and energy partnerships.*



**Paul Leggett**

Executive Director, Global Power and Utility Group  
Morgan Stanley

Paul Leggett is an Executive Director in Morgan Stanley's Global Power and Utility Group focusing on Clean Energy investment banking. He helps to coordinate the Firm's North American Clean Energy coverage strategy with special interests in solar, geothermal, waste-to-energy, biofuels and transportation.

He is a member of Morgan Stanley's Environmental Committee and serves as an observer to the board of directors for NGEN, a clean technology and materials science venture capital firm. Paul previously worked in Morgan Stanley's Mergers & Acquisitions group, where he assisted clients such as BASE, Boeing, BP, The Home Depot, One Equity, Ripplewood and Sears. Paul's recent experience includes transactions for clients such as Aspen Aerogels, Coda, eSolar, NRG, OptiSolar, Recurrent, SunEdison, Suniva and Tesla.

In addition to his experience in financial transactions in the clean energy sector, Paul focuses on Morgan Stanley's leadership role in the Partnership for Renewable Energy Finance (PREF) and opportunities to further expand Morgan Stanley's environmental finance thought leadership efforts. He is an active member of the American Council on Renewable Energy (ACORE) and is also a Corporate Leader member of the Council on Foreign Relations.

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*Morgan Stanley is a leading global financial services firm providing a wide range of investment banking, securities, investment management and wealth management services. The Firm's employees serve clients worldwide including corporations, governments, institutions and individuals from more than 1,300 offices in 43 countries. For further information about Morgan Stanley, please visit [www.morganstanley.com](http://www.morganstanley.com)*





### Cheryl Martin

Deputy Director, Commercialization  
ARPA-E



Dr. Cheryl Martin is currently the Deputy Director for Commercialization for the Advanced Research Projects Agency – Energy (ARPA-E), responsible for leading the organization’s commercialization program to help breakthrough energy technologies succeed in the marketplace. Prior to this, Dr. Martin was an Executive in Residence with Kleiner Perkins Caufield and Byers, a venture capital firm based in Menlo Park, California.

Previously, she was with Rohm and Haas Company for 20 years. Cheryl started her career with Rohm and Haas as a Senior Scientist for the Plastics Additives business and then held various research and marketing roles in the Plastics Additives and Coatings businesses. In 2000, Dr. Martin was named Director, Investor Relations where she was responsible for the company’s interactions and relationships with the investment community. She later became Director, Financial Planning, and took on the responsibility for the planning, forecasting and management reporting activities of the company. Dr. Martin was named General Manager of the company’s Adhesives and Sealants business in North America in 2007 and also elected a Corporate Vice President. Most recently Cheryl had been the General Manager for the Paint and Coatings Materials business in Europe, Middle East and Africa. In this role, she was responsible for all aspects (technology, operations, sales and marketing) of the business in this region.

Dr. Martin earned a B.A. degree in chemistry from the College of the Holy Cross. She went on to earn a Ph.D. in organic chemistry from the Massachusetts Institute of Technology (MIT). She is active in the American Chemical Society (ACS) at both the local and national levels and serves on the Board of Directors for Philabundance, the greater Philadelphia region’s largest hunger relief organization.

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*Recognizing the need to reevaluate the way the United States spurs innovation, ARPA-E is modeled after the successful Defense Advanced Research Projects Agency (DARPA) <<http://www.darpa.mil/>> , the agency responsible for such technological innovations as the Internet and the stealth technology found in the F-117 and other modern fighter aircraft. ARPA-E was established in 2007 and charged with the following objectives:*

- To bring a freshness, excitement, and sense of mission to energy research that will attract many of the U.S.’s best and brightest minds—those of experienced scientists and engineers, and, especially, those of students and young researchers, including persons in the entrepreneurial world;*
- To focus on creative “out-of-the-box” transformational energy research that industry by itself cannot or will not support due to its high risk but where success would provide dramatic benefits for the nation;*
- To utilize an ARPA-like organization that is flat, nimble, and sparse, capable of sustaining for long periods of time those projects whose promise remains real, while phasing out programs that do not prove to be as promising as anticipated; and*
- To create a new tool to bridge the gap between basic energy research and development/industrial innovation.*

For more information, visit <http://arpa-e.energy.gov/About/About>

**Christine Webster Moore**

Vice President, Strategy and Networking  
New Business Customer Solutions Group  
Best Buy



Christine Webster Moore is a Vice President on the New Business Customer Solutions Group for Best Buy Co., Inc., a multinational retailer of technology and entertainment products and services. In this work, she is focused on enabling new growth opportunities outside Best Buy's traditional consumer electronics categories. She currently works to form strategies, partnerships and business models that bring new forms of value to consumers and the organization.

