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March 3, 2011
The Newseum

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11:30 am—12:00 pm

The Electric Vehicle Experience

12:00 pm—1:00 pm

Registration, light lunch & exhibits

1:00 pm—5:30 pm

Speakers, panels, discussion, and videos

- ## Welcome to DC

  Ken Parker
  Vice President, Public Policy,
  Pepco Holdings, Inc.

- ## Keynote

  Bill Taylor
  Founding Editor, *Fast Company* Magazine and author of *Practically Radical*

  Honorable Jon Wellinghoff
  Chairman, Federal Energy Regulatory Commission

- ## Remarks

  Senator Carl Levin

- ## Panel I Electric Vehicles

  Mass market adoption of plug-in electric vehicles (PEVs) has the potential to fundamentally transform the nation's energy use, reducing our dependence on foreign oil, decreasing emissions of greenhouse gases, and increasing national security. The utility industry is leading the effort to prepare for the deployment of PEVs and enhance customers' experiences, with PEV readiness initiatives and partnerships with automakers, infrastructure providers and battery manufacturers.

  Moderator:

  Tony Earley
  Executive Chairman, DTE Energy Company

  Ted Craver, Jr.
  Chairman, President and CEO,
  Edison International

  Nancy Gioia
  Director, Global Electrification, Ford Motor Co.

  Britta Gross
  Director, Global Energy Systems and Infrastructure Commercialization, General Motors

  Don Karner
  President, CEO and Co-Founder,
  ECOtality North America

  Jim Piro
  President and CEO, Portland General Electric

- ## Panel II Smart Homes

  Utilities and their technology partners are employing real-time information and behavior-based energy efficiency programs, dynamic rates, home-area networks, in-home technologies, and other "behind-the-meter" innovations to empower customers to better manage their energy.

  Moderator:

  Michael Yackira
  President and CEO, NV Energy

  Honorable Ron Binz
  Chairman, Colorado Public Utilities Commission

  Peter Delaney
  Chairman, President and CEO,
  OGE Energy Corporation

  Scott Lang
  Chairman, President and CEO,
  Silver Spring Networks

- ## Remarks

  Mike Howard
  President and CEO, EPRI

continued ▶

- **Panel III Market Transformation**

  With the emergence of game-changing energy management technologies, innovative partnerships and collaborations, distributed power generation sources, and new approaches to engaging customers, utilities are changing the way they do business and transforming the energy landscape. Listen as this panel of visionary energy efficiency, environmental, and industry leaders take a long view of the changing landscape of the 21st century electricity industry and discuss the opportunities and challenges of the new paradigm.

  Moderator:

  Gregg Easterbrook
  Contributing Editor, *The Atlantic Monthly*, *The New Republic*, *The Washington Monthly* and author of *Sonic Boom*

  Ralph Cavanagh
  Co-Director, Energy Programs, Natural Resources Defense Council

  Claire Fulenwider
  Executive Director, Northwest Energy Efficiency Alliance

  John McDonald, P.E.
  Director, Technical Strategy & Policy Development, GE Digital Energy

  Susan Story
  President and CEO,
  Southern Company Services, Inc.

- **Remarks**

  Honorable Gary Locke
  Secretary, U.S. Department of Commerce

- **Our Energy Future**

  Jim Rogers
  Chairman, President and CEO, Duke Energy

5:30 pm—7:00 pm

Reception, interactive exhibits, and flash talks

Exhibitors & Sponsors

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CenterPoint Energy's Exhibit Demonstrates Smart Technologies for Home, Grid

Through its integrated system of smart energy technologies—branded Energy InSight[sm] for the intelligence they provide consumers and the utility—CenterPoint Energy's exhibit is demonstrating a fully-functional end-to-end advanced metering system.

Energy InSight[sm] is the result of a strategic alliance among CenterPoint Energy and industry-leading vendors:

- IBM provides systems integration and program governance services.
- Itron provides meter, cell relay and data collection engine hardware, software, firmware, and services.
- GE provides radio communications systems software and services.
- eMeter provides the Meter Data Management software.
- Quanta Services provides meter and communications network installation.
- ABB will develop the intelligent grid's Advanced Distribution Management System.

Energy InSight[sm] is empowering consumers with better consumption data and new retail electric services. In addition, the program is delivering benefits for the Texas electric market, the environment and the economy, with more than 500 jobs created or retained as a result of this project and the construction of a self-healing intelligent grid to improve electric reliability and power restoration in Houston, both funded in part by a $200 million Smart Grid Investment Grant from the U.S. Department of Energy. As nearly 700 visits to our Energy InSight[sm] technology center show, CenterPoint Energy's smart grid program has become a model for utilities across the globe.

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 nearly $19 billion. With about 8,800 employees, CenterPoint Energy and its predecessor companies have been in business for more than 135 years.

Con Edison: Building a Smarter Grid through Distribution Automation

With an underground system that spans more than 90,000 miles, and more than 30,000 miles of overhead wire, Con Edison of New York is pursuing a number of smart grid projects to modernize its electric distribution system and improve operational control over both its overhead as well as its underground system. Con Edison is receiving approximately $192 million in Smart Grid Investment Grants and Smart Grid Demonstration Grants from the United States Department of Energy (DOE).

At the Con Edison exhibit, you'll see examples of our strategic efforts to reduce costs and improve operational flexibility. We are installing state-of-the-art control and monitoring equipment as well as new underground switches. Each underground switch is furnished with sensors that measure a variety of information about the power being distributed, which will be transmitted back to our control centers where the data will be analyzed and the switches will be remotely controlled as warranted. Additional benefits will be realized through the installation of a wireless mesh communication system that will enable data collection and control of underground transformers and network protector switches. This will provide much greater information about the underground system. Based on this information, the company will be better able to prioritize its operational workload, and proactively address its findings.

In its continuing effort to engage customers, Con Edison also is developing ways to integrate the control of building management systems, battery storage units, distributed generation, and electric vehicle charging stations. Successfully integrating these advanced technologies will enable Con Edison to lower costs, improve reliability and customer service, and reduce its impact on the environment.

www.coned.com

Consolidated Edison, Inc. is one of the nation's largest investor-owned energy companies, with approximately $13 billion in annual revenues and $35 billion in assets. The company provides a wide range of energy-related products and services to its customers through the following subsidiaries: Consolidated Edison Company of New York, Inc., a regulated utility providing electric, gas, and steam service in New York City and Westchester County, New York; Orange and Rockland Utilities, Inc., a regulated utility serving customers in a 1,350 square mile area in southeastern New York state and adjacent sections of northern New Jersey and northeastern Pennsylvania; Consolidated Edison Solutions, Inc., a retail energy supply and services company; Consolidated Edison Energy, Inc., a wholesale energy supply company; and Consolidated Edison Development, Inc., a company that participates in infrastructure projects.

Come and See How DTE Energy is "Powering Michigan's Energy Future"

■ Plug-in Electric Vehicle (PEV) Program

For over a century, DTE Energy has supported the development and use of electric-powered vehicles. Learn what we're doing to power to Michigan's future today. Ask about our $2,500 incentive offer for early adopters of plug-in electric vehicles. PEV owners can save up to 40% on our new rate, and charge a PEV in half the time with a free 240-volt charger. Visit our booth and take the PEV Quiz challenge or test drive the "Electricity: Fuel of the Future" track at our interactive kiosks.

www.dteenergy.com/pev

■ SmartCurrents℠

DTE Energy's SmartCurrents program is a new initiative that involves the development of a high-tech electrical infrastructure in preparation for the addition of smart home technology. With $77 million in funding by the ARRA Smart Grid Investment Grant and $77 million of utility capital, Detroit Edison is deploying SmartCurrents in an integrated fashion.

It's smart circuits – equipment that allows us to more closely monitor and control the electrical system, detect problems and resolve them quickly and efficiently. That means more reliable service for you!

It's advanced metering. Knowledge is power. Advanced digital meters give you information you can employ to manage your energy use and save money. Advance meters also alert us when your power goes out, speeding restoration.

It's a smart home equipped with technologies that help you manage energy use to save money and conserve energy.

