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Environmental Protection
Agency

Air and Radiation
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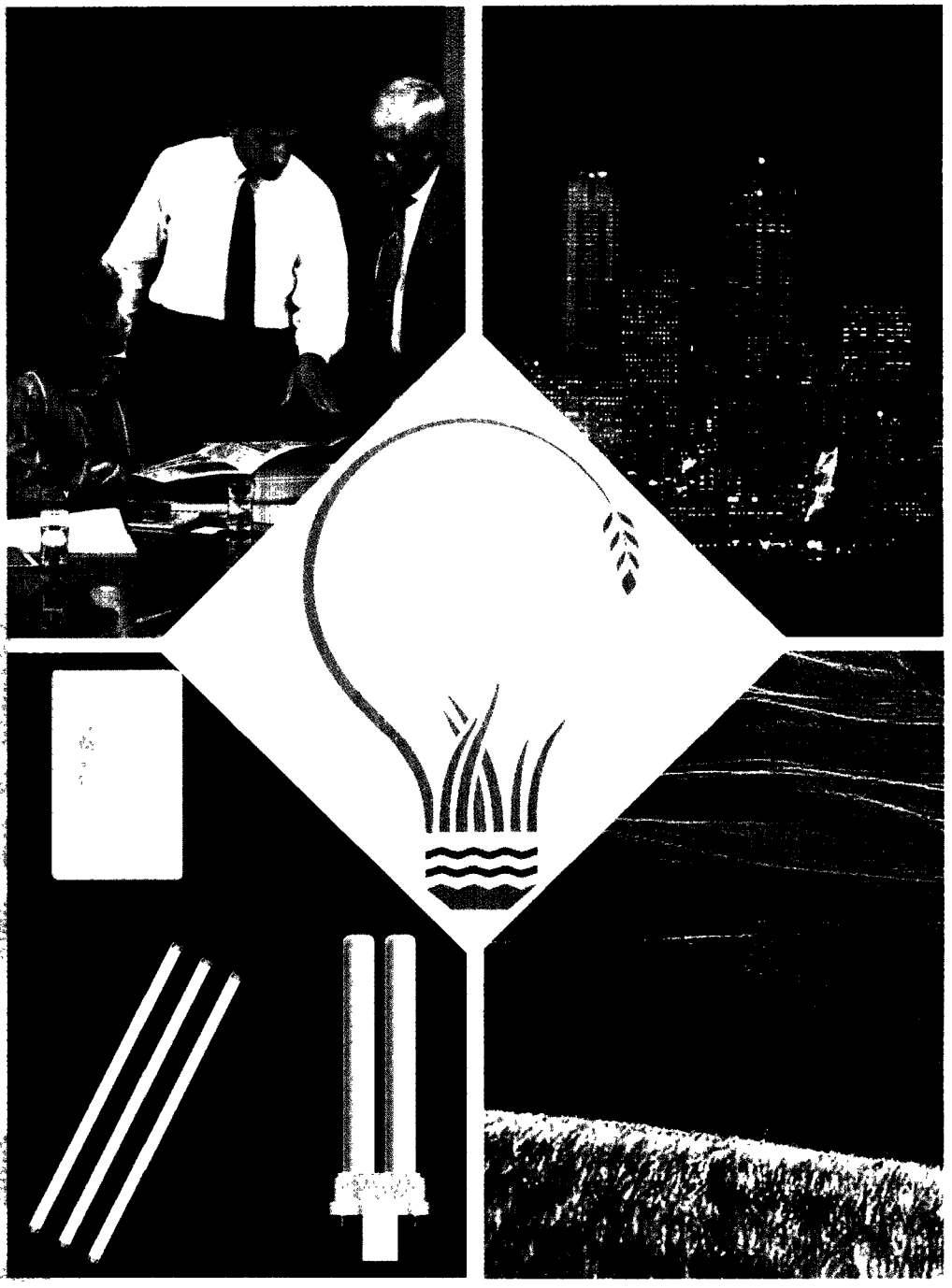
EPA

Green Lights

An Enlightened Approach To Energy Efficiency and Pollution Prevention



A BRIGHT INVESTMENT IN THE ENVIRONMENT...

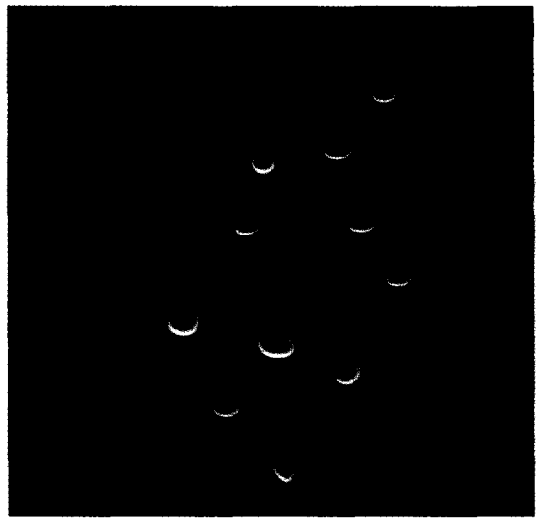
▶ is a bright investment in the economy. Your participation in Green Lights, EPA's innovative, voluntary pollution-prevention program, clears the air while enhancing your bottom line. Whether you're a large or small company, a government agency, a hospital, a university, or a nonprofit, Green Lights can help you save money and help all of us prevent air pollution emissions from power plants. All your organization has to do is agree to survey its domestic facilities and upgrade the lighting wherever it's profitable to do so within 5 years. EPA will help you obtain the most current information about energy-efficient lighting technologies and help you decide which technologies are best for you. EPA also provides guidance on how your upgrades can be financed. The bottom line for you is measurable energy savings. The bottom line for the country is less air pollution. A bright investment indeed!

