

# ANNUAL REPORT

## 2011-2012



## Mission

ENE is a non-profit organization that researches and advocates innovative policies that tackle our environmental challenges while promoting sustainable economies. ENE is at the forefront of efforts to combat global warming with solutions that promote clean energy, clean air and healthy forests.

## Staff

Abigail Anthony, Ph.D., *ENE Rhode Island Director*

Emily Avery-Miller, *External Relations Manager*

Christina Dietrich, *Policy Analyst*

William E. Dornbos, *ENE Connecticut Director*

Ellen Hawes, *Forest Policy Analyst*

Michael G. Henry, *Senior Counsel and Director, ENE Sustainable Transmission Project*

Jamie Howland, *Policy Advocate and Director, ENE-CLEAN Center*

Varun Kumar, *Policy Data Analyst, ENE-CLEAN Center*

Leslie Malone, *Canada Program Director*

Jeremy C. McDiarmid, *ENE Massachusetts Director*

Derek K. Murrow, *Energy and Climate Policy Director*

Beth Nagusky, *ENE Maine Director*

Emily Norton, *Policy Advocate*

Peter Shattuck, *Director, Market Initiatives*

Daniel L. Sosland, *President*

Andrea Wilhelm, *Administration Manager*

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Dear Friends,

In the current political climate, credible information, broad networks and knowledgeable staff are key tools in making a difference on climate and energy issues. ENE uses these strategies to develop and advance proposals that make sense for the environment and for local economies. Through our efforts to network with leading business and consumer voices at the state, regional, national levels in both the U.S. and Canada, solutions continue to gain traction and win stakeholder support for leading edge reforms from these influential entities. ENE works hard to provide policy and research leadership; collaborate and coordinate with peer groups; and make complex information understandable and available to a wide array of audiences.

On behalf of our staff and board, we are pleased to provide this update on ENE's recent progress and important milestones in the region. ENE is working to implement effective solutions that help reduce GHG emissions and build strong, sustainable economies through a solutions-oriented, fact-based approach that garners support from disparate parties. Although efforts at the federal level continue to be delayed and serious challenges abound, we are seeing progress at all levels and have established important foundations for further policy advancement.

We are also seeing important growth at the organizational level. We are developing new relationships through our Board of Directors and Advisory Council, and we have welcomed new staff members. As our team and network grows, we are excited to move forward with new program ideas and long-term organizational goals. Through the changes, we maintain our commitment to effective advocacy, quality work products and organizational fitness. We are proud to maintain Charity Navigator's highest 4-star rating for several years in a row. We successfully strive to keep overhead expenses low, and focus on strong staff and programs that make the most of the generous support we receive from foundations and individuals. We hope you find ENE an organization you are proud to work with and support.

Sincerely yours,



A handwritten signature in black ink, appearing to read "Elizabeth Carroll".

Elizabeth Carroll, Chair



A handwritten signature in black ink, appearing to read "Daniel L. Sosland".

Daniel L. Sosland, President

## The Year in Review & The Year Ahead

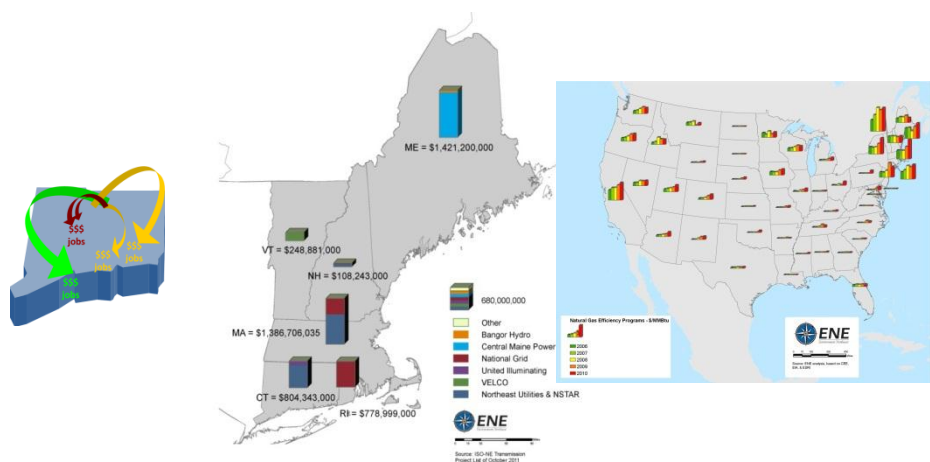
ENE's focus is on solutions that deliver meaningful results toward our goals of clean air, secure energy supplies, strong economies, and healthy communities. We were deeply engaged in advancing energy efficiency investments and a carbon cap and trade program in northeastern states and Canada, which have become national examples. We advocated for increasing consumer input and awareness about sustainable energy, transportation and land use choices. Beyond the northeast, ENE prepared analyses and recommendations for other regions and provinces on best practices. We developed materials to help make an effective case that our economic future is tied to a sustainable one.