View our new video and take the SmartCurrents quiz or "Imagine the SmartCurrents Possibilities" at our interactive kiosks.

www.dteenergy.com/smartcurrents

DTE Energy Co. (NYSE: DTE) is a diversified energy company involved in the development and management of energy-related businesses and services nationwide. Our largest operating subsidiaries are Detroit Edison and MichCon. Together, these regulated utility companies provide electric and/or gas services to more than three million residential, business and industrial customers throughout Michigan. Our electric and gas utility businesses have each been in operation for over a century. We have leveraged that wealth of experience and assets to develop a number of non-utility subsidiaries which provide energy-related services to business and industry nationwide.

Duke Energy partners with Cisco and Verizon Wireless to envision a sustainable future

Envision: Charlotte is a first-of-its-kind public/private partnership to create the most environmentally sustainable urban core in the United States. Duke Energy, Cisco, and Verizon Wireless are utilizing digital technologies to connect, aggregate, and share real-time, collective energy data among some 70 office buildings in downtown Charlotte. The aim is to reduce energy use by up to 20 percent by 2016 – avoiding approximately 220,000 metric tons of greenhouse gases.

With the goal to spur sustainable behaviors and reduce energy use the partnership will address the potential savings that can be realized in the commercial office space environment. Using the latest in behavioral science, data visualization and near real-time information about energy consumption, these technologies will help change the way we think about energy use and the environment.

Envision: Charlotte promises:

- Advanced energy technology, with a goal to connect 80+% of commercial office space in Uptown to a modernized, digital grid
- Energy information and visibility via interactive digital displays on the first floor of every office building
- Shifts in perception that will lead to adapted energy behavior "norms"
- Reduced operating costs and improved building performance
- The involvement of private and public sector leaders
- World-first collaboration around community-based efficiency and climate solutions.

Building owners, facility managers, and building occupants will all be part of the pilot, each playing an important role in achieving energy savings with the commercial office setting. Energy efficiency training/education will be provide to all the tenants and specific training on how to manage the energy information will be provided to the facility managers.

www.envisioncharlotte.com

Duke Energy, one of the largest power companies in the United States, supplies and delivers electricity to approximately 4 million customers in the Carolinas and the Midwest. The company also distributes natural gas in Ohio and Kentucky. Its commercial power and international businesses operate diverse power generation assets in North America and Latin America, including a growing renewable energy portfolio. Headquartered in Charlotte, N.C., Duke Energy is a Fortune 500 company traded on the New York Stock Exchange.

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.

Share the experience with your colleagues by picking up free DVDs of SCE's Smart Energy Experience and our animated customer education vignettes, "Carl and Eddy."

www.sce.com

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.

Edison International's vision, Leading the Way in Electricity℠, fits its proud history and its aspirations. Together with our strong strategic plan and solid growth potential, this vision is the foundation on which we achieve superior performance for our customers and shareholders

Integrys Energy Group Is Saying "iCan" in Wisconsin

Integrys Energy Group's subsidiary Wisconsin Public Service (WPS), an electric and natural gas utility, serves approximately 450,000 customers in northern and central Wisconsin. WPS is partnering with Wisconsin's Focus on Energy program and the Citizens Utility Board—as well as technology companies—in iCanConserve™, a bold three-year energy conservation program introduced in three Wisconsin communities. The aim of iCanConserve is really quite simple: to discover the most effective ways to engage consumers in saving energy.

iCanConserve helps homeowners and small businesses say "iCan" through:

- A combination of rates especially designed to help customers manage their energy use.
- Compelling communications such as a special website and videos that explain complex energy topics.
- Personal attention by energy advisors in the community.
- Community rewards for achieving iCanConserve goals.
- Discounted access to technology for in-home or small business use, from partners ecobee, EPRI, Google PowerMeter™, Aclara, and The Energy Detective.

Through iCanConserve, WPS is learning. Consumers are learning. And together, we're moving energy efficiency forward as a way of life. You can learn more about iCanConserve at work in local communities by visiting www.icanconserve.com/brillion or www.icanconserve.com/allouez.

www.integrysgroup.com

Integrys Energy Group is a diversified energy holding company with six wholly owned regulated utility subsidiaries, including The Peoples Gas Light and Coke Company, Wisconsin Public Service Corporation, Michigan Gas Utilities Corporation, Minnesota Energy Resources, North Shore Gas Company and Upper Peninsula Power Company; wholly owned nonregulated subsidiary Integrys Energy Services; and also a 34% equity ownership interest in American Transmission Company, LLC (an electric transmission company operating in Wisconsin, Michigan, Minnesota, and Illinois).

Engaging Smart Grid Customers in Demand Response-OG&E and Silver Spring Networks

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 Networks to study customer participation in several demand response programs. Funded in part by a $130 million American Recovery and Reinvestment Act (ARRA) grant from the U.S. Department of Energy, the demand response study is part of OG&E's Positive Energy Together® partnership with its customers.

The OG&E- study included more than 2,500 volunteer residential and business customers last year, and includes more than 5,000 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.

Silver Spring is providing the innovative technology platform and collaborating with OG&E and other equipment partners to develop the in-premise devices for study participants. These devices communicate through a Silver Spring network interface card in the smart meter that provides two-way communication with OG&E.

The study 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 on a programmable communicating thermostat or a display device or through OG&E's energy information website—myOGEpower.com—designed and hosted by Silver Spring.

First year results show the smart technology tools and peak pricing are helping customers realize the benefits of using their electricity more wisely. A live demonstration of the website can be viewed in the OG&E/Silver Spring exhibit area.

www.oge.com

OGE Energy Corp. is an energy and energy services provider offering physical delivery and related services for both electricity and natural gas primarily in the south central United States. The Company conducts these activities through four business segments: electric utility, natural gas transportation and storage, natural gas gathering and processing and natural gas marketing. The electric utility segment generates, transmits, distributes and sells electric energy in Oklahoma and western Arkansas. Its operations are conducted through Oklahoma Gas and Electric Company (OG&E).

Pepco Helping to Power Electric Transportation's Future

With the Chevrolet Volt and Nissan Leaf electric vehicles now on sale in Washington and other select cities, Pepco is proud to be an electric industry leader as the nation transitions to a new era of electric transportation. Pepco has a Level II charging station on display at the Powering the People event, which can recharge an electric vehicle in as little as three hours. Pepco also has installed two plug-in vehicle charging stations at the company's headquarters in the District. This is part of the infrastructure that will be necessary to support the growth of electric transportation.

Pepco Holdings Inc. (PHI) plans to add 10 of the Chevrolet Volts to its fleet as they become available from General Motors. These new plug-ins will be deployed across the PHI service area in the District, Maryland, Delaware and New Jersey.

PHI plans to install additional charging stations at company service centers across the region to support our fleet of plug-in vehicles. To make sure the charging station infrastructure is in place; PHI is supporting state, local, and municipal governments by advising them on the installation, management, and operation of outdoor public electric vehicle charging stations to support electric transportation.

Also, PHI and other members of the electric power industry are focused on developing a smart grid that will deliver significant benefits, such as improving electric system efficiency and utilizing more renewable energy. We are planning to evaluate the integration of smart charging into our AMI (smart grid) system, using demonstration technology from Silver Spring Networks. Smart grid technology, coupled with appropriate rate structures, will help plug-in electric vehicle (PEV) owners choose the best time of day to charge their vehicles. This will also help to optimize both the benefits of the smart grid and the benefits of PEVs.

www.pepco.com/energy/blueprint

Pepco Holdings, Inc. (PHI), is a regional energy holding company that provides utility service to more than 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.

Portland General Electric Jump Starts EV Movement in Oregon

Electric vehicles are capturing national attention as the next generation of plug-in vehicles begins to roll off assembly lines into the U.S. market. Utilities like Portland General Electric (PGE) are getting involved early in planning and developing the electrical infrastructure needed to support both the EV market and our electrical grid.

When you visit the PGE booth, you'll see how Oregon's largest utility is making the dream of EVs a reality in the state, and you'll have a chance to see first-hand charging stations now being installed across the state, provided by PGE, Eaton, and ECOtality.

In partnering with auto and charging station manufacturers, state and local government leaders, higher education, business, and many others, PGE is expanding the electric vehicle infrastructure in Oregon. With a network of more than 20 charging stations already up and running — including the nation's first quick-charge station open to the public — PGE and its partners are helping Oregon become a leader in the national EV movement.