Before joining the New Business Team, Moore worked in the BestBuy.com team, where she launched, managed and grew the Spanish-language version of BestBuy.com, which offers Spanish-preferring consumers a fully-translated, commerce-enabled online experience. Moore joined Best Buy in 2003 as part of the Human Resources team to assist with company's Customer Centricity efforts. In this role, she architected, launched and led the Transformation Leadership Team, a retail-facing change management team charged with enabling foundational excellence in all of Best Buy's U.S. retail stores. She also worked on initiatives related to organizational design, succession planning, innovation development and change management. Her understanding of people, innovation, and leadership development were vital to the company's expansion and orientation to customers in new markets.

Prior to Best Buy, she was a consultant and managing director with RHR International, an international consultancy focused on aligning individuals, senior management teams and organizations against short and long term business objectives, accelerating the executive learning and development process, and mobilizing and sustaining necessary business change. Specifically, she assisted Fortune 500 clients in executive assessment and coaching, team and leadership development, and change management.

Moore earned a bachelor's degree in economics from Scripps College in Claremont, California, and she received her PhD in Organizational Psychology from Claremont Graduate University.

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*With operations in the United States, Canada, Europe, China and Mexico, Best Buy is a multinational retailer of technology and entertainment products and services with a commitment to growth and innovation. The Best Buy family of brands and partnerships collectively generates more than \$50 billion in annual revenue and includes brands such as Best Buy, Audiovisions, Best Buy Mobile, The Carphone Warehouse, Five Star, Future Shop, Geek Squad, Magnolia Audio Video, Napster, Pacific Sales, and The Phone House. Approximately 180,000 employees apply their talents to help bring the benefits of these brands to life for customers through retail locations, multiple call centers and Web sites, in-home solutions, product delivery and activities in our communities. Community partnership is central to the way Best Buy does business. In fiscal 2011, the company donated approximately \$25 million to improve the vitality of the communities where its employees and customers live and work. For more information about Best Buy, visit [www.bby.com](http://www.bby.com).*



### **Dan Pink**

Author & Business Analyst

Daniel H. Pink is the author of four provocative books about the changing world of work, including the long-running New York Times bestseller, *A Whole New Mind*, and the #1 New York Times bestseller, *Drive*. His books have been translated into 32 languages.

His latest work, *DRIVE: The Surprising Truth About What Motivates Us*, uses 50 years of behavioral science to overturn the conventional wisdom about human motivation. Pink shows that carrot and stick motivators have been oversold and that high performance depends much more on the deeply human need to direct our own lives, to learn and create new things and to do better by ourselves and the world. *Drive* is a New York Times, Publishers Weekly, Wall Street Journal, Washington Post, Boston Globe, San Francisco Chronicle and Los Angeles Times bestseller—as well as a national bestseller in Japan and the United Kingdom.

In *A WHOLE NEW MIND: Why Right-Brainers Will Rule the Future*, Pink charts the rise of right-brain thinking in modern economies and explains the six abilities individuals and organizations must master in an outsourced, automated world. *A WHOLE NEW MIND* spent more than 100 weeks on The New York Times main and extended bestseller lists—and has been a Freshman Read selection at several U.S. colleges and universities. Oprah Winfrey also gave away 4,500 copies of the book to Stanford University's graduating class when she was Stanford's commencement speaker.

Pink's *THE ADVENTURES OF JOHNNY BUNKO: The Last Career Guide You'll Ever Need* is the first American business book in the Japanese comic format known as manga. Illustrated by awardwinning artist Rob Ten Pas, the book was one of the best-selling graphic novels of 2008 and the only graphic novel ever to become a *BusinessWeek* bestseller.

His first book, *FREE AGENT NATION: The Future of Working for Yourself*, was a Washington Post bestseller that Publishers Weekly says "has become a cornerstone of employee-management relations."

Pink's articles on business and technology have appeared in many publications, including The New York Times, Harvard Business Review, The Sunday Telegraph, Fast Company and Wired. He has provided analysis of business trends on CNN, CNBC, ABC, NPR, and other networks in the U.S. and abroad. He also advises both Fortune 100 companies and startups on recruiting, innovation and work practices.

A free agent himself, he held his last real job in the White House, where he served from 1995 to 1997 as chief speechwriter for Vice President Al Gore. He also worked as an aide to U.S. Labor Secretary Robert Reich and in other positions in politics and government.