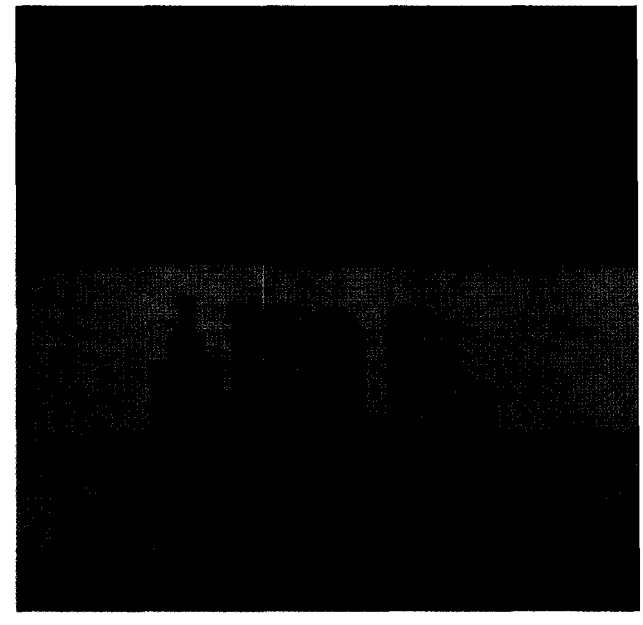
Why did EPA create Green Lights ...

Many of the modern conveniences we take for granted are major sources of pollution—and many of them require electricity. Generating electricity involves burning fossil fuels—coal, oil, or natural gas—or running a nuclear reactor or hydroelectric plant. The mining and transportation of fossil fuels can result in various types of pollution, including acid mine drainage, oil spills, and natural gas leaks. And burning fossil fuels emits air pollutants from smokestacks, including carbon dioxide, sulfur dioxide, and nitrogen oxides.

For years, EPA has addressed these problems by requiring polluters to comply with "end-of-pipe" regulations, which control pollution after its creation. Today, EPA is increasingly focusing on pollution *prevention.* Energy efficiency is a cornerstone of EPA's pollution-prevention strategy. If we use less electricity to deliver an energy service—such as lighting—the power plant that produces the electricity burns less fuel and thus generates less pollution.

When sulfur dioxide and nitrogen oxides are emitted by power plants and automobiles, they mix with water vapor, turn into sulfuric and nitric acids, and fall to the ground in the form of rain, snow, fog, or acidic particles Acid rain damages buildings, trees, and other vegetation and can harm aquatic life



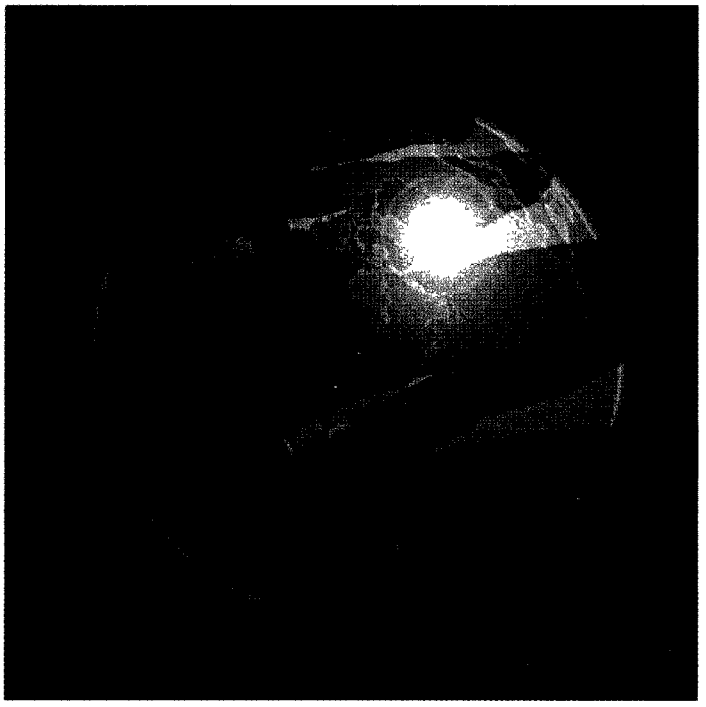


and why does it matter?

Lighting accounts for 20–25 percent of all electricity sold in the United States. Lighting for industry, stores, offices, and warehouses represents 80–90 percent of total lighting electricity use, so the use of energy-efficient lighting has a direct effect on pollution prevention. Every kilowatt-hour of lighting electricity not used prevents emissions of 1.5 pounds of carbon dioxide, 5.8 grams of sulfur dioxide, and 2.5 grams of nitrogen oxides. If energy-efficient lighting were used where profitable, the nation's demand for electricity would be cut by more than 10 percent. This would result in annual reductions of 202 million metric tons of carbon dioxide—the equivalent of taking 44 million cars off the road; 1.3 million metric tons of sulfur dioxide; and 600,000 metric tons of nitrogen oxides. These reductions represent 12 percent of U.S. utility emissions.

These goals may not be fully achievable, but Green Lights seeks to capture as much of the efficiency "bonus" as possible.

Smog is caused by various pollutants. Nitrogen oxides, which are emitted by power plants, are a primary ingredient in a corrosive mixture that is harmful to humans. At best, smog irritates the eyes and lungs. At worst, it can intensify respiratory ailments, including asthma and bronchitis.



Sunlight passes through the atmosphere and is re-emitted as heat radiation from the earth's surface. Certain gases block a portion of the outbound radiation, trapping heat much like a greenhouse. This interaction helps maintain the earth's average temperature at 60 degrees Fahrenheit In the past 200 years, human activities have significantly increased concentrations of carbon dioxide and other "greenhouse" gases, accelerating the rate of global warming

Who are Green Lights participants ...