These partnerships were instrumental in Oregon's selection as one of a handful of states to participate in "The EV Project," funded by a U.S. Department of Energy grant and led by ECOtality. The EV Project will bring thousands of electric vehicles and charging stations to homes, businesses, and municipalities in six states (including Oregon) and Washington, D.C., in the next few years.

With nearly half of all Oregonians located in a compact urban area, and a state known for its commitment to sustainability and the environment, Portland represents an ideal launching pad for the new EV movement.

www.PortlandGeneral.com/PlugIn

PGE

Portland General Electric

EATON
Powering Business Worldwide

ecotality

blink

Operating in 52 Oregon cities, Portland General Electric Company serves approximately 816,000 customers, including nearly 100,000 commercial customers. As Oregon's largest utility, the PGE service territory attracts major employers in diverse industries, such as high technology and health care. PGE has a diverse mix of stable generating resources that includes hydropower, coal and gas combustion, wind and solar, as well as key transmission resources. Our 13 power plants have a total combined generating capacity of 2,434 megawatts. By managing our own power plants in conjunction with the available power supplies on the wholesale market, management believes our fully integrated power supply operations provide the flexibility and efficiency necessary to effectively balance our power supply resources to achieve the lowest possible cost for customers. We began our business back in 1889, when a generator at Willamette Falls in Oregon City produced power to light 55 street lamps 14 miles away in Portland — the first long-distance transmission line in the nation.

Southern Company: A smart grid industry leader

At Southern Company's exhibit, discover how new smart grid technologies are helping the company enhance the customer experience by optimizing its grid performance and reliability.

Southern Company's strong record of reliability is a reflection of the ongoing investments the company makes in maintaining and expanding its grid and the smart grid technologies it has employed for a number of years.

In 2010, Southern Company signed a Smart Grid Investment Grant agreement with the U.S. Department of Energy, formally accepting a $165 million award to be dispensed throughout the company's four-state service territory over a three-year period. The funding, which will be matched by Southern Company, enables the company to continue its long history of investment in its transmission and distribution infrastructure, ensuring that its robust electric grid becomes smarter, more resilient, and more efficient through the application of intelligent electronic devices.

By applying technologies that reduce stress on the system, increase the control of power flow, and improve power quality and environmental impact, the company will create new opportunities to become even more efficient and better serve its customers.

www.southerncompany.com

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 significantly below the national average. Southern Company has been listed the top ranking U.S. electric service provider in customer satisfaction for nine consecutive years by the American Customer Satisfaction Index.

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.**

Sensus is making the smart grid a reality today with nearly 9 million smart endpoints connected and communicating at over 225 electric, water and gas utilities. Our industry leading FlexNet™ AMI system is a robust, high-powered solution based on open standards that gives utilities a dedicated communications network that is designed and built specifically for smart grid applications. Unlike networks that operate in the public spectrum and must share that bandwidth with unlicensed wireless devices, FlexNet operates over protected, licensed radio spectrum, ensuring a clear communications highway. This means no frequency sharing, no interference, and no problems—period. The FlexNet system provides security and reliability for utilities' mission critical applications such as distribution automation, smart metering, and consumer demand response programs. Sensus is the first AMI company to achieve overall cyber security certification, earning both the Wurldtech Achilles Communication and Process Certifications. Sensus is headquartered in Raleigh, N.C. For more information, visit **www.sensus.com.**

Cisco, the worldwide leader in networking, is helping the energy industry transformation from generation to consumption - with highly secure, reliable and scalable communications solutions for a smarter grid. The Cisco Connected Grid solutions include: **Substation Automation** that reduce service disruptions for consumers and operating expenses for utilities. **Home Energy Management** that enables consumers and utilities to monitor and manage their energy consumption. **Grid Security** that address physical and cyber security compliance needs for critical infrastructure. **Data Center Operations** that enable scalable and secure data collection and storage solutions for analytics and management systems. To learn more visit: **www.cisco.com/go/smartgrid.**

At Itron, we're dedicated to delivering end-to-end smart grid and smart distribution solutions to electric, gas and water utilities around the globe. Our company is the world's leading provider of smart metering, data collection and utility software systems, with nearly 8,000 utilities worldwide relying on our technology to optimize the delivery and use of energy and water. Our offerings include electricity, gas, water and heat meters; network communication technology; collection systems and related software applications; and professional services. To realize your smarter energy and water future, start here: **www.itron.com.**

Silver Spring connects utilities with their customers and transforms the delivery of smart grid services while improving energy efficiency, empowering customers and ensuring reliable delivery of low-cost services. We provide the hardware, software and services that connect every device on the smart grid, creating a unified Smart Energy Platform. Over this unified platform, smart utility networks can deploy any number of advanced applications, such as Smart Metering, Demand Response, Distribution Automation, and Distributed Generation. Smart Utility Networks can also allow devices such as meters, load management controllers and electric vehicle charging stations to communicate with each other and the utility. To learn more visit: **www.silverspringnet.com.**

Biographies

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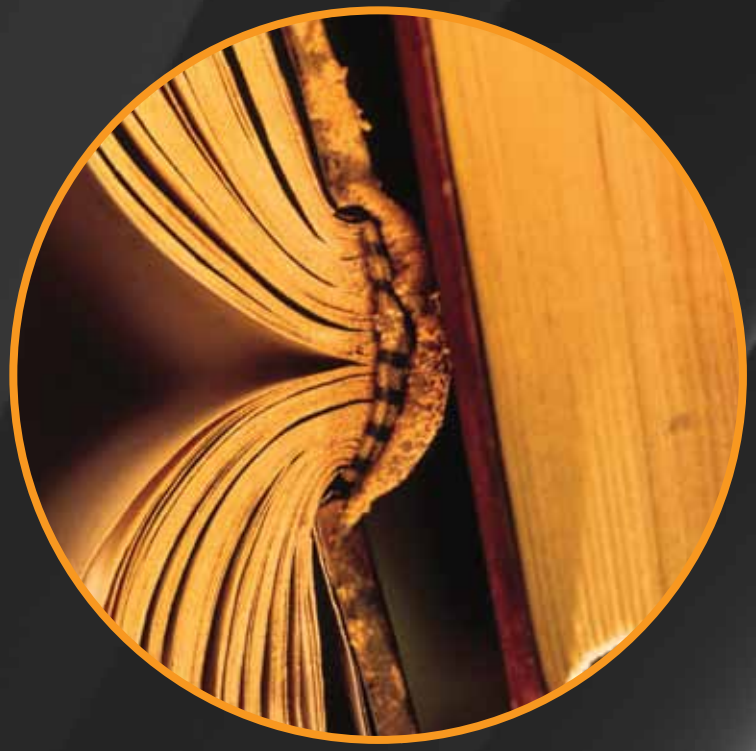

Honorable Ron Binz

Chairman
Colorado Public Utilities Commission

Ron Binz was appointed as Chairman of the Colorado Public Utilities Commission by Governor Bill Ritter in January 2007. He recently announced that he is not seeking a second term and expects to leave the Commission within the next two months to reopen his consulting practice. He will pursue work with organizations that promote energy efficiency and clean energy policies.

As Chairman, Ron led the Colorado PUC in implementing the many policy changes championed by the Governor and the Legislature to bring forward Colorado's "New Energy Economy."

Ron is a member of the National Association of Regulatory Utility Commissioners, serving as Chair of NARUC's Task Force on Climate Policy, and as a member of the Energy Resources and Environment Committee as well as the International Affairs Committee. He is a member of the Harvard Electricity Policy Group, the Keystone Energy Board and the Advisory Council to the Electric Power Research Institute (EPRI).

Prior to his appointment, Ron was President of Public Policy Consulting, specializing in policy and regulatory issues in the telecommunications and energy industries. His clients include consumer groups, state agencies, telecommunications carriers and business associations.

For eleven years, until 1995, Ron directed the Colorado Office of Consumer Counsel, the state's utility consumer advocate. His office represented residential, small business and agricultural utility consumers before the Colorado Public Utilities Commission, federal regulatory agencies and the courts.

Ron was previously President of the National Association of State Utility Consumer Advocates (NASUCA). On behalf of NASUCA and CPI he has testified before Congressional committees fifteen times.