He received a B.A. from Northwestern University, where he was elected to Phi Beta Kappa, and a J.D. from Yale Law School. Pink lives in Washington, DC, with his wife and their three children.



**Joseph M. Rigby**

Chairman of the Board, President and CEO  
Pepco Holdings, Inc.



Joe Rigby is Chairman of the Board, President and Chief Executive Officer of Pepco Holdings, Inc. (PHI), a regional energy holding company that provides utility service to approximately 1.9 million customers. PHI is the parent company of Potomac Electric Power Company, an electric utility serving Washington, D.C., and suburban Maryland; Delmarva Power, an electric and gas utility serving Delaware and the rest of the Delmarva Peninsula; and Atlantic City Electric, an electric utility serving southern New Jersey.

Mr. Rigby joined Atlantic City Electric in 1979 and advanced through a number of management positions. His responsibilities have included accounting, financial services, treasury operations, business transformation, human resources, and the Atlantic City Electric/Delmarva Power merger transition team. Following the merger that formed Conectiv, he was Vice President/General Manager of Gas Delivery, then Vice President/General Manager of Electric Delivery. He was elected President, Conectiv Power Delivery in 2002. From May 2004 to September 2007, he served as Senior Vice President and Chief Financial Officer of PHI and was responsible for all financial activity as well as investor relations.

From September 2007 to March 2008, Mr. Rigby served as Executive Vice President and Chief Operating Officer. He was responsible for the day-to-day operations of Pepco, Delmarva Power and Atlantic City Electric Company, along with Information Technology and Corporate Communications. In March 2008, Mr. Rigby was elected President and Chief Operating Officer, adding responsibility for the competitive energy businesses (Connectiv Energy and Pepco Energy Services). Mr. Rigby was elected President and Chief Executive Officer effective March 1, 2009. He was elected Chairman of the Board on May 15, 2009.

Mr. Rigby earned a Bachelor of Science degree in Accounting from Rutgers University and an MBA from Monmouth University. He is also a licensed Certified Public Accountant in the state of New Jersey.

Mr. Rigby is Chairman of the United Way of the National Capital Area and Chairman of the Greater Washington Board of Trade. He serves on the boards of the U.S. Chamber of Commerce, the Edison Electric Institute, the Federal City Council, the Trust for the National Mall and the Greater Washington Initiative. He is a member of the Rutgers-Camden School of Business Executive Advisory Board. Mr. Rigby is a member of the New Jersey Society of CPAs and the American Institute of CPAs.

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*Pepco Holdings, Inc. (PHI) is one of the largest energy delivery companies in the mid-Atlantic region, serving about 1.9 million customers in Delaware, the District of Columbia, Maryland and New Jersey. PHI subsidiaries Pepco, Delmarva Power and Atlantic City Electric provide regulated electricity service; Delmarva Power also provides natural gas service. PHI provides retail energy savings and renewable services through Pepco Energy Services.*





### **Dorothy Robyn**

Deputy Under Secretary of Defense  
Installations and Environment  
Department of Defense



As the Deputy Under Secretary of Defense for Installations & Environment, Dorothy Robyn provides Department-wide oversight of U.S. military bases worldwide. Department of Defense installations cover 28 million acres of land and include 300,000 buildings and other structures valued at more than \$800 billion. Her responsibilities include policy, programs and budgets related to the management of the physical infrastructure as well as environmental cleanup, conservation and stewardship. Dr. Robyn also leads the Department's effort to improve the energy security of its bases, through reduced demand for traditional energy, development of renewable sources on-base, and use of the installations as a test bed for next-generation energy technologies. Prior to joining DoD in 2009, she was a principal with The Brattle Group, an economic consulting firm. From 1993-2001, she was Special Assistant to the President for Economic Policy and senior staff member of the White House National Economic Council. From 1983-1987, she was an assistant professor at Harvard's Kennedy School of Government.

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*Charged with providing the military forces needed to deter war and to protect the security of our country, The Department of Defense is America's oldest and largest government agency. The Department is also the nation's largest employer, with over 1.4 million men and women on active duty, and 718,000 civilian personnel.*

*The Office of the Deputy Under Secretary of Defense (Installations & Environment) is tasked with provision of installation assets and services necessary to support our military forces in a cost effective, safe, sustainable, and environmentally sound manner. In total, the office is responsible for an inventory of installations and facilities of more than several hundred thousand individual buildings and structures located at more than 5,000 different locations or sites and over 30 million acres of land.*



## **Nick Sinai**

Senior Advisor to the CTO  
White House Office of Science and Technology Policy



Nick currently serves in the White House Office of Science and Technology Policy as the Senior Advisor to the Chief Technology Officer for Innovation and Entrepreneurship.