In 2011, ENE's work focused on the following priorities:

- Making targeted states national energy efficiency leaders by increasing investments in programs that provide consumer savings, jobs, and reductions in GHG emissions reductions and forging a decision making process that creates greater transparency in energy planning and investments
- Developing a clean and reliable transmission grid to incorporate state and regional economic and clean energy goals
- Driving policy ideas to cut emissions and create cleaner fuel options in the transportation sector
- Developing publications that illustrate the role of forests in climate mitigation
- Expanding the ENE Climate and Energy Analysis (ENE-CLEAN) Center to provide relevant and timely information to policy makers, stakeholders, and the public

In 2012, ENE continues to emphasize these efforts while pursuing other goals to obtain reductions in heating oil and energy costs for home and business owners; develop an electric vehicle infrastructure; advance considerations of reducing global warming emissions through improved municipal land use planning; strengthen forest carbon policies and more. We are working in our target states and in Canada. We are establishing best practices that can be applied elsewhere in the country, linking states and regions by embracing powerful approaches.

**ENE leverages solutions at the state, regional and national scales. For example, we develop: targeted state analyses on heating oil costs for homes or RGGI business success stories; regional reports on New England transmission costs and macroeconomic efficiency benefits for Eastern Canada; best practices guides for advancing state efficiency programs.**





## Energy

State and regional progress towards an energy system that invests in energy efficiency and clean energy resources continued at an impressive level.

ENE's policy recommendations and our commitment to "stay at the table" to ensure optimal implementation of key new programs and policies continues to be a major priority and opportunity. This groundbreaking and multi-year policy effort is critical to establish a sustainable, low carbon, consumer friendly energy system for the future. ENE's primary goals for this year were to sustain and fulfill the promise of the new policies adopted in the northeast states as drivers of a new clean economy and models for the nation, and press harder for regional systems to incorporate leading state sustainability programs.

### State Energy Efficiency

- *Massachusetts* achieved national leadership on electric and natural gas efficiency program levels and benefits and is now first in the nation in per capita spending on energy efficiency, as recognized with the ACEEE Scorecard.
- *Rhode Island* set ambitious, first-in-the-nation targets of 2.5% and 1.2% for annual electric and natural gas savings, and adopted a 2012-2014 Energy Efficiency Procurement Plan that will bring \$785 million in total benefits to ratepayers over the lifetime of the efficiency investments.
- *Connecticut* was a pioneering state in energy efficiency policy, and re-asserted its commitment through actions such as restoring the ratepayer efficiency fund that provides support for efficiency programs and doubling natural gas efficiency investments.
- *Maine* is one of the most oil-dependent states in the nation and ENE worked to raise awareness of potential solutions to help control energy costs through more affordable, cleaner alternatives.

### Regional Energy Planning

Transmission infrastructure costs are a significant and growing expense for electric ratepayers. Some of these costs could be avoided if planning accounted for reductions in load growth due to states' efficiency efforts. Also, if non-transmission alternatives (NTAs) – like energy efficiency and local distributed clean generation -- were fairly considered, this could lead to further savings. ENE is tackling this complex but critical issue and is working to identify solutions at the state and regional grid system levels that will complement state efficiency advances and help protect consumers from unnecessary transmission expenses:

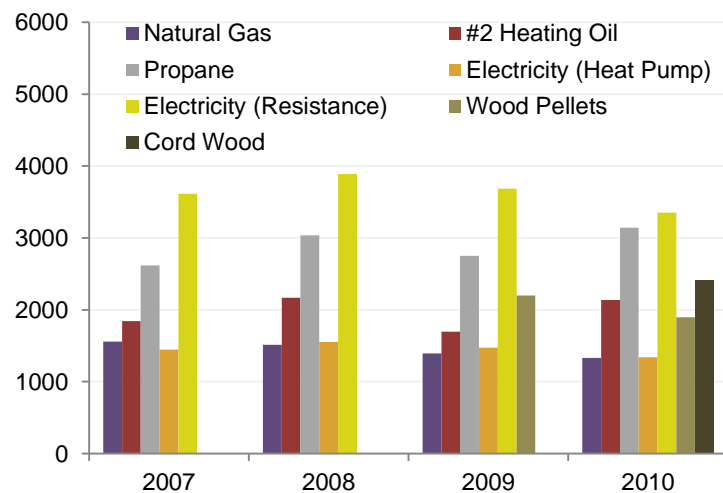
- At the regional level, published *Escalating New England Transmission Costs and the Need for Policy Reforms*, which takes an in-depth look at issues and opportunities related to how the Northeast plans its electric energy system, including increase in costs for consumers and the importance of a clean, reliable electric grid
- At the state level, developed a cutting edge approach with Rhode Island Energy Efficiency Resource Management Council to secure a 2012-2014 System Reliability Procurement Plan and a 2012 System Reliability Program Plan for 2012, supporting the concept that deployment of a suite of non-wires alternatives (targeted efficiency and demand response) can potentially defer the need for the construction of an expensive new feeder

- Tracked and participated in state, regional and national processes and forums including the E4 process in Maine, ISO-NE, Federal Energy Regulatory Commission (FERC) and the Eastern Interconnection Planning Collaborative (EIPC).
- Raised awareness of the need to address key regional grid hurdles to efficiency and clean energy resources among business and consumer interests through a coordinated outreach effort with the National Consumer Law Center.

## Heating Oil Efficiency and Coordinating All Fuels

Especially in the northeast, dependence on expensive, imported heating oil for fuel drains local economies and increases GHG pollution. ENE published ideas and information for leaders and the public presenting more efficient and affordable ways to heat homes and businesses. Highlights from this year include:

- Mass Energy Consumer Alliance's annual advocacy award for our outstanding work with fellow coalition members to expand the state's investments in fuel oil efficiency. A legislative proposal to expand investments now stands before the state legislature.
- ENE's State Heating Facts Reports, which provide a comprehensive view of residential heating fuel consumption, costs and emissions, for each of the six New England states. This data enables policy makers, stakeholders, media and the public to understand and compare heating fuel options in relation to efficiency decisions.