Ron received a B.A. in Philosophy from St. Louis University in 1971 and an M.A. in Mathematics from the University of Colorado in 1977. He also completed course work for a Masters Degree in Economics from the University of Colorado.

The Public Utilities Commission (PUC) has full economic and quality of service regulatory authority over intrastate telecommunication services; and investor-owned electric, gas and water utilities, as well as partial regulatory control over municipal utilities and electric associations.

The PUC's regulatory responsibilities encompass a wide range of utilities. The PUC has jurisdiction over gas pipeline inspection units, including investor-owned distribution operators; municipal distribution operators; master meter distribution operators; investor-owned transmission operators; some municipal transmission operators; LP operators; and direct sales purchasers.

Ralph Cavanagh

Senior Attorney and Co-Director
Natural Resources Defense Council

Ralph Cavanagh is a senior attorney and co-director of the Natural Resources Defense Council's energy program, which he joined in 1979. In addition, Ralph has been a Visiting Professor of Law at Stanford and UC Berkeley (Boalt Hall), and from 1993-2003 he served as a member of the U.S. Secretary of Energy's Advisory Board.

His current board memberships include the Bipartisan Policy Center, the Bonneville Environmental Foundation, the California Clean Energy Fund, the Center for Energy Efficiency and Renewable Technologies, the Renewable Northwest Project, the Northwest Energy Coalition, the Sustainable Energy Advisory Board of Texas-based Energy Future Holdings, and IEE's Advisory Committee.

He is a member of the National Commission on Energy Policy, which the William and Flora Hewlett Foundation established in 2002. Ralph has received the National Association of Regulatory Utility Commissioners' Mary Kilmarx Award, the Heinz Award for Public Policy, the Yale Law School's Preiskel-Silverman Fellowship, the Lifetime Achievement in Energy Efficiency Award from California's Flex Your Power Campaign, the Headwaters Award from the Northwest Energy Coalition, and the Bonneville Power Administration's Award for Exceptional Public Service.

He is a graduate of Yale College and the Yale Law School.

The Natural Resources Defense Council (NRDC) is an international nonprofit environmental organization with more than 1.3 million members and online activists. Since 1970, our lawyers, scientists, and other environmental specialists have worked to protect the world's natural resources, public health, and the environment. NRDC has offices in New York City, Washington, D.C., Los Angeles, San Francisco, Chicago, Livingston, Montana, and Beijing. Visit us at www.nrdc.org

Theodore (Ted) F. Craver, Jr.

Chairman, President and CEO
Edison International

Theodore F. Craver, Jr., is Chairman, President and CEO of Edison International, the parent company of Southern California Edison, one of the nation's largest electric utilities, and Edison Mission Group (EMG), a competitive power generation business and parent company to Edison Mission Energy and Edison Capital.

Craver was elected chairman and chief executive officer in August 2008, and president in April 2008. Craver was chairman, president and chief executive officer of Edison Mission Group from January 2005 to April 2008.

Before that, he was Executive Vice President of parent company Edison International, and held the position of Chief Financial Officer and Treasurer from January 2000 through December 2004.

Before joining Edison in 1996, Craver served as Executive Vice President and Corporate Treasurer of First Interstate Bancorp from 1991 to 1996. In that role, he was responsible for corporate development, treasury, and sales and trading of investment and insurance products. While at First Interstate, Craver also served as Executive Vice President and Chief Financial Officer of the wholesale banking subsidiary from 1986 to 1991. Before joining First Interstate, he spent four years with Bankers Trust Company of New York and seven years with Security Pacific National Bank in various capital markets sales and trading capacities.

Craver serves on the Board of Directors of Health Net, Inc.; on the Board and Executive Committee of the Edison Electric Institute; as chairman of the Board of the Electric Power Research Institute; as co-chairman of the Board of the Electric Drive Transportation Association; and on the Board of Trustees of the Autry National Center.

Craver earned an MBA and a Bachelor's degree in economics and international relations from the University of Southern California.

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.

Edison International's vision, Leading the Way in Electricity[sm], fits its proud history and its aspirations. Together with our strong strategic plan and solid growth potential, this vision is the foundation on which we achieve superior performance for our customers and shareholders.

Peter (Pete) B. Delaney

Chairman, President and CEO
OGE Energy Corporation

Pete Delaney is Chairman, President and Chief Executive Officer of Oklahoma City-based OGE Energy Corp., the parent company of OG&E, a regulated electric utility, and Enogex, a midstream natural gas pipeline business.

Prior to joining OGE Energy, Pete completed a 15-year investment banking career on Wall Street. Pete specialized in corporate finance and other advisory services to electric and natural gas utilities and other energy companies in the United States, Europe and South America.

Pete is actively involved as a member of several community and industry 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 Board, Heritage Hall Board, Oklahoma City Community Foundation, Downtown OKC, Integris Health 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.

OGE Energy Corp. is an energy and energy services provider offering physical delivery and related services for both electricity and natural gas primarily in the south central United States. The Company conducts these activities through four business segments: electric utility, natural gas transportation and storage, natural gas gathering and processing and natural gas marketing. The electric utility segment generates, transmits, distributes and sells electric energy in Oklahoma and western Arkansas. Its operations are conducted through Oklahoma Gas and Electric Company (OG&E).

DTE Energy

Anthony (Tony) F. Earley

Executive Chairman
DTE Energy Company
Chair of Edison Foundation

Anthony F. Earley is executive chairman of the board of DTE Energy (NYSE: DTE), a Detroit-based diversified energy company. DTE Energy owns Detroit Edison, an electric utility serving 2.1 million customers in Southeastern Michigan and Michigan Consolidated Gas Company (MichCon), a natural gas utility serving 1.2 million customers in more than 550 communities throughout Michigan. DTE Energy also owns several nationwide nonutility companies engaged in providing energy services to large industrial customers, the transportation and storage of fuels such as natural gas and coal, energy trading and the development of unconventional gas resources.

Earley has served in many leadership positions in the utility industry. He currently serves as Chair of The Edison Foundation. As chairman of the Edison Electric Institute (EEI), the trade association of investor utilities, he was actively involved in the development of national policies on energy, the environment and climate change issues. As a former Chair of the Nuclear Energy Institute, he has played an active role in revitalizing the nuclear industry in the United States.

Earley joined DTE Energy as president and chief operating officer in March 1994. He served as chairman and chief executive officer of the company from 1998 until September 2010. In 2010, he stepped down as CEO and remains as executive chairman. From 1989-1994, Earley was president and chief operating officer of the Long Island Lighting Co. (LILCO), an electric and gas utility in New York. Prior to 1989, he served LILCO in several other positions, including executive vice president and general counsel. Earley joined LILCO in 1985 from the law firm of Hunton & Williams, where he had been a partner in that firm's energy and environmental team.

Earley serves on the board of directors of Ford Motor Company, MASCO Corporation, the Nuclear Energy Institute, Business Leaders for Michigan (formerly Detroit Renaissance), United Way for Southeastern Michigan and Cornerstone Schools. He is chairman of the board of Henry Ford Health Systems, and serves on the advisory board for the College of Engineering for the University of Notre Dame and the listed member advisory board for the New York Stock Exchange.

Earley earned a bachelor of science degree in physics, a master of science degree in engineering and a law degree, all from the University of Notre Dame. He served as an officer in the United States Navy nuclear submarine program where he was qualified as a chief engineer officer.

DTE Energy Co. (NYSE: DTE) is a diversified energy company involved in the development and management of energy-related businesses and services nationwide. Our largest operating subsidiaries are Detroit Edison and MichCon. Together, these regulated utility companies provide electric and/or gas services to more than three million residential, business and industrial customers throughout Michigan. Our electric and gas utility businesses have each been in operation for over a century. We have leveraged that wealth of experience and assets to develop a number of non-utility subsidiaries which provide energy-related services to business and industry nationwide.