The Green Lights roster includes all kinds of organizations from all over the country. In only 2 years, over 1,000 organizations have joined Green Lights. This includes over 480 corporate Partners, 420 Allies, and 100 Endorsers. Partners include major corporations in oil, pharmaceutical, retail, and other industrial groups, as well as smaller nonprofit organizations. There are also 31 government Partners, including 4 federal agencies, 13 states, 7 cities, 6 counties, and the U.S. Virgin Islands. Participants include restaurants and hotel chains; nonprofit organizations and professional and trade associations; major newspapers and cable networks; universities and local school districts; hospitals and insurance companies; as well as financial institutions and real estate firms throughout the country. These organizations have teamed up with EPA by upgrading their lighting, using less electricity, producing less pollution, and improving their lighting quality. They typically cut their lighting bills in half, while enhancing their environmental image and increasing employee productivity and morale.

GREEN LIGHTS PARTICIPANTS DOING THEIR PART

EPA Green Lights PARTNER

- Corporations
- State and Local Governments
- Environmental Organizations
- Schools, Colleges, and Universities
- Nonprofit Organizations
- Federal Agencies
- Health Care Facilities

EPA Green Lights ALLY

- Lighting Manufacturers
- Lighting Management Companies
- Electric Utilities
- Lighting Surveyors
- Lighting Distributors

EPA Green Lights ENDORSER

- Professional Associations
- Academies, Boards, Institutes, and Societies
- Trade Associations

and what are they doing ...

Lighting is not typically a high priority for the vast majority of U.S. institutions. Often the responsibility of facility management, lighting is viewed as an overhead item. Because of this, most facilities are equipped with the lowest first-cost (rather than the lowest life-cycle-cost) lighting systems, and profitable opportunities to upgrade the systems are ignored or passed over in favor of higher-visibility projects. As a result, institutions pay needless overhead every year, reducing their own competitiveness and that of the country. And wasteful electricity use becomes a particularly senseless source of pollution.

By signing the Green Lights Memorandum of Understanding, senior management makes it clear that energy-efficient lighting is now one of the organization's high priorities. Authority is granted, budgets are approved, procedures are streamlined, and staff is assigned to make the upgrades happen.

Signing the Green Lights Memorandum of Understanding creates specific commitments

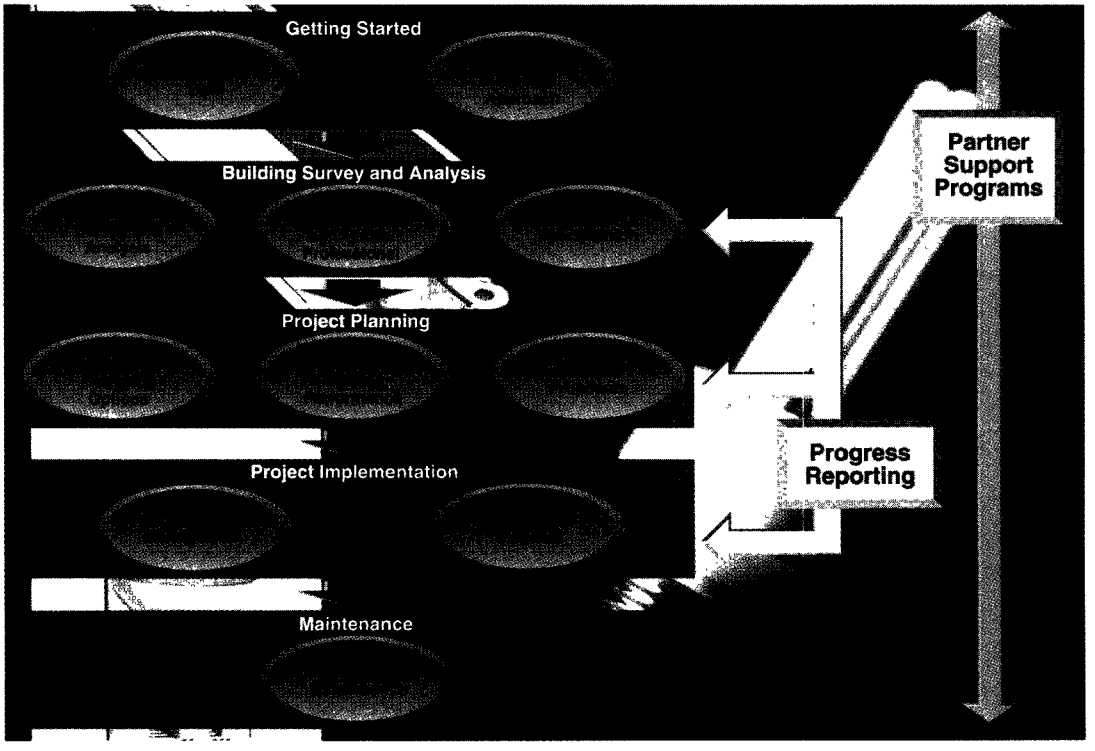
GREEN LIGHTS COMMITMENTS	EPA Green Lights PARTNER	EPA Green Lights ALLY	EPA Green Lights ENDORSER
Survey domestic facilities.	●	●	
Upgrade lighting where profitable.	●	●	
Complete upgrade within 5 years.	●	●	
Assign an Implementation Director.	●	●	
Help EPA promote the benefits of energy-efficient lighting.		●	●
Educate industry about the benefits of energy-efficient lighting.		●	
Work with EPA to encourage development and use of new lighting technologies.		●	
Endorse Green Lights concept.	●	●	●

and how do they get it done?