**Annual Costs of Home Heating with Different Fuels**

## Looking Ahead

ENE will remain engaged in efficiency investment efforts in the northeast states and help ensure these states maintain and meet their nation-leading plans. ENE will track progress; make sure all stakeholders are represented in the planning process; and work to increase awareness of efficiency's environmental and economic benefits for all customers. ENE will also continue promoting reforms in the multi-billion dollar regional transmission system so that clean energy resources like efficiency and renewable power are treated fairly. Through our Maine FREE (Fueling the Rural Energy Economy) program, we are developing a comprehensive guide to help homeowners evaluate heating fuel options. Finally, we will also support a community based air-sealing program currently being piloted in Maine communities.





## Transportation

ENE researches and advocates solutions that help increase choices for clean, affordable transportation and reduce GHGs in the transportation sector. In 2011, we reached out to policy makers, business and industry leaders, media and other stakeholders to help them understand the importance of helping the Northeast achieve sustainability and energy independence in the transportation sector. In order to address top priorities in the transportation sector, ENE:



- Advanced a clean fuel standard that would increase cost-effective, lower carbon fuels options.
- Proposed frameworks and helped develop cost-benefit analyses that would help states transition to a cleaner fuel economy.
- Evaluated electric vehicles, biofuels, and other transportation alternatives in terms of: costs and emissions per-mile, carbon-intensity, proportion of costs leaving the local economy, and other factors that are important to transportation decisions at the individual and policy levels.

## Looking Ahead

ENE is engaged in ongoing work to advance transportation solutions at the regional and state levels, such as the Transportation Climate Initiative (TCI), regional clean fuel standard stakeholder process, and electric vehicle initiatives. ENE is also developing a whitepaper exploring key issues and analysis of vehicle electrification as a climate change solution. Our role will be to help assess the costs, carbon benefits, and other economic and environmental outcomes related to various alternative fuels, technologies and policy tools. We are also exploring opportunities to help communities and stakeholders incorporate GHG analysis and planning in municipal land use decisions.





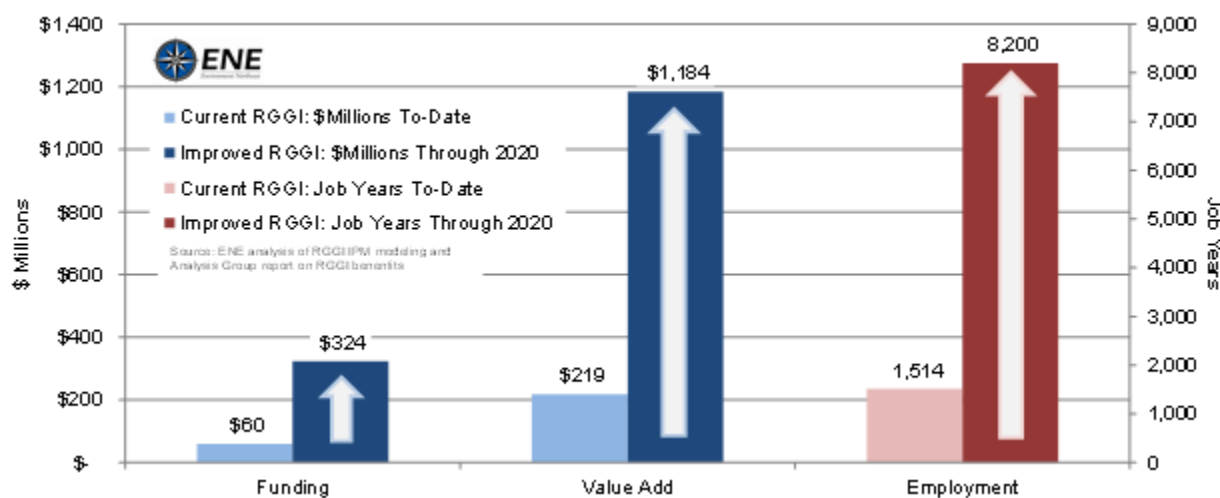
## Climate

ENE's approach analyzes and prioritizes greenhouse gas (GHG) emission reduction strategies across sectors, and approaches each with a relative sense of importance, seeking and leveraging opportunities for comprehensive solutions. ENE's Climate Change Roadmap publications exemplify the strength of this interdisciplinary approach.

## RGGI

RGGI is the nation's first mandatory cap and trade program, and its track record of success over its first years in operation is setting a national precedent, as well as bringing noteworthy gains to the participating states. ENE played a central role over the past year by: developing program review criteria; coordinating advocates; preparing press and outreach materials for distribution throughout the RGGI region and expanding support. The stakeholder support that ENE helped build in the region also advanced effective climate policy. As entities with first-hand experience of cap and trade, these business and industry leaders can now engage policy makers and stakeholders with similar interests in other regions of the country. ENE's 2011 RGGI accomplishments:

- Tracked program progress and benefits with publications such as: quarterly RGGI Auction Tracker and Macroeconomic Benefits of RGGI reports; and, annual RGGI Emission Trends report
- Recommended improvements for Phase II of RGGI, including lowering the cap to help maximize benefits
- Represented RGGI in the North America 2050 and Three Regions processes that are exploring sub-national coordination on carbon policy