Gregg Easterbrook

Author and Contributing Editor
The Atlantic Monthly

What's next? This is the big question for business in a global economy, and it's a question that Gregg Easterbrook confronts with careful optimism. The author of 7 books, including the recent *Sonic Boom*, Easterbrook provides a guide for what to expect—and how to cope—with the chaotic, unpredictable, stress-inducing, well-informed, prosperous, and very smart future that is coming. Easterbrook is a contributing editor of *The Atlantic Monthly*, *The New Republic* and *The Washington Monthly* and a visiting fellow at the Brookings Institution. He approaches the arc of progress not with starry-eyed over-confidence, but with the belief that we will all benefit from the growth of technology, the spread of communication, and the rise of productivity. The availability of information means more ideas, and the speed of economic growth means more possibilities. Easterbrook believes that organizations that embrace this pace of change will have unlimited potential for success.

Easterbrook's presentations use striking facts and sharp anecdotes aimed at puncturing common misconceptions about economic change. He reveals how the rapid reconfiguration of resources can benefit all sorts of unexpected people and places. He believes that creativity and innovation must be allowed to grow and thrive, because economic growth is produced by new ideas. And while he allows that growing prosperity will also result in growing anxiety, such a by-product does not diminish his optimism about the coming economic boom.

As the contributing editor of *The Atlantic*, Easterbrook's primary contributions focus on national politics and policy. He has also written, often with a rare sense of humor, on a wide range of topics including weapons systems, labor negotiations, poverty, electric power, and the search for extraterrestrial life. Easterbrook's writing has also appeared *Newsweek*, *Wired*, *The Los Angeles Times*, and *The New York Times*, and he writes the "Tuesday Morning Quarterback" column for ESPN.com. Previous books include *The Progress Paradox* and *A Moment on Earth: The Coming Age of Environmental Optimism*. Easterbrook was a distinguished fellow of the Fulbright Foundation.

Claire Fulenwider

Executive Director
Northwest Energy Efficiency Alliance

Claire Fulenwider is the Executive Director of the Northwest Energy Efficiency Alliance (NEEA) since 2008, where she oversees the organization, helps NEEA achieve its mission and strategic vision, and ensures successful implementation of its five-year business plan. Claire serves as the primary liaison between NEEA, its regional funders and other supporting organizations and governments, helping to ensure that NEEA is effectively supporting their energy efficiency goals and consistently reporting results. In addition, she is actively involved in promoting energy efficiency and the Northwest's market transformation efforts both regionally and nationally.

Claire has more than 30 years of leadership experience in the energy industry and a passion for energy efficiency. Prior to joining NEEA, Claire held various executive positions in her home state of Wisconsin, including leading the merger team of Alliant Energy's marketing and customer services to unify the personnel of three participating utilities. She has served as VP of Business Development for Wisconsin Power & Light and as President and CEO of Heartland Energy Group. As Executive Director of Marketing and Customer Services at Madison Gas & Electric, she was instrumental in creating the Energy Center of Wisconsin, a successful state organization focused on energy efficiency and demand side management.

Claire currently serves on the Board of Directors for Top Ten, Consortium for Energy Efficiency (CEE), and the Energy Center of Wisconsin. She also serves on Advisory Committees for the Electric Power Research Institute (EPRI) and Institute for Electric Efficiency (IEE). She holds a Ph.D. in political science/public policy from the University of Wisconsin at Madison.

The Northwest Energy Efficiency Alliance (NEEA) is a non-profit organization working to maximize energy efficiency to meet our future energy needs. NEEA is supported by, and works in collaboration with, the Bonneville Power Administration, Energy Trust of Oregon and more than 100 Northwest utilities on behalf of more than 12 million energy consumers. By dramatically increasing both the long-term potential for energy efficiency and real-time results, NEEA is helping the Northwest achieve a more sustainable future. Since 1997, the region, in collaboration with NEEA, has saved enough energy to power more than 450,000 homes each year from these efforts.

Nancy Gioia

Director, Global Electrification
Ford Motor Company

Nancy Gioia is Ford Motor Company's director of Global Electrification. Appointed to this position Oct. 9, 2009, Gioia directs strategy and planning for the next generation of Ford's global electric vehicle portfolio, touching all aspects of electrified transportation, including product planning, supplier partnerships and collaboration with the energy industry and government.

Prior to taking her current role, Gioia was Ford's director of Sustainable Mobility Technology and Hybrid Vehicle Programs for North America, overseeing research, development and ultimately deployment of other sustainable mobility technologies such as hydrogen internal combustion engines and hydrogen fuel cell vehicles.

Earlier in her career at Ford, Gioia was director of Current Model Vehicle Quality for North America where she was responsible for overall current model quality performance. Gioia has held several key management and executive positions within the Ford Product Development and Ford Electronics Division. She has been a part of over 25 vehicle launches and served as chief engineer for the Ford Aeromax class-8 truck line and the 2002 Ford Thunderbird program. Gioia first joined Ford Motor Company in 1982 as a graduate trainee in the Electronics Division.

Gioia received her bachelor's degree in Electrical Engineering from the University of Michigan and her master of sciences in Manufacturing Systems Engineering from Stanford University. While studying with the assistance of a Ford Advanced Education Fellowship, she received the Outstanding Service Award from the Stanford Institute for Manufacturing and Automation. In July 2001, she received the All Star Award from *Automotive News* and in 2005 and 2010 she was named as one of the *Automotive News* "100 Leading Women in the Auto Industry." She remains an active member of the Stanford University Alliance for Innovative Manufacturing (former chair), is a board member of the Electric Drive Transportation Association, and serves on the Inforum Board of Directors.

Ford Motor Company, a global automotive industry leader based in Dearborn, Mich., manufactures or distributes automobiles across six continents. With about 164,000 employees and about 70 plants worldwide, the company's automotive brands include Ford and Lincoln.

Britta K. Gross

Director, Global Energy Systems and
Infrastructure Commercialization
General Motors

Britta K. Gross is Director, Global Energy Systems and Infrastructure Commercialization within GM Research & Development. In this role she is responsible for identifying energy strategies and business opportunities and steering the commercialization efforts for electrical and hydrogen infrastructures required to support the deployment of GM's rapidly developing electric propulsion vehicle technologies, based on fuel cells and plug-in batteries.

Gross has an extensive and diverse background in Automotive and Aerospace industries. She began her career in 1983 with Hughes Space & Communications in Los Angeles, leading Mission Design and Systems Engineering teams developing satellite programs. In 1995, she transferred to Opel in Russelsheim, Germany where she led a joint aerospace/automotive project that involved Hughes, GM, and Opel vehicle design engineers. After seven years in Europe, Gross returned to the U.S. and joined General Motors' Advanced Vehicle Technology programs to work on the Hydrogen Fuel Cell Vehicle program.

Gross received a degree in Electrical Engineering from Louisiana State University in Baton Rouge, Louisiana and studied language arts at the University of Wurzburg in Germany.

General Motors, one of the world's largest automakers, traces its roots back to 1908. With its global headquarters in Detroit, GM employs 209,000 people in every major region of the world and does business in more than 120 countries. GM and its strategic partners produce cars and trucks in 31 countries, and sell and service these vehicles through the following brands: Buick, Cadillac, Chevrolet, GMC, Daewoo, Holden, Isuzu, Jiefang, Opel, Vauxhall, and Wuling. GM's largest national market is China, followed by the United States, Brazil, the United Kingdom, Germany, Canada, and Russia. GM's OnStar subsidiary is the industry leader in vehicle safety, security and information services. General Motors acquired operations from General Motors Corporation on July 10, 2009, and references to prior periods in this and other press materials refer to operations of the old General Motors Corporation. More information on the new General Motors can be found at www.gm.com.

EPRI ELECTRIC POWER RESEARCH INSTITUTE

Michael W. Howard

President and CEO
Electric Power Research Institute

Dr. Michael Howard is the President and CEO at the Electric Power Research Institute (EPRI).

Dr. Howard has over 30 years of results-driven, multi-faceted leadership experience in organizations ranging from entrepreneurial start-ups to large public companies with increasing responsibilities in operations, finance, sales and marketing, product development, and strategic planning. Most of his experience is in providing technical consulting services and products to both U.S. and international electric utility companies.

Prior to his current appointment, Dr. Howard served as Senior Vice President, Research and Development, and President and Chief Executive Officer of EPRI Solutions, Inc., a wholly-owned subsidiary of EPRI. EPRI Solutions was created by the merger of three companies, one of which was the EPRI Power Electronics Application Center (PEAC) Corporation where he served as President and Chief Executive Officer.