The commitment to maximize energy savings by upgrading an organization's facilities often requires a change in the way an organization does business. Management will have to take a fresh look at how the organization maintains and upgrades its facilities, ensures environmental responsibility, and plans for maximum work force production. For some organizations, this change will require significant planning and coordination among several different sectors of the organization.

While the Green Lights program is flexible enough to allow organizations to approach implementation in their own way, participants are encouraged to plan a kickoff meeting with the assistance of EPA representatives shortly after joining the program. The objectives of the meeting are to mobilize the organization's commitment to maximizing energy savings, as agreed in the Memorandum of Understanding. The meeting is also a forum for the Green Lights implementation team to discuss plans and options. The team typically includes the Implementation Director, regional/divisional coordinators, facility staff, a financial analyst, public relations and environmental affairs specialists, and senior management.

Implementation begins by establishing project leadership; commu-

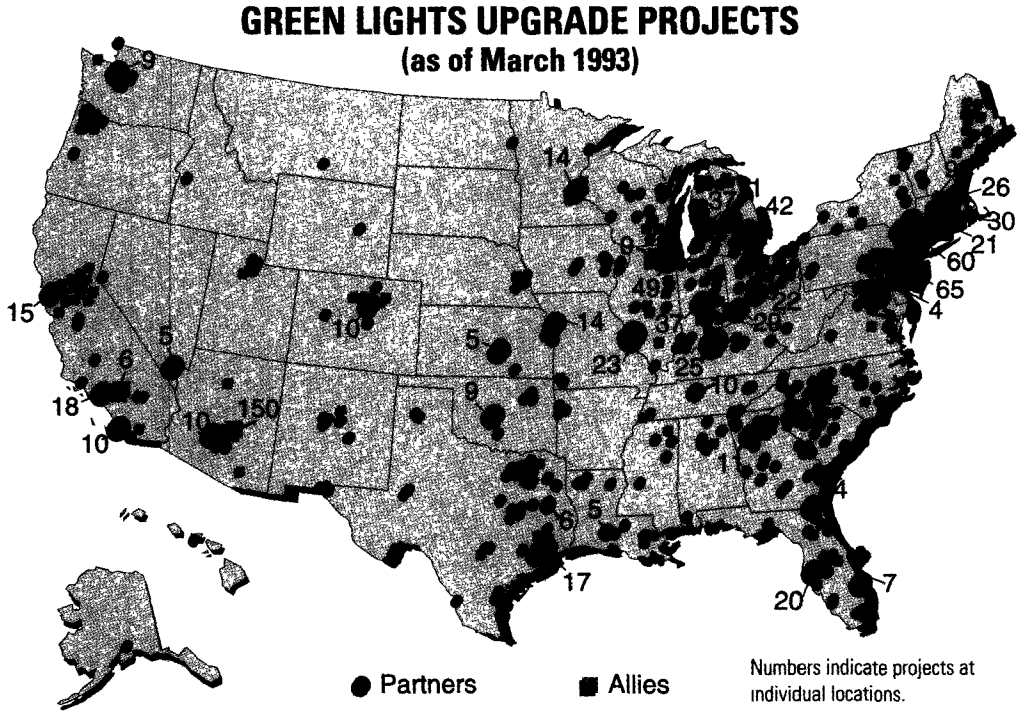


Lighting upgrades require the expertise of lighting designers, specifiers, project managers, waste management professionals, maintenance personnel, and financial managers EPA's *Lighting Upgrade Manual* provides an overview of the steps and issues critical to implementing successful lighting upgrades.

nicating and coordinating within the Green Lights team; identifying financing needs and resources; conducting trial installations; drawing up a 5-year action plan; and determining the best approach to specifying lighting upgrades.

The Green Lights approach to lighting upgrades defines as "profitable" those projects that—in combination and on a facility aggregate basis—maximize energy savings while providing an annualized internal rate of return (IRR) that is at least equivalent to the prime interest rate plus six percentage points. Projects that maximize energy savings while providing internal rates of return higher than the prime interest rate plus six percentage points meet the Green Lights profitability criterion. The typical Green Lights upgrade yields an IRR of 20–40 percent post-tax.

As part of the Green Lights Memorandum of Understanding, Partners and Allies agree to provide annual documentation of the lighting upgrades they complete. To simplify this process, EPA asks Partners and Allies to complete a one-page form for each facility—the Green Lights Implementation Report—to report their progress.



Over 200 participants have reported significant progress on lighting upgrades with close to one-quarter of their total square footage currently being upgraded. Investment in these new lighting technologies currently amounts to over $23 million

How does EPA help ...

EPA provides a package of networking, technical, and marketing tools, at no cost, that are designed to ensure that lighting upgrades will result in the greatest possible energy savings, the best quality, and the highest possible return on investment.

Decision Support System

This state-of-the-art computer software package enables Green Lights participants to survey lighting systems in their facilities, assess their lighting options, and select the best energy-efficient lighting upgrade. It selects lighting upgrades that maximize energy savings and pollution prevention, while simultaneously maintaining or improving lighting quality and meeting the Green Lights profit criteria.

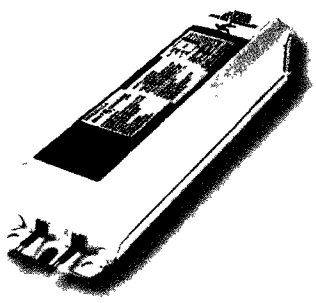
Lighting Services Group

This group provides extensive individualized technical support throughout the lighting upgrade process. This includes monthly lighting workshops nationwide, covering advanced lighting technology project management, Green Lights reporting, and the use of Green Lights software. The Lighting Services Group also distributes the Green Lights *Lighting Upgrade Manual*, a step-by-step guide to a successful lighting upgrade.