**Current and Potential Economic Benefits of RGGI for CT:** Through June 2012 RGGI allowance auctions have generated \$60 million in revenue, which is on track to add **\$219 million in net value** to the Connecticut economy (increase in Connecticut's economy from direct and indirect impacts of RGGI-supported programs minus power plant losses from reduced sales). This increase in growth generates **1,514 job years of employment** across the state economy (each job year represents one fulltime job for 1 year). If states reset the cap at current emissions levels (106 million tons) and Connecticut continues to use revenue to support energy efficiency and renewable energy, **from 2012 to 2020 RGGI could generate an additional \$324 million to invest in programs that could add almost \$1.2 billion in net value and 8,200 job years of employment to the Connecticut economy.**



### **Massachusetts Global Warming Solutions Act**

Massachusetts has set an official GHG emissions limit for 2020 at 25 percent below 1990 levels. That target is the maximum authorized by the state's Global Warming Solutions Act (GWSA) and the most ambitious goal for GHG reductions of any state in the country.

ENE is a member of the GWSA Implementation Advisory Committee. We are working with state officials, advocates and other stakeholders to identify and advance priority solutions for reaching the target. ENE is taking the lead on some important measures, such as expanding efficiency for heating oil and a clean fuel standard.

### **State Climate Policy**

Connecticut, Maine and Massachusetts all have in place mandatory, statewide targets for reducing GHG emissions. ENE helped establish and implement these state climate policies, and we are active in working with state leaders and other advocates to drive reductions and track results. We also reach out the members of the New England Governors and Eastern Canadian Premiers to help assess progress on the existing Climate Change Action Plan and set policy priorities and emissions targets for 2020 and 2050. Keeping states and the region on track with comprehensive climate goals is important; these policies provide precedent-setting mandates and overarching frameworks for efforts related to energy, transportation and land use sectors.

### **Forests and Land Use**

ENE has been a pioneer of research in this field, leading a Maine-based study of the carbon impacts of land use strategies, which was finalized last year and has been

submitted for academic publication. ENE's groundbreaking use of GHG impact studies to assess land development proposal could form the basis of future work with municipalities to identify and implement GHG assessment tools, policies, and implementation strategies. Over the past year, ENE:

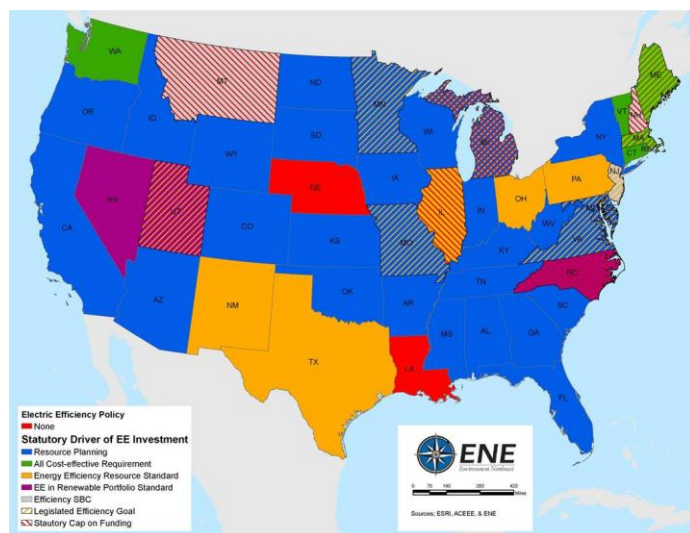
- Submitted for publication original research on carbon impacts of land use management
- Proposed and refined frameworks for evaluating forest-based offsets in regional and/or national carbon markets
- Researched biomass and biofuels impacts in terms of carbon, cost, and other key indicators
- Explored solutions for incorporating GHG impacts in municipal land use planning

### **Looking Ahead**

RGGI will continue to be important as a near-term driver of GHG reductions and as a template for regional action. ENE is leading advocates' efforts to explore ways to improve and expand RGGI, and/or link it with other regional initiatives in North American states and provinces. ENE will also work to help track and advance progress on state and regional climate goals, using this opportunity to leverage policy solutions that reduce GHGs across all sectors. We will continue in-depth research in biomass, and expand our work with organizations and communities to assess and plan for climate impacts of development at the municipal level. ENE will draw on its successful Roadmap series to create a 2020 Vision for the Northeast. This document will quantitatively assess where the region stands in terms of its climate change goals and which opportunities have the most promise to move the states and provinces closer to those targets.

## ENE-CLEAN Center

ENE's Center for Climate and Energy Analysis (ENE-CLEAN Center) fulfills the need for targeted, reliable environmental data and analysis. ENE has a unique capacity to cull highly complex technical research and economic analysis and present it in a way that policy makers, the media and the public can understand and use it. We have built one of the most extensive databases of emissions and energy data in the region, and we integrate that resource into our policy advocacy and outreach. Our materials include charts and figures used by major media outlets; presentations for business, labor and community groups; handouts for public officials and decision makers. ENE-CLEAN's work is highly regarded and is used widely to help advance clean energy and climate solutions at the state, regional and national levels. We publish materials through traditional media and on the Web.