He previously served as the Energy and Environment Director of the Federal Communications Commission's National Broadband Plan.

Nick is a former venture capitalist and strategic advisor. Most recently, he served in executive and advisory roles with two Boston area clean energy technology companies, and served as a senior advisor to the Massachusetts Clean Energy Center. Nick was also an investment professional at Polaris Venture Partners, and subsequently served as a Principal of Tenaya Capital (formerly Lehman Brothers Venture Partners).

Nick has an A.B from Harvard and an M.B.A from University of Chicago.

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*Congress established the Office of Science and Technology Policy in 1976 with a broad mandate to advise the President and others within the Executive Office of the President on the effects of science and technology on domestic and international affairs. The 1976 Act also authorizes OSTP to lead interagency efforts to develop and implement sound science and technology policies and budgets, and to work with the private sector, state and local governments, the science and higher education communities, and other nations toward this end.*

*The mission of the Office of Science and Technology Policy is threefold; first, to provide the President and his senior staff with accurate, relevant, and timely scientific and technical advice on all matters of consequence; second, to ensure that the policies of the Executive Branch are informed by sound science; and third, to ensure that the scientific and technical work of the Executive Branch is properly coordinated so as to provide the greatest benefit to society. For more information, visit <http://www.whitehouse.gov/administration/eop/ostp>.*



## Judith Schwartz

President  
To The Point

to the point ❖

Judith Schwartz is all about action through collaboration: how to identify opportunities, strategize and plan, communicate and align. She began her consulting practice in 1987, specializing in systems consulting, organization alignment, and strategic marketing. She has been on the forefront of sustainability issues, the Smart Grid, alternative energy, and the digital home.

Judith works with such groups as the National Action Plan Coalition, Association for Demand Response and Smart Grid, IEEE, and National Grid's Green2Growth Community Summit initiative. She is a regular speaker at industry conferences and webinars. She organized successful Consumer Symposia at ConnectivityWeek and GridWeek. Her publications include the 2011 State of the Consumer Report for the Smart Grid Consumer Collaborative and the Communications Umbrella Action Guide for the National Action Plan on DR/SG Coalition. She is a co-author of Costs and Benefits of Smart Meters for the Institute for Electric Efficiency and a whitepaper on low-income communities and voluntary prepay options for EcoAlign. To the Point produces educational videos featuring real consumers, leading utility execs, scientists, analysts, and technology developers. To the Point's newest productions describe consumer reactions and the stakeholder process for the PowerCentsDC pilot in Washington D.C. ([www.powercentsdc.org](http://www.powercentsdc.org)) and the activities happening in Worcester, MA. ([www.green2growth.com](http://www.green2growth.com))

Judith is a graduate of Cornell University's College of Architecture, Art, and Planning.

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*To the Point, a marketing consultancy based in Palo Alto, California, uses proven human-centered design principles to develop actionable strategies for smart energy customer engagement, facilitate cross-stakeholder collaborations, and create outreach roadmaps and prototypes. As innovators with strong track records introducing disruptive technologies on behalf of leading high tech companies, we apply that same creativity and judgement to smart grid transformation. For more information, visit [www.tothept.com](http://www.tothept.com).*



## **Susan Story**

President and CEO  
Southern Company Services



Susan Story is president and CEO of Southern Company Services. In that role, she is responsible for overseeing the company's information technology, human resources, supply chain management, marketing services, business performance services, as well as SouthernLINC Wireless, Southern Company's wireless telecommunications provider, and Southern Telecom, the company's wholesale fiber optic network provider. Story also leads Southern Company's efforts to coordinate activities related

to "smart" technology investment and deployment, including smart grid, smart meters, and emerging technologies involving energy efficiency and customer energy choices.

From 2003-2010, Story served as president and CEO of Gulf Power, where several environmental projects were completed under her leadership, including the installation of a state-of-the-art scrubber system at the company's largest generation facility, the design and construction of Southern Company's first landfill gas generation facility, and the launch of the Mercury Research Center located at Gulf Power's Plant Crist, which has hosted research projects from around the world. Story joined Southern Company in 1982 as a nuclear power plant engineer. She has served in numerous capacities with increasing responsibilities, including executive vice president of engineering and construction services, and vice president of supply chain management at Southern Company, and vice president of real estate and corporate services at Alabama Power.