Previously, Dr. Howard was President of the Tennessee Center for Research and Development (TCRD) located in Knoxville, Tennessee and President of Beta Development Corporation (BDC), an early-stage venture capital firm focused on providing equity investment in technology-based companies.

Dr. Howard began his career in 1980 with Westinghouse Electric Corporation as an applications engineer for the fossil and nuclear digital control systems group.

Dr. Howard holds a Bachelor of Science degree in electrical engineering from the University of Tennessee, a Master of Science in business and engineering management from the University of Pittsburgh, and a doctorate in engineering science from the University of Tennessee. He has also completed the MIT Reactor Technology Course.

The Electric Power Research Institute, Inc. (EPRI) conducts research and development relating to the generation, delivery and use of electricity for the benefit of the public. An independent, nonprofit organization, EPRI brings together its scientists and engineers as well as experts from academia and industry to help address challenges in electricity, including reliability, efficiency, health, safety and the environment. EPRI also provides technology, policy and economic analyses to drive long-range research and development planning, and supports research in emerging technologies. EPRI's members represent more than 90 percent of the electricity generated and delivered in the United States, and international participation extends to 40 countries. EPRI's principal offices and laboratories are located in Palo Alto, Calif.; Charlotte, N.C.; Knoxville, Tenn.; and Lenox, Mass.

Donald B. Karner

President, CEO and Co-Founder
ECOtality North America

Donald Karner, President and CEO, has a B.S. in Electrical Engineering and an M.S. in Nuclear Engineering. Mr. Karner has over 25 years experience in the advanced transportation and energy areas including fifteen years of electric utility industry management experience. Mr. Karner held the position of Chief Nuclear Officer for Arizona Public Service Company during the construction and commissioning of the 3800 MWe Palo Verde Nuclear Generating Station. During this period Mr. Karner directed a staff of 3,000 and interfaced with and provided testimony for the multiple plant owners, the NRC, various State regulatory commissions and the financial community regarding plant matters.

As President of ECOtality North America, Mr. Karner provides Strategic direction, conducts Research and directs the development of products and services in the areas of energy, environment, and advanced transportation. Mr. Karner has authored numerous papers on these topics and ECOtality North America offers a number of products associated with these technology areas including battery fast chargers, specialized battery products, hydrogen fueling infrastructure and internal combustion engine vehicle hydrogen fuel conversions.

ECOtality, Inc. (NASDAQ:ECTY) headquartered in San Francisco, California, is a leader in clean electric transportation and storage technologies. Through innovation, acquisitions, and strategic partnerships, ECOtality accelerates the market applicability of advanced electric technologies to replace carbon-based fuels. For more information about ECOtality, Inc., please visit www.ecotality.com

Scott Lang

Chairman, President and CEO
Silver Springs Networks

Scott Lang, Chairman, President and CEO, joined Silver Spring Networks as the company's founding chief executive in 2004. Scott brings more than 25 years of leadership, marketing, sales and management experience in the services and utility industries.

Prior to Silver Spring Networks, Scott first worked with Ross Perot at Electronic Data Systems and then joined Perot Systems in 1988, shortly after the company's founding. During his career at Perot Systems, Scott spent 10 years in Europe building the company's international business and went on to lead the Strategic Markets Group, which served the Global Energy, Communications, Media, and Travel and Transportation industries. Scott holds a BS in Business Administration from the University of Mississippi and an Executive MBA from The Kellogg School of Management at Northwestern University.

Under Scott's leadership, Silver Spring Networks was named a 2008 World Economic Forum Technology Pioneer. In 2009, Scott was named Ernst & Young's 2009 Entrepreneur of the Year in Northern California in the clean tech category and Responsible CEO of the Year in the Private Company category by the editors of CRO Magazine.

Silver Spring connects utilities with their customers and transforms the delivery of smart grid services while improving energy efficiency, empowering customers and ensuring reliable delivery of low-cost services. We provide the hardware, software and services that connect every device on the smart grid, creating a unified Smart Energy Platform. Over this unified platform, smart utility networks can deploy any number of advanced applications, such as Smart Metering, Demand Response, Distribution Automation and Distributed Generation. Smart Utility Networks can also allow devices such as meters, load management controllers and electric vehicle charging stations to communicate with each other and the utility.

Senator Carl Levin

(D-Michigan)

Carl Levin is the Chairman of the Senate Armed Services Committee, where he has earned a reputation as a strong supporter of our national defense, a tireless advocate on behalf of our service men and women, and an effective fighter against wasteful government spending.

As Chairman of the Permanent Subcommittee on Investigations, the premier investigating subcommittee in the Senate, Levin has focused on issues that impact the wallets of most Americans, including Wall Street and the financial crisis, unfair credit card practices, and sky-high oil and natural gas prices.

As a co-chair of the Senate Auto Caucus and the Senate Auto Parts Task Force, Levin has been one of the most insistent voices in Washington calling for strong action to open the world's markets to American goods.

As co-chair of the Senate Great Lakes Task Force, Levin has fought to protect the environmental treasures of "the Great Lakes State," an irreplaceable natural resource for Michigan and the country.

Senator Levin's political career began when he won election to the Detroit City Council in 1969. He became its president in 1973 by winning the most votes citywide. In 1978, he won an upset victory over the number two Republican in the U.S. Senate. He was reelected in 1984, 1990, 1996, 2002 and 2008.

Senator Levin has received several awards in recognition of his service, including the Franklin and Eleanor Roosevelt Institute's 2007 Four Freedoms Medal, the National Guard Association of the United States' 2004 Harry S. Truman Award, and the Commander's Cross with the Star of the Order of Merit of the Republic of Poland.

Carl Levin was born in 1934 in Detroit, where he graduated from Central High School. In 1956, he graduated with honors from Swarthmore College and graduated from Harvard University Law School in 1959. He practiced and taught law in Michigan until 1964 when he was appointed an assistant attorney general of Michigan and the first general counsel for the Michigan Civil Rights Commission. He then helped establish the Detroit Public Defender's Office and led the Appellate Division of that office, which has become the State Appellate Defender's Office.

Honorable Gary Locke

Secretary
U.S. Department of Commerce

Gary Locke was appointed by President Obama as the 36th Secretary of Commerce and sworn into office on March 26, 2009.

As the first Chinese-American to hold this post in a president's cabinet, Locke has a distinctly American story. His grandfather emigrated from China to Washington state, initially finding employment as a servant, working in exchange for English lessons. Locke's father, also born in China, was a small business owner, operating a grocery store where Locke worked while receiving his education from Seattle's public school system. His strong work ethic and determination eventually took him to the highest office in the state of Washington.

Prior to his appointment, Locke helped U.S. companies break into international markets as a partner in the Seattle office of the international law firm, Davis Wright Tremaine LLP. There, he co-chaired the firm's China practice and was active in its governmental relations practice.

As the popular two-term governor of Washington, the nation's most trade-dependent state, Locke broke down trade barriers around the world to advance American products. He helped open doors for Washington State businesses by leading 10 productive trade missions to Asia, Mexico and Europe, significantly expanding the sale of Washington products and services. He also successfully strengthened economic ties between China and Washington State. His visits are credited with introducing Washington companies to China and helping more than double the state's exports to China to over $5 billion per year.

As part of his considerable trade and economic development efforts, Locke launched Washington's Competitiveness Council with business, labor and civic leaders working together to effectively position Washington State for success at home and around the world. During the eight years of the Locke Administration, the state gained 280,000 jobs.

Locke earned a bachelor's degree in political science from Yale University and a law degree from Boston University.

The U.S. Department of Commerce has a broad mandate to advance economic growth and jobs and opportunities for the American people. It has cross cutting responsibilities in the areas of trade, technology, entrepreneurship, economic development, environmental stewardship and statistical research and analysis. The products and services of the department include weather forecasts, the decennial census, and patent and trademark protection for inventors and businesses. The development of commerce to provide new opportunities was the central goal at the department's beginning in 1903 and it remains a primary obligation today. The Secretary of Commerce oversees a $6.5 billion budget and approximately 38,000 employees.

John D. McDonald, P.E.