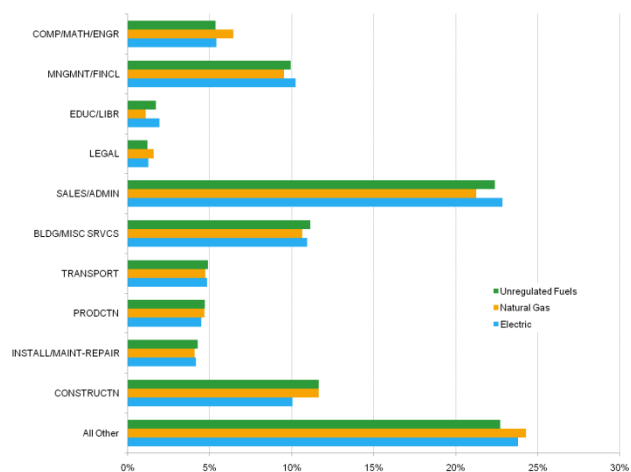


**Energy Efficiency Policy Map**

Some of the highlighted publications from ENE-CLEAN this year include: Updated: RGGI Auction Tracker and RGGI Emissions Trends Reports; State Heating Facts Reports and other targeted resources for consumers and policy makers; *Energy Efficiency: Engine of Economic Growth for Eastern Canada*; Current and Potential Economic Benefits of RGGI.

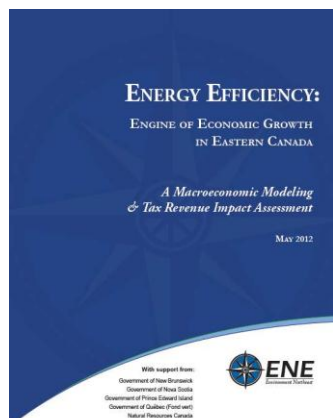
## Looking Ahead

ENE-CLEAN will develop its web page with charts, figures, and maps that are clearly presented and accessible for the public. ENE will also develop tools and resources that help document progress on the region's top energy and climate goals. We will build a Northeast State Energy Efficiency database to quantify efficiency investments and benefits and track GHG emissions reductions for ENE's forthcoming 2020 Climate Vision update.



**Employment Increases from Energy Efficiency Investments**

## Publications



**Energy Efficiency: Engine of Economic Growth for Eastern Canada** is a study of the macroeconomic benefits at the provincial level associated with increasing investment in “all fuels” energy efficiency – that is, the increase in gross domestic product and job creation that occur when consumers save money on their energy bills and reinvest that discretionary income in the local economies. The study, with funding from the governments of Québec, New Brunswick, Nova Scotia, and Prince Edward Island, models expanded investments to approximately capture all cost-effective efficiency for three energy types (electric, natural gas, and unregulated fuels) over a 15-year period.

**Current and Potential Economic Benefits of RGGI** shows how the program delivers consumer benefits through investments in clean energy and efficiency, and how adjusting the cap to reflect emissions trends could bring even more gains in terms of GDP and jobs.

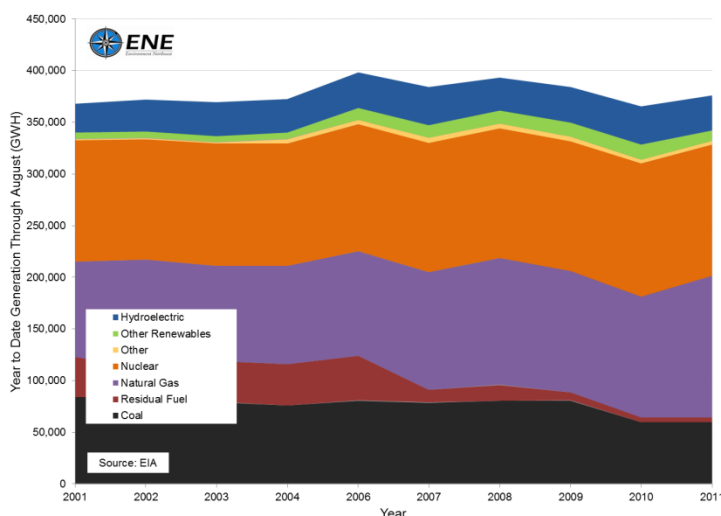
### **Best Practices for Advancing State Energy Efficiency Programs: Policy Options & Suggestions**

This whitepaper describes best practices that are being deployed by leading energy efficiency states and why these policy, oversight, and implementation innovations are necessary and effective. It also examines the ability of the much greater efficiency investments brought about by these best practices to generate substantial, positive economic results.

**Escalating New England Transmission Costs and the Need for Policy Reform** brings to the forefront issues and opportunities related to how the Northeast plans its future electric energy system. These issues include increases in costs for consumers and the importance of a clean, reliable electric grid to the Northeast’s economic and environmental health. The paper outlines the current electric transmission system reliability policies, highlights selected case studies that identify barriers and opportunities, and recommends ways for policy makers to reform planning and selection. The goal of the publication is to raise public discussion and awareness among advocates, system planners, regulators and elected officials.

### **Emissions Trends Report (Update)**




analyzes the drivers behind RGGI emissions trends, including fuel-switching to natural gas, non-emitting electricity generation, economic conditions and electricity consumption, and weather. ENE projects that total 2011 emissions are likely to have fallen slightly below the historic low in 2009, and ENE predicts that emissions will remain significantly below the existing cap level for the foreseeable future.