Story serves on the Edison Foundation's Institute for Electric Efficiency Strategy Committee, as well as the boards of directors of Alliance to Save Energy, the Center for Energy Workforce Development, Raymond James Financial, Inc., and Job Creators Alliance and the H. Lee Moffitt Cancer Center board of advisors. Story was inducted into the State of Alabama Engineering Hall of Fame in 2010 and was recognized as the 2010 Woman of the Year by the Girl Scout Council of the Florida Panhandle. She has received the Leaders and Legends Award for Environmental Leadership, the Pensacola Chamber of Commerce Business Leader of the Year, and the International Women's Day Award from the World Trade Center Miami.

Story has an industrial engineering degree from Auburn University where she was recognized with the Distinguished Auburn Engineer Award and the Outstanding Engineering Alumnus Award. She received an MBA from the University of Alabama at Birmingham, and has completed executive education programs at Duke University and Oxford University, along with international business studies at Cambridge University and leadership studies at Harvard University.

*With 4.4 million customers and more than 42,000 megawatts of generating capacity, Atlanta-based Southern Company (NYSE: SO) is the premier energy company serving the Southeast. A leading U.S. producer of electricity, Southern Company owns electric utilities in four states and a growing competitive generation company, as well as fiber optics and wireless communications. Southern Company brands are known for excellent customer service, high reliability and retail electric prices that are below the national average. Southern Company was named the World's Most Admired Electric and Gas Utility by Fortune magazine in 2011, and is consistently listed among the top U.S. electric service providers in customer satisfaction by the American Customer Satisfaction Index. Visit our website at [www.southerncompany.com](http://www.southerncompany.com).*





### **Lisa V. Wood**

Executive Director

The Edison Foundation's Institute for Electric Efficiency



Lisa V. Wood is the Executive Director of the Edison Foundation's Institute for Electric Efficiency (IEE). IEE works with the electric utility industry and the regulatory community to advance energy efficiency, demand response, and customer-side solutions.

Wood launched IEE after more than two decades consulting with electric utilities on retail customer issues. In that role, she directed economic, financial, and market analysis studies for leading electric utilities nationwide. Prior to joining IEE, Wood was a Principal with The Brattle Group and Director of the Washington DC office. Prior to that, she was a Principal with PHB Hagler Bailly and a Program Director at Research Triangle Institute.

Through numerous articles, dialogues, and speaking engagements, Wood contributes to the conversation on smart pricing, demand response, energy efficiency, distributed power, and customer-side issues in the electric power industry. She is a member of the Board of Directors for Energate, Inc.; the Board of Directors for the National Energy Foundation; the Board of Directors for the Midwest Energy Efficiency Alliance; the Energy Efficiency Advisory Council for American Electric Power; the Executive Leadership Group for the State Energy Efficiency Action Network; and the International Association for Energy Economics. She also serves as an Advisor to Johnson Controls' Institute for Building Efficiency. Wood is an Adjunct Professor at Georgetown University where she teaches "Energy in a Low Carbon World" and is a Non-Resident Fellow in the Energy Security Initiative at the Brookings Institution.

Lisa holds a Ph.D. in Public Policy and Management from the Wharton School of the University of Pennsylvania and an M.A. from the University of Pennsylvania.

*IEE serves electric utilities and energy policymakers across the country as a resource for information, ideas, and innovation related to electricity demand. The Institute for Electric Efficiency (IEE) was created in 2008 to focus on accelerating the electric power industry's energy-efficiency efforts and increasing the industry's associated investments. IEE works with the electric utility industry, regulators, policymakers, and other stakeholders to advance customer-side solutions for energy management including energy efficiency, demand response, distributed power, and customer-focused technologies. IEE's goal is to advance customer-side solutions for energy management through a combination of research reports, policy briefs, events, in person meetings, and video dialogues.*



# Notes

























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The Institute for Electric Efficiency (IEE) serves electric utilities and energy policymakers across the country as a resource for information, ideas, and innovation related to electricity demand. IEE was created in 2008 to focus on accelerating the electric power industry's associated investments. IEE works with the electric utility industry, regulators, policymakers, and other stakeholder to advance customer-side solutions for energy management including energy efficiency, demand response, distributed power, and customer-focused technologies. IEE's goal is to advance customer-side solutions for energy management through a combination of research reports, policy briefs, events, in-person meetings, and video dialogues.

The Edison Foundation is a 501(c)(3) charitable organization dedicated to bringing the benefits of electricity to families, businesses, and industries worldwide. Furthering Thomas Alva Edison's spirit of invention, the Foundation works to encourage a greater understanding of the production, delivery, and use of electric power to foster economic progress; to ensure a safe and clean environment, and to improve the quality of life for all people. The Edison Foundation provides knowledge, insight, and leadership to achieve its goals through research, conferences, grants, and other outreach activities.

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