Director
Technical Strategy and Policy Development
GE Digital Energy

imagination at work

John D. McDonald, P.E., is Director, Technical Strategy and Policy Development for GE Digital Energy. In his 36 years of experience in the electric utility industry, John has developed power application software for both Supervisory Control and Data Acquisition (SCADA)/Energy Management System (EMS) and SCADA/Distribution Management System (DMS) applications, developed distribution automation and load management systems, managed SCADA/EMS and SCADA/DMS projects, and assisted Intelligent Electronic Device (IED) suppliers in the automation of their IEDs.

John is Past President of the IEEE PES, is a member of the IEEE Public Visibility Committee, is a member of the IEEE Medal of Honor Committee, is the VP for Technical Activities for the US National Committee (USNC) of CIGRE, and is the Past Chair of the IEEE PES Substations Committee.

John teaches a SCADA/EMS course at the Georgia Institute of Technology, a Smart Grid course for GE, and substation automation, distribution SCADA and communications courses for various IEEE PES local chapters as an IEEE PES Distinguished Lecturer. John has published thirty-four papers and articles in the areas of SCADA, SCADA/EMS, SCADA/DMS and communications, and is a registered Professional Engineer (Electrical) in California, Pennsylvania and Georgia.

John received his B.S.E.E. and M.S.E.E. (Power Engineering) degrees from Purdue University, and an M.B.A. (Finance) degree from the University of California-Berkeley. John is a member of Eta Kappa Nu (Electrical Engineering Honorary) and Tau Beta Pi (Engineering Honorary), is a Fellow of IEEE, and was awarded the IEEE Millennium Medal in 2000, the IEEE PES Excellence in Power Distribution Engineering Award in 2002, and the IEEE PES Substations Committee Distinguished Service Award in 2003.

Digital Energy, a division of GE Energy, is a major solutions provider and thought leader for the global Smart Grid effort to modernize and optimize how we generate, move and consume energy. Our global team of more than 5,000 employees are inventing, improving and integrating communications, automation, and power delivery technologies to give the century-old electric infrastructure new capabilities and reliable, efficient performance unheard of just a generation ago.

From deploying Internet-like solutions that enable consumers to understand and manage energy usage to championing leading-edge technologies that make clean, renewable energy an everyday reality, Digital Energy is delivering the breakthroughs that will power our planet for the next hundred years. Our executives are leading the charge, serving on standards boards, industry task forces and government advisory committees, sharing our unmatched experience and expertise to help overcome the capacity and environmental challenges of an increasingly electrified world.

Kenneth (Ken) J. Parker

Vice President, Public Policy
Pepco Holdings, Inc.

Kenneth (Ken) J. Parker is Vice President, Public Policy of Pepco Holdings, Inc. (PHI). In his capacity as PHI Vice President, Public Policy, Mr. Parker is responsible for developing the company's position on public policy issues and reconciling federal and state issues throughout PHI's service area.

He began his career in 1986 with PHI's Atlantic Region in the company's Landscaping Department. Since then, Mr. Parker has held several management positions within the Atlantic Region, including President, Vice President and Director of Government Affairs.

Mr. Parker serves on the following PHI committees: Regulatory Policy Committee, Government Policy Coordinating Council, Community Foundation, and Political Action Committee.

Mr. Parker graduated in 1990 from Delaware State University with a B.S. in Education.

Pepco Holdings, Inc. (PHI), is a regional energy holding company that provides utility service to more than 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.

James (Jim) J. Piro

President and CEO
Portland General Electric

Jim Piro is President and CEO of Portland General Electric (PGE), and has 35 years of experience in the utility business. Prior to becoming CEO, he had served as executive vice president of Finance, chief financial officer and treasurer since 2000.

Since joining PGE in 1980 as a civil engineer in Generation Engineering, Piro has been integrally involved in a number of strategic company initiatives. He served as a revenue requirement analyst in Economic Regulation and a financial analyst in Forecasting and Business Development. He also managed the departments of Economic Analysis and Strategic Planning Support.

A 1974 graduate of Oregon State University in Corvallis, Ore., Piro earned a Bachelor's degree in civil engineering with an emphasis in structural engineering. Piro is also a registered professional engineer in California, and before working at PGE, he was a civil engineer at Pacific Gas & Electric, which is based in San Francisco, Calif.

Piro serves on several boards including LifeWorks Northwest, Greenlight Greater Portland, Oregon State University Foundation, and the PGE Foundation. He is also engaged in the business and utility industries serving on the boards of the Oregon Business Council and the Edison Electric Institute, and is a member of the Electrification Coalition, a national group of business leaders advocating for policies that support electric vehicles.

Operating in 52 Oregon cities, Portland General Electric Company serves approximately 816,000 customers, including nearly 100,000 commercial customers. As Oregon's largest utility, the PGE service territory attracts major employers in diverse industries, such as high technology and health care. PGE has a diverse mix of stable generating resources that includes hydropower, coal and gas combustion, wind and solar, as well as key transmission resources. Our 13 power plants have a total combined generating capacity of 2,434 megawatts. By managing our own power plants in conjunction with the available power supplies on the wholesale market, management believes our fully integrated power supply operations provide the flexibility and efficiency necessary to effectively balance our power supply resources to achieve the lowest possible cost for customers. We began our business back in 1889, when a generator at Willamette Falls in Oregon City produced power to light 55 street lamps 14 miles away in Portland — the first long-distance transmission line in the nation.

James (Jim) E. Rogers

Chairman, President and CEO
Duke Energy

Jim Rogers is Chairman, President and CEO of Duke Energy. Rogers has more than 22 years of experience as a chief executive officer in the electric utility industry. He was named president and chief executive officer of Duke Energy following the merger of Duke Energy and Cinergy in April 2006. Before the merger, Rogers served as Cinergy's chairman and chief executive officer for more than 11 years. Prior to the formation of Cinergy, he joined PSI Energy in 1988 as the company's chairman, president and chief executive officer. In the course of his career, Rogers has served more than 60 cumulative years on the boards of Fortune 500 companies.

Rogers is past chairman of the Edison Electric Institute and is currently an ex-officio member of the Executive Committee. He serves as a member of the board of directors and the Executive Committee of the Nuclear Energy Institute, and is a board member of the Institute of Nuclear Power Operations (INPO) and the World Association of Nuclear Operators (WANO). Rogers is also a member of the Business Council and serves on the boards of the Business Roundtable, the National Coal Council, the National Petroleum Council and the Nicholas Institute for Environmental Policy Solutions.

Rogers is a board member of the Alliance to Save Energy, having served as co-chair, and is past co-chair of the National Action Plan for Energy Efficiency. He serves as a member of the board of directors and vice chairman of the Executive Committee of the World Business Council for Sustainable Development. He is a lifetime member of the Council on Foreign Relations and a member of the Honorary Committee of the Joint U.S.-China Collaboration on Clean Energy (JUCCCE) and the Club of Madrid President's Circle. Rogers also serves on an advisory board for the Aspen Institute's Business and Society Program and is past chairman of the Edison Foundation.

Rogers attended Emory University and earned a Bachelor of Business Administration and a Juris Doctor degree from the University of Kentucky, where he was a member of the Kentucky Law Journal and Beta Gamma Sigma National Honor Society. The Jan. 5, 2009, edition of Newsweek named Rogers to The Global Elite list, "The 50 Most Powerful People in the World," saying "The CEO of Duke Energy could make dreams of renewable power a reality."

Duke Energy, one of the largest power companies in the United States, supplies and delivers electricity to approximately 4 million customers in the Carolinas and the Midwest. The company also distributes natural gas in Ohio and Kentucky. Its commercial power and international businesses operate diverse power generation assets in North America and Latin America, including a growing renewable energy portfolio. Headquartered in Charlotte, N.C., Duke Energy is a Fortune 500 company traded on the New York Stock Exchange.

Susan Story

President and CEO
Southern Company Services

SOUTHERN COMPANY
Energy to Serve Your World℠

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, 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.

Story serves on the Edison Foundation's Institute for Electric Efficiency Strategy Committee, the National Center for Energy Workforce Development board, and is a member of the Committee of 200, a national businesswomen's leadership organization. She also serves on the board of directors of Raymond James Financial, Inc., and the Board of Advisors of the H. Lee Moffitt Cancer Center in Tampa.