**RGGI Region Generation by Fuel Type (through August 2011)**

## State Heating Facts

These resources are quick guides to residential heating energy usage, costs and emissions information for each of the six New England States. The reports illustrate average household usage and costs for different fuels and house types depending on their efficiency. They also frame usage and cost in terms of environmental and economic issues, showing CO<sub>2</sub> emissions and dollars leaving each state.

House Types	House Conditions	Parameters	Oil (Gals)	Propane (Gals)	Natural Gas (Therms)	Wood Pellets (Tons)	Cord wood (Cords)	Electricity- Resistance (KWh)	Electricity- Heat Pump (KWh)
<b>Highly Efficient</b> 	Follows Advanced Building Standards	Annual Fuel Use	255	384	341	2.78	2.74	8,022	4,011
	Super Insulation	Annual Cost	\$965	\$1,243	\$477	\$740	\$684	\$1,237	\$619
	Minimal Heating Requirement	Annual Emissions (CO <sub>2</sub> Equiv. Tons)	2.57	2.21	1.86	3.53	4.24	3.38	1.69
<b>Efficient</b> 	New or Energy Star	Annual Fuel Use	595	897	795	6.49	6.39	18,719	9,359
	Acceptable Insulation	Annual Cost	\$2,251	\$2,901	\$1,114	\$1,727	\$1,597	\$2,886	\$1,443
	Efficient Heating Equipment	Annual Emissions (CO <sub>2</sub> Equiv. Tons)	5.99	5.17	4.34	8.24	9.89	7.90	3.95
<b>Average</b> 	Air Infiltration	Annual Fuel Use	850	1,281	1,136	9.27	9.12	26,741	13,371
	Inadequate Insulation	Annual Cost	\$3,216	\$4,145	\$1,591	\$2,466	\$2,281	\$4,124	\$2,062
	Inefficient Equipment	Annual Emissions (CO <sub>2</sub> Equiv. Tons)	8.56	7.38	6.21	11.77	14.12	11.28	5.64

**Heating Facts for Different Levels of Home Efficiency** (Sample from State Heating Facts Report for Maine): The table shows the annual usage and bills to heat an average-sized home with differing degrees of efficiency and how improving a home's efficiency can dramatically reduce energy costs, regardless of the fuel type used.

## Business and Consumer Alliances to Support Strong Economies and Healthy Communities

Climate change and energy issues cut across all sectors of the economy. A key part of ENE's strategy is building broad and diverse support for solutions through direct outreach, networking and partnerships. We develop targeted analyses and resources that demonstrate how climate and energy policy reforms can improve economic health and businesses' and consumers' bottom lines. We work with business associations, consumer groups, labor unions, low-income and community justice groups to discuss and advance sustainable energy and transportation solutions that reduce pollution, improve health, boost the economy, and promote job growth. This year, ENE:

- Built strong working relationships with leading representatives of industry and business representatives, utilities, and consumers to develop, implement and monitor efficiency and other sustainable energy programs that deliver results and serve all customers through our work on state energy efficiency stakeholder boards in Connecticut, Massachusetts and Rhode Island
- Convened a discussion on RGGI among environmental organizations and power companies in the region and coordinated recommendations and sign-on letters with hundreds of businesses, environmental, environmental justice, health, faith, national security, consumer advocate and low income groups from across the region.

- Conducted outreach and awareness to leading business associations on the financial impact of overinvesting billions of dollars in transmission lines when lower cost, cleaner alternatives like energy efficiency and distributed solar generation might be viable alternatives.
- Collaborated with the Office of Energy Resources, the City of Providence Department of Planning and Development, National Grid, and Green and Healthy Homes Initiative in Rhode Island to coordinate the delivery of weatherization and health and safety interventions, and optimize how eligible populations receive maximum benefits with minimum impacts.

## Looking ahead

ENE's work with business, consumer, labor and other allies is a core strategy for all of our projects. We are working with the National Consumer Law Center to reach out to energy and consumer groups regionally and nationally to raise awareness of opportunities to incorporate efficiency and other clean energy alternatives into energy transmission planning. We will coordinate with leading businesses from the RGGI region to share their success stories and show how the program can drive emissions reductions and economic growth. ENE is also continuing work with members of the finance, housing, and business sectors to implement and expand energy efficiency programs for all customers. These business and consumer networks and strong relationships continue to be invaluable in moving new legislation, stopping harmful proposals and helping to build a stronger, unified foundation for needed progress at the federal level.

### ENE in the Headlines

*ENE reaches out to media to highlight energy and climate policy milestones and progress, raise awareness of opportunities and decisions, and provide news writers with reliable background analysis and information. Our work and opinion pieces were featured in publications by several state, regional and national outlets, including:*

**Group releases Maine Home Heating Figures, WABI-TV5, 02.27.12**

**Mass. most energy-efficient in U.S., *Worcester Telegram and Gazette*, 10.21.11**

**Opinion: An investment in our future, *Boston Globe*, 07.24.11**

**Report Questions Skyrocketing Electricity Transmission Costs, *State House News Service*, 07.05.11**

**Editorial: Helping business cut electricity consumption boosts profits, *Bangor Daily News*, 05.23.11**

**New Analysis Shows Economy Wide Benefits from RGGI, *New Hampshire Public Radio*, 03.21.11**



## **New Staff and Board Members**

ENE welcomed several new staff members in 2011-2012. Their professional experience and expertise and will help support our ongoing and expanding initiatives in the areas and jurisdictions where we work.