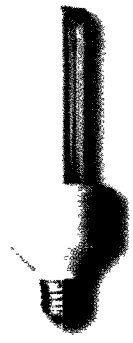
Financing Registry

To help participants manage the up-front costs of converting to energy-efficient lighting, EPA has developed the most extensive data base available on utility-sponsored financial assistance (auditing, technical support, lighting design services, free installation, rebates, and loans), and a directory of over 75 energy service companies that finance lighting efficiency upgrades (leasing, shared savings, guaranteed savings, and other financing techniques). The Green

TYPES OF ENERGY-EFFICIENT LIGHTING TECHNOLOGIES



Electronic Ballasts
All fluorescent lamps must have an auxiliary, commonly known as a ballast, to regulate the electrical current into the lamp and provide the necessary starting voltages. Each lamp requires a ballast specifically designed for its characteristics and for the service voltage on which it is to be operated A typical electronic ballast is 10–15 percent more efficient than the standard magnetic ballast



Compact Fluorescents
Compact fluorescent lamps (CFL's) combine the efficiency of fluorescent technology with the familiar light quality of incandescents. CFL's convert most of their electricity into light—not heat. As a result, CFL's are four times more efficient than standard incandescents and can last 9–15 times longer

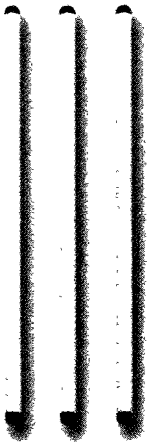
Lights *Financing Registry* is updated every 6 months.

National Lighting Product Information Program

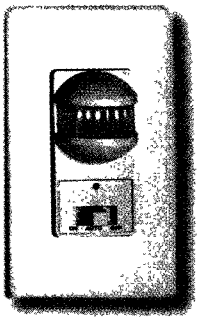
This program provides objective name brand information about lighting products. Cosponsored by EPA and other organizations and developed by the Rensselaer Polytechnic Institute Lighting Research Center, the program enables lighting specialists to make informed lighting investment decisions. In 1992, the program completed reports on the performance of electronic ballasts, reflectors, power reducers, occupancy sensors, compact fluorescents, and parking lot luminaires. Five to ten new reports are planned for 1993.

Ally Programs

These programs represent the lighting and power industries. They are comprised of lighting manufacturers, lighting management companies, lighting product distributors, lighting surveyors, and electric utilities. Like Partners, Green Lights Allies agree to upgrade their lighting. They also work with EPA to promote energy-efficient lighting to potential users. The Surveyor Ally Program publishes a directory of individuals who have attended a Green Lights workshop and are committed to helping Green Lights members fulfill their obligations under the Memorandum of Understanding. Through this program, EPA is creating a group of lighting professionals who are familiar with completing energy-efficient lighting upgrades using the Green Lights approach.



Fluorescent Tubes
The 40-watt T-12 "Cool White" fluorescent lamp has dominated the commercial lighting market for decades With rising energy costs, research and development of more efficient lighting have become priorities. New systems that include the smaller-diameter "T-8" lamp can increase lumens per watt to over 100, as opposed to the current standard of 60. By substituting these new systems, offices can improve their lighting quality while reducing energy costs.



Motion Sensors
Occupancy sensors are motion-sensing devices that automatically turn on lights when motion is detected, keep lights on when motion is detected, and turn lights off when motion is not detected The most appropriate application for occupancy sensors is in spaces where occupancy is infrequent or unpredictable, such as private offices, conference rooms, storage rooms, or rest rooms.

and how are some participants doing...

Company	Equipment Before Lighting Upgrade	Equipment After Lighting Upgrade
American Express Shearson Lehman Brothers Headquarters New York, NY May 1992	31,000 T-12 lamps 17,000 magnetic ballasts 158 incandescent lamps manual switches	31,000 T-8 lamps 17,000 electronic ballasts 158 compact fluorescents 239 occupancy sensors
Boeing Manufacturing Facility Auburn, WA February 1992	11,000 T-12 VHO lamps 5,700 magnetic ballasts	4,200 metal halide lamps
Browning Ferris Industries Office Facility Houston, TX October 1992	10,000 T-12 lamps 3,300 magnetic ballasts 350 incandescent lamps	6,700 T-8 lamps 3,300 electronic ballasts 350 compact fluorescents
Dresser Rand Manufacturing Facility Painted Post, NY January 1993	12,200 T-12 lamps 3,300 magnetic ballasts	6,600 T-8 lamps 1,850 electronic ballasts reflectors
Elkhart General Hospital Elkhart, Indiana September 1992	7,000 T-12 lamps 2,700 magnetic ballasts 97 manual switches	3,200 T-8 lamps 1,600 electronic ballasts 82 occupancy sensors 15 timed switches
The Gillette Company Manufacturing Facility Santa Monica, CA May 1992	4,300 T-12 VHO lamps 10 manual switches	496 metal halide lamps 10 daylight switches
Hasbro Warehouse Facility West Warwick, RI February 1992	260 metal halide lamps	260 high-pressure sodium lamps
Hoechst Celanese Manufacturing Facility Branchburg, NJ December 1991	650 T-12 VHO lamps 450 T-12 lamps 1,100 magnetic ballasts 31 incandescent spotlights	650 T-12 VHO lamps 450 T-8 lamps 1,100 electronic ballasts 31 compact fluorescents
Mobil Corporate Headquarters Fairfax, VA February 1992	22,000 T-12 lamps 11,000 magnetic ballasts 496 incandescent downlights 350 incandescent exit signs	22,000 T-8 lamps 11,000 electronic ballasts 408 halogen lamps 78 compact fluorescents 350 fluorescent exit signs
State of Maryland Dept. of Education Headquarters Baltimore, MD May 1992	10,600 T-12 lamps 5,300 magnetic ballasts 68 incandescent exit signs 28 incandescent lamps	5,600 T-8 lamps 2,800 electronic ballasts 68 fluorescent exit signs 28 compact fluorescents
Union Camp Office Facility Wayne, NJ March 1992	7,000 T-12 lamps 3,500 magnetic ballasts 1,000 incandescents	3,600 T-12 lamps 1,500 tandem wired electronic ballasts reflectors and lenses 1,000 compact fluorescents
Westin Hotels and Resorts St. Francis Hotel San Francisco, CA May 1992	1,600 incandescent lamps	1,600 compact fluorescents

*Note: This representative sample of recent Green Lights upgrades reflects interim progress reports. Electricity savings typically increase as participants approach full implementation.