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 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 significantly below the national average. Southern Company has been listed the top ranking U.S. electric service provider in customer satisfaction for nine consecutive years by the American Customer Satisfaction Index.

Bill Taylor

Founder, Fast Company
Author - *Practically Radical: Not-So-Crazy Ways to Transform Your Company, Shake Up Your Industry, and Challenge Yourself*

Bill Taylor is an agenda-setting writer, speaker and entrepreneur who has shaped the global conversation about the best ways to compete, innovate and succeed. His new project, *Practically Radical: Not-So-Crazy Ways to Transform Your Company, Shake Up Your Industry, and Challenge Yourself* is based on in-depth access to 25 organizations that are making deep-seated changes under the most trying circumstances imaginable. These organizations (from hard-charging technology companies to long-established nonprofits, from hospitals to automakers to banks) are mastering a set of strategies and practices that define the work of leadership in turbulent times-ideas from which every leader can learn.

Practically Radical is a sequel of sorts to Taylor's most recent book, *Mavericks at Work: Why the Most Original Minds in Business Win*, which was published in October 2006. James J. Cramer, co-founder of *TheStreet.com* and host of CNBC's *Mad Money with Jim Cramer*, had this to say: "If Mavericks at Work had come out before I started *TheStreet.com*, I could have saved my investors (and myself) $100 million—because I would have been able to take the lessons in the book and apply them every day to my business."

Practically Radical and *Mavericks at Work* may be Taylor's most recent projects, but they are just the latest chapter in a career devoted to challenging conventional wisdom and showcasing the power of business at its best. As co-founder and founding editor of *Fast Company*, he launched a magazine that won countless awards, earned a passionate following among executives and entrepreneurs around the world—and became a legendary business success.

Fast Company has won just about every award there is to win in the magazine world, from "Startup of the Year" to "Magazine of the Year" to two National Magazine Awards. In recognition of *Fast Company's* impact on business, Taylor was named "Champion of Workplace Learning and Performance" by the American Society of Training and Development. Past winners include Jack Welch of GE and Fred Smith of FedEx.

Taylor is also an adjunct lecturer at Babson College, America's top-rated school for entrepreneurship, where he created the "Maverick Seminar at Babson College"—a unique academic program in which MBA students interact with the ideas and innovators creating the future of business. He is the co-author of three other books on strategy, leadership, and innovation: *The Big Boys: Power and Position in American Business*; *No-Excuses Management* and *Going Global*.

Taylor has published numerous essays and CEO interviews in *The Harvard Business Review*, and his column, "Under New Management," ran in the Sunday Business section of *The New York Times*. Another column, "Bill Taylor on Big Ideas," ran in *The Guardian* newspaper of London. A graduate of Princeton University and the MIT Sloan School of Management, he lives in Wellesley, Massachusetts.

Honorable Jon Wellinghoff

Chairman
Federal Energy Regulatory Commission

Jon Wellinghoff was named Chairman of the Federal Energy Regulatory Commission (FERC), by President Barack Obama on March 19, 2009. A member of the Commission since 2006, the U.S. Senate reconfirmed him to a full, five-year FERC term in December 2007.

Chairman Wellinghoff is an energy law specialist with more than 34 years experience in the field. Before joining FERC, he was in private practice focusing exclusively on client matters related to renewable energy, energy efficiency and distributed generation. While in the private sector, Chairman Wellinghoff represented an array of clients from federal agencies, renewable developers, and large consumers of power to energy efficient product manufacturers and clean energy advocacy organizations.

His experience also includes two terms as the State of Nevada's first Consumer Advocate for Customers of Public Utilities. While serving in that role, Chairman Wellinghoff represented Nevada's utility consumers before the Public Utilities Commission of Nevada, the FERC, and in appeals before the Nevada Supreme Court.

Chairman Wellinghoff's priorities at FERC include opening wholesale electric markets to renewable resources, providing a platform for participation of demand response and other distributed resources in wholesale electric markets including energy efficiency and local storage systems such as those in plug-in hybrid and all electric vehicles (PHEVs and EVs), and promoting greater efficiency in our nation's energy infrastructure through the institution of advanced technologies and system integration. As Chairman he created FERC's Office of Energy Policy and Innovation (OEPI), which is responsible for investigating and promoting new efficient technologies and practices in the energy sectors under FERC's jurisdiction. Chairman Wellinghoff is co-chair of the Smart Response Collaborative launched jointly by FERC and the National Association of Regulatory Utility Commissioners (NARUC) and is a member of NARUC's Committee on Energy Resources and the Environment.

He is a member of the Advisory Committee of the Institute for Electric Efficiency and served as an advisor to the Defense Science Board's Energy Policy Task Force. He is also the Co-Chair of the Executive Leadership Team of the Electric Power Research Institute's (EPRI) Green Transmission Efficiency Initiative. Chairman Wellinghoff also advises the Energy Foundation and the NRDC on China-U.S. energy policy matters.

Chairman Wellinghoff's educational background includes: Antioch School of Law, Washington, D.C., JD, 1975 Howard University, Washington, D.C., M.A.T., Mathematics, 1972 University of Nevada, Reno, Nevada, BS, Mathematics, 1971 .

The Federal Energy Regulatory Commission, or FERC, is an independent agency that regulates the interstate transmission of electricity, natural gas, and oil. FERC also reviews proposals to build liquefied natural gas (LNG) terminals and interstate natural gas pipelines as well as licensing hydropower projects. The Energy Policy Act of 2005 gave FERC additional responsibilities as outlined in FERC's Top Initiatives and updated Strategic Plan.

Michael W. Yackira

President and CEO
NV Energy
Chair of IEE Management Committee

Michael Yackira joined NV Energy (formerly known as Sierra Pacific Resources) in January 2003. He was elected Chief Executive Officer effective August 1, 2007. In February 2007, he was elected President and Chief Operating Officer and also to the Board of Directors. Prior to that Michael was Corporate Executive Vice President and Chief Financial Officer (December 2003 to February 2007) and Executive Vice President, Strategy and Policy (January 2003 to December 2003). He also serves as chair of the IEE Management Committee.

Mr. Yackira spent more than a decade as an executive with FPL Group, serving in several positions, including President of FPL Energy; Vice President, Finance and Chief Financial Officer of FPL Group; and Senior Vice President of Market and Regulatory Services for Florida Power & Light. His experience includes extensive roles in operations, finance and regulatory matters in other industries, including telecommunications, and oil and gas.

Mr. Yackira is a board member of the Nevada Development Authority, UNLV Foundation Board of Trustees, the Nevada Cancer Institute Board of Directors, and the Council for a Better Nevada. He also serves as a member of the Board of Directors of Edison Electric Institute.

Mr. Yackira holds a Bachelor of Science Degree in Accounting from Lehman College, City University of New York, and is a Certified Public Accountant.

NV Energy has served citizens in northern Nevada for over 150 years, and southern Nevada since 1906. Nevada Power, Sierra Pacific Power and Sierra Pacific Resources merged in July 1999 to create one of the fastest growing energy companies listed on the New York Stock Exchange. In 2008, both subsidiaries began doing business as NV Energy signaling our commitment to serving Nevada's energy needs. Our service area covers 44,424 square miles of the fastest growing state in the U.S.

We provide electricity to 2.4 million electric citizens throughout Nevada as well as a state tourist population exceeding 40 million annually. Among the many communities we serve are Las Vegas, Reno-Sparks, Henderson, and Elko. We also provide natural gas to more than 145,000 citizens in the Reno-Sparks area.

About the Edison Foundation

The Edison Foundation is a nonprofit, 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.

Visit us at www.EdisonFoundation.net

About the Institute for Electric Efficiency

IEE is a program of the Edison Foundation, and is governed by a Management Committee of electric industry executives. IEE has a permanent Advisory Committee comprised of representative from the efficiency community, federal and state government agencies, and other informed stakeholders. IEE also has established a Strategy Committee comprised of senior electric industry executives that identify strategies and projects for IEE. The Members of the Institute for Electric Efficiency represent about 70% of the U.S. electric industry.

The goals of IEE are to advance energy-efficiency practices and demand response among electric utilities; promote the sharing of information, ideas, and experiences in energy efficiency and demand response in the power sector; and develop a resource base of effective business models, practices, and processes.

Visit us at www.EdisonFoundation.net/IEE