**Beth Nagusky, ENE Maine Director** --Beth leads ENE's efforts in Maine to promote low cost energy efficiency and sustainable energy policies; develop ways to reduce Maine's overreliance on heating oil; support and improve the Regional Greenhouse Gas Initiative; spur market based ways to accelerate clean, alternative fuels so Maine citizens have greater choices in vehicles that do not rely on increasingly expensive gasoline. Beth has a distinguished record as one of Maine's leading environmental citizens and advocates. Most recently, she served as acting Commissioner of the Maine Department of Environmental Protection and Director of the DEP's Office of Innovation and Assistance. Prior to her work at the DEP, Beth held a variety of senior government and business executive level positions, including: director of the Climate and Energy program at GrowSmart Maine; Director of the Governor's Office of Energy Independence and Security; and Director of the Independent Energy Producers of Maine.

**Andrea Wilhelm, Administration Manager** --Andrea oversees all administrative and operations aspects of ENE, including financial management, human resources, purchasing and revenue control. Andrea was previously the Administration Director at Point Lookout Resort and Conference Center in Northport, ME where she managed Finance and Accounting, Human Resources, and Reservations/Guest Services for the property. She holds a B.A. in English and Music from Stanford University and has a professional background working for various nonprofit organizations in Colorado and Maryland.

**Varun Kumar, Data Analyst, ENE-CLEAN Center** --Varun is a Data Analyst in ENE's Climate and Energy Analysis Center (ENE-CLEAN). He assists in the analysis of energy, climate and economic information as part of ENE's advocacy and research efforts. He received his Masters in Environmental Management from the Nicholas School of the Environment at Duke University, where his studies concentrated on energy and the environment. He is a native of Delhi, India where he received his bachelor's degree in engineering from the Univ. of Delhi and worked for an environmental and energy consulting firm before starting the Duke program.

**Marion Gold, Board of Directors** -- Marion is Director of the Outreach Center at URI's College of the Environment and Life Sciences and Co-director of the URI Energy Center. At the Energy Center, she coordinates an interdisciplinary team of researchers, students and outreach specialists to work in collaboration with national, state and local governments, energy providers and the business community to develop locally based solutions to energy issues. At the Outreach Center, she directs Cooperative Extension programs through which individuals and stakeholders can access research-generated knowledge and obtain assistance to address a broad range of socioeconomic and environmental issues. She serves on the URI President's Council for Sustainability and on the RI Energy Efficiency and Resource Management Council and hosts NBC Channel 10's Plant Pro series. She holds a BS in Natural Resource Science and Policy from the University of Michigan, a MS in Environmental Economics from Michigan State University and a Ph.D. in Environmental Sciences from the University of Rhode Island.



**ENE Staff Retreat, September 2011**

**Emily Norton, Policy Advocate** -- Emily works in ENE's Boston office as Policy Advocate, where she is focusing on MA efficiency and global warming work and ENE's Sustainable Transportation Project. Emily was Senior Consultant with Beacon Consultants in Boston, where she advanced ENERGY STAR programs, diesel engine retrofits, hybrid fleet truck purchases and other energy and transportation projects for Environmental Defense Fund, Electric Power Research Institute, US EPA and other clients. She was the Massachusetts Director of the Democratic Leadership Council for four years and earlier in her career, was a Senior Policy Associate at the Progressive Policy Institute and a political appointee at US Department of State. She holds a Master's in Public Policy with an Environmental Concentration from the John F. Kennedy School of Government at Harvard and a BA in philosophy from the University of Vermont.

**Caroline Amollo, Research Fellow** – Caroline joined ENE is a Research Fellow in ENE's Boston office for the months of May and June. Caroline is currently pursuing her Masters degree in Conflict Resolution at the McCormack Graduate School of Policy and Global Studies at UMass Boston, where she is a recipient of a prestigious Ford Foundation International Program scholarship and has pursued coursework in climate change and water use issues. Prior to starting her graduate work, Caroline spent eight years in educational and humanitarian service positions with marginalized communities in Sub-Saharan Africa, including with Journey of Hope and Compassion International in Kenya, and prior to those positions she taught English at Narok High School and Maji Moto Girl's High School in Narok, Kenya. She holds a Bachelor of Education degree from Kenyatta University in Nairobi, Kenya.

**Michael Henry, Director, ENE Sustainable Transmission Project** – Mike comes to ENE from an impressive career at the Federal Energy Regulatory Commission (FERC) in Washington, D.C., where he most recently served as the Legal and Policy Advisor to FERC Chair Jon Wellinghoff. In that role, Mike represented the Chair in interactions with the other FERC commissioners and the public on leading FERC policy issues and orders. Before that, he was managing attorney in the general counsel's office at FERC. He is intimately familiar with FERC and electric system power grid and transmission issues. Mike holds a JD and MPA from the University of Texas and a BA from Georgetown. Mike will be based in ENE's Providence office.

**William E. Dornbos, ENE Connecticut Director** -- Bill joined ENE's Hartford office. He came to ENE from the Yale Center for Environmental Law and Policy, where he was the Associate Director. Prior to Yale, Bill was a Special Executive Aide at NRDC, where he worked with NRDC President Frances Beinecke and Executive Director Peter Lehner. He was previously an Assistant AG in the Environmental Protection Bureau at the NY State Attorney General's Office. His other career experiences include co-founding a boutique litigation firm in Minneapolis that specialized in plaintiff-side federal civil rights cases, and clerking for a US District Judge in the Eastern District of Michigan. He holds his JD with honors and a MS in Resource Policy and Behavior from the University of Michigan and received his BA in history with honors from Carleton College.