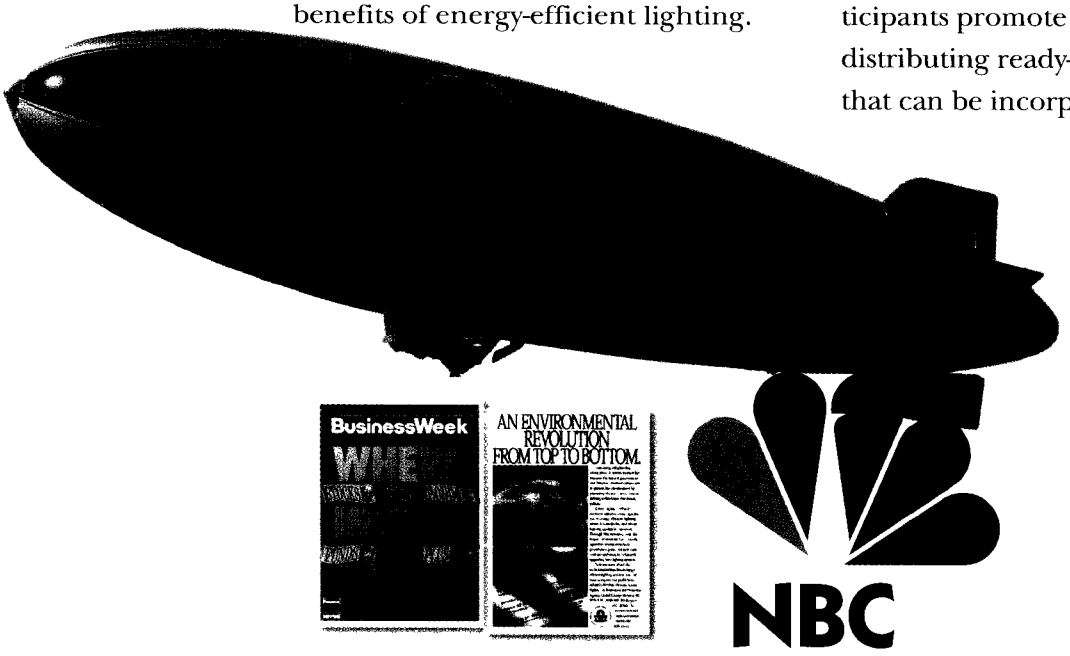
Sq. Footage	Final Cost of Project	Internal Rate of Return	Total Annual Savings	Rebate/ Grants	kW Not Used	Lighting Electricity Reduction	Pollution Prevented (per year)		
							CO_2 (lbs.)	SO_2 (grams)	NO_X (grams)
1,500,000	$710,000	38% (excluding rebate)	$280,000	$472,000	385	37%	3,991,981	12,641,274	4,324,646
1,537,775	$2,858,558	13%	$131,000	$2,011,790	727	27%	1,192,280	4,172,980	2,384,560
545,000	$210,000	51% (excluding rebate)	$107,000	$16,000	221	50%	1,034,280	1,436,500	1,436,500
1,000,000	$230,000	61%	$78,800	$100,000	281.4	69.9%	1,201,008	3,803,192	1,301,092
430,000	$85,446	33–50%	$102,150		270.6	70+%	3,064,488	11,849,354	5,107,480
150,000	$176,534	73% (excluding rebate)	$128,608	$27,000	186.5	58%	2,411,393	9,324,051	4,018,988
340,000	$186,000	50% (excluding rebate)	$63,000	$154,000	126	57%	1,500,000	5,800,000	2,500,000
220,000	$146,000	49% (excluding rebate)	$77,472	$73,000	205	59%	520,000	1,600,000	1,100,000
2,400,000	$392,400	30% (excluding rebate)	$125,000	$0	520	25%	2,250,000	7,500,000	3,400,000
180,000	$208,749	48% (excluding rebate)	$100,513	$104,374	317	64%	2,681,387	11,932,175	4,022,081
150,000	$280,000	90%	$100,000	$186,000	168.4	51.05%	674,895	2,024,685	1,446,203
1,500,000	$75,915	186% (excluding rebate)	$85,200	$16,573	66	82.3%	867,792	3,355,462	1,446,320

and how is the word getting out?

For Green Lights participants, successfully marketing a genuine "green" initiative can have significant long-term public relations and competitive advantages. Consumers, investors, and other stakeholders increasingly demand environmental accountability. Organizations that recognize the public relations benefits of responsible environmental practices increase their competitive advantage. And participation in Green Lights gives an organization an opportunity to demonstrate its environmental commitment by going beyond the minimum requirements of environmental protection laws. In fact, networking among program participants and the pooling of their resources and ideas have proven to be highly successful in promoting the benefits of energy-efficient lighting.

The Green Lights' Public Recognition program is designed to help participants educate their employees and customers about Green Lights, keep participants informed about the national program's progress, and publicly recognize Green Lights participants for their voluntary pollution-prevention commitments and accomplishments.