**Christina Dietrich, Policy Analyst** – Tina works from the Boston office across ENE's project areas and with the ENE Climate and Energy Analysis Center (ENE-CLEAN) developing policy recommendations and providing analytic and research depth. Tina received her Masters in Environmental Management from the Yale School of Forestry and Environmental Studies, where she specialized in Energy, Environment and Management. She has substantial work experience in energy and renewables projects at Meister Consultants Group in Boston, MA, where she worked during her graduate studies, and previously at Nexamp and BlueWave Strategies. Tina graduated from Connecticut College magna cum laude in environmental studies.

## Financials At-A-Glance

**2011 Total Revenue...\$1,899,912**

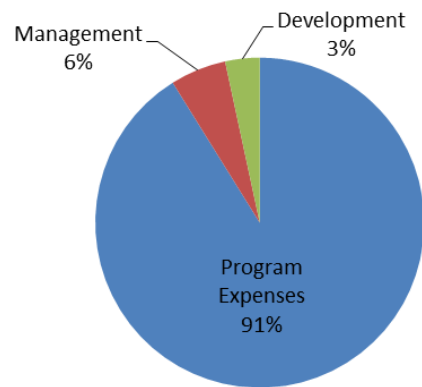
Program Expenses...\$1,344,563

Management Expenses... \$81,121

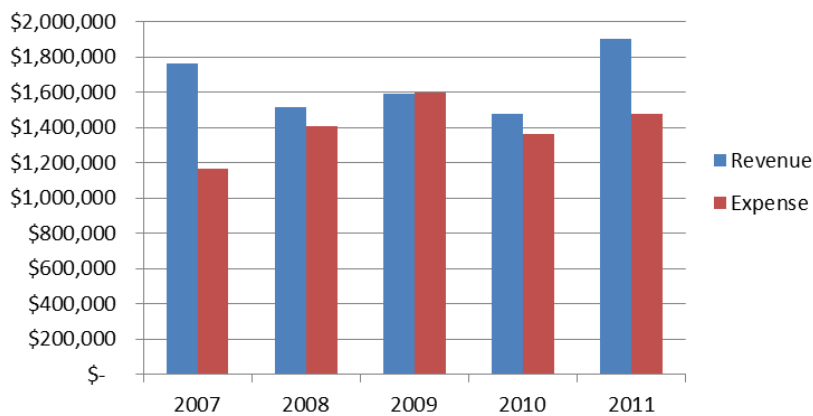
Development Expenses...\$49,935

**2011 Total Expenses...\$1,475,619**

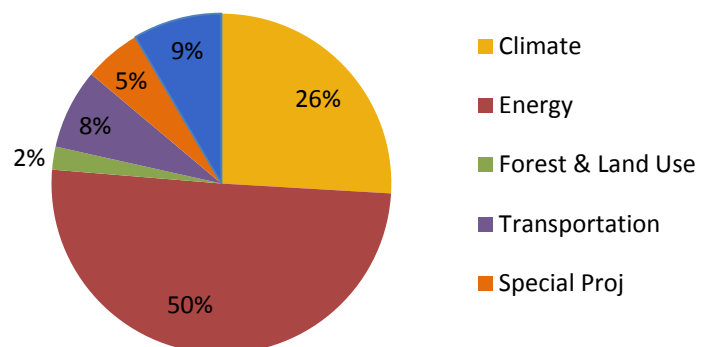
### 2011 Expenses By Category



### Five Year History - Revenue & Expense



### 2011 Expenses



## Financial Support

ENE's work is funded through the generosity of individuals and foundations. Each year, we strive to keep our overhead and expenses as low as possible in order to ensure that contributions are used to directly implement programs and achieve our goals. We invite new donors to consider partnering with us in our efforts to combat global warming with solutions that promote clean energy, clean air and healthy forests and we also extend a sincere appreciation to all past supporters. In particular, we would like to acknowledge the following foundations for significant contributions in 2011:

*Barr Foundation*  
*Chorus Foundation*  
*Energy Foundation*  
*Environment League of MA*  
*Grantham Foundation*  
*Horizon Foundation*  
*John Merck Fund*  
*Leuthold Family Foundation*  
*Mainewatch Institute*  
*Merck Family Fund*  
*Mertz Gilmore Foundation*  
*New England Clean Energy Council*  
*New York Community Trust*  
*Oak Foundation*  
*Orchard Foundation*  
*Overbrook Foundation*  
*Rhode Island Foundation*  
*Ruth Brown Foundation*  
*Tremaine Foundation*  
*Woodward Fund*  
*Prospect Fund*  
*The McCance Foundation Trust*  
*The Shifting Foundation*  
*The Rothstein Foundation, Inc.*  
*Leaves of Grass Fund*



In 2012, for the sixth consecutive year, Charity Navigator awarded ENE a top 4-star rating for our ability to efficiently manage and grow finances. Only 5% of the charities rated by Charity Navigator have received at least 5 consecutive 4-star evaluations. According to Charity Navigator, "ENE consistently executes its mission in a fiscally responsible way, and outperforms most other charities in America... This exceptional designation differentiates ENE from its peers and demonstrates to the public it is worthy of their trust."



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