Participants have found that the easiest and most cost-effective way to promote participation in Green Lights is through the use of the Green Lights logo. As upgrades advance, participants are encouraged to use the logo appropriately on non-product-specific communications materials and integrate Green Lights into their long-term marketing and advertising strategies. EPA helps participants promote Green Lights by distributing ready-to-use materials that can be incorporated into inter-



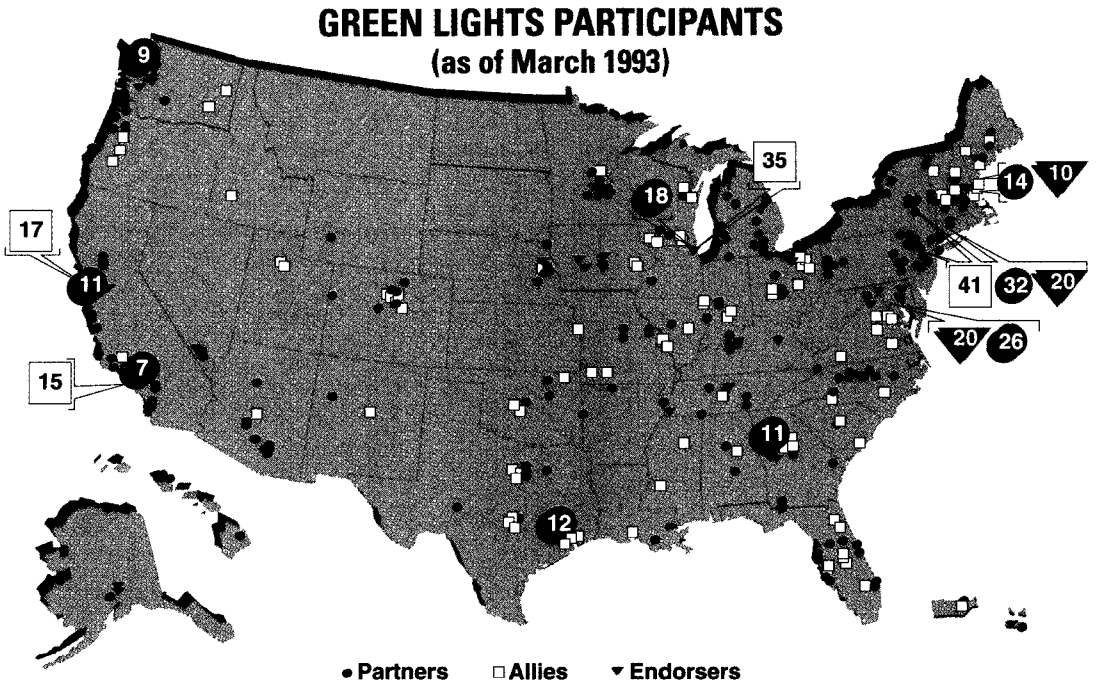
Green Lights is in the air, on the air, and in the newsstands Green Lights public service advertisements have appeared in a wide variety of business and environmental magazines, including *BusinessWeek, Fortune,* and *Discover* In the fall of 1992, the NBC "Environmental Showcase"—a 30-minute public affairs program devoted exclusively to Green Lights—aired on NBC and CBS stations across the country And, for 3 months at the end of 1992 and the beginning of 1993, Green Lights Partner Goodyear Tire and Rubber Company aired public service Green Lights messages on its Goodyear airships *Eagle, Spirit,* and *Stars and Stripes*

nal communications, public relations, marketing, and advertising materials.

To keep participants updated on the program, EPA distributes the *Green Lights Update,* a publication that contains the latest information on program developments, achievements of Green Lights participants, and energy-efficiency issues of interest. EPA also distributes *Light Briefs,* a series of easy-to-understand fact sheets on energy-efficient lighting technologies. A variety of other informational materials, including brochures and videos that cover various aspects of the program, are also available.

EPA further raises awareness of Green Lights by recognizing program participants through public service advertisements in business, trade, and popular magazines; press releases and press conferences; and articles in major newspapers and other mass media.

Finally, because lighting accounts for up to 10 percent of the average residential electric bill, EPA is introducing Green Lights to residential users. Highly efficient alternatives are capable of cutting energy consumed for lighting in half. To encourage the use of these alternative technologies—such as compact fluorescents—EPA is working with electric utilities to promote the benefits of energy-efficient lighting to their customers. EPA will also work with Green Lights Partners to design and distribute educational materials aimed at residential users.



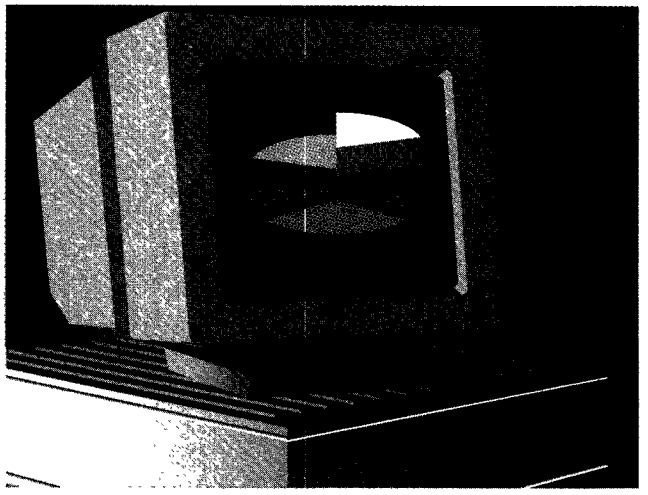
As of March 19, 1993, 788 organizations had joined Green Lights, including 12 percent of the Fortune 1000

What other bright ideas are in the works ...

Building on the momentum established by Green Lights, EPA is now designing a new generation of pollution-prevention initiatives that will harness market forces to achieve environmental goals at a profit. The new initiatives reflect the realities of the 1990's—the importance of environmental issues to consumers, the increasing cost of energy supply, and the intensely competitive world marketplace. Taken together, these factors make investments in energy efficiency as critical to economic success as they are to pollution prevention. It is the synergy between greater efficiency and increased profitability that attracts corporations and other institutions to Green Lights. And it is this synergy that EPA plans to tap for the next generation of pollution-prevention initiatives.

EPA is planning a family of programs that offers the kinds of tools made available by Green Lights: objective product information, expert decision-making capability, and the ability to publicize progress in protecting the environment. These include the Energy Star Buildings program, which will cover heating, ventilation, and air-conditioning systems; and the Energy Star Computers

Computer systems consume 5 percent of all commercial electricity—and this number could grow to 10 percent by the year 2000. Research suggests that 30–40 percent of all computers are left on at night and over weekends, and that even during the day computers are active less than 20 percent of the time. EPA's Energy Star Computers program will result in dramatic reductions in energy use, costs, and greenhouse gas emissions.

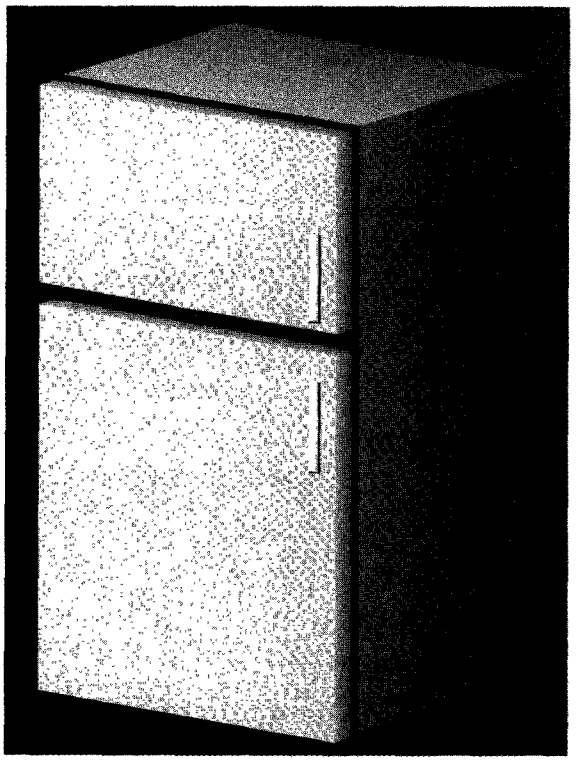


and how is EPA implementing them?

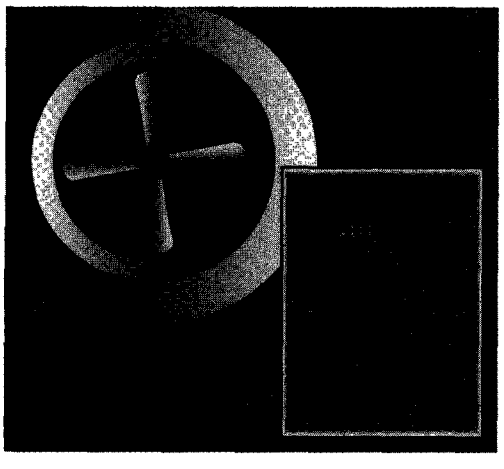
program, whose goal is to increase market penetration of new, energy-efficient personal computers.

EPA also provides incentives for developing super-efficient products. Under the "Golden Carrot"™ Refrigerator program, which EPA helped develop with utilities and other organizations, utilities have pooled $30 million in rebate incentives to refrigerator manufacturers. The manufacturer that can build the largest number of the most efficient, chlorofluorocarbon (CFC)-free refrigerators the quickest and cheapest wins the contract.

Finally, EPA encourages the use of energy-efficient technologies overseas. EPA officials are working with Chinese refrigerator manufacturers to develop efficient, non-CFC-containing refrigerators and are assessing the supply of energy-efficient lighting technologies available in China.



Refrigerators consume 20 percent of all residential electricity On average, refrigerators consume 1,200 kilowatt-hours per year (kWh/yr) of electricity EPA's "Golden Carrot"™ Super-Efficient Refrigerator program is focusing manufacturer research and development toward energy efficiency in a manner never before seen for refrigerators The winning refrigerator is expected to use about 400 kWh/yr.



Every year, roughly 50,000 air-handling motor drives are purchased to move air through buildings and factories. Of these, less than 20 percent have fans capable of operating at variable speeds—that is, adjusting their power based on the needs of the building occupants at any particular time or any particular weather circumstance By promoting the use of variable-speed drives (VSD's) EPA will aim to reduce electricity consumed for air handling by 40 percent or more

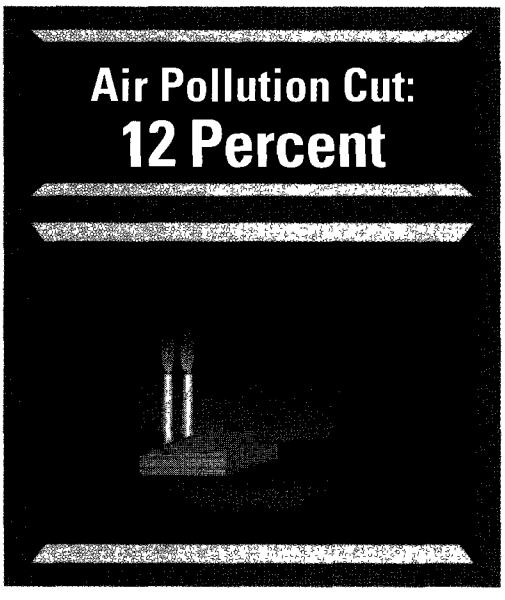
What's the bottom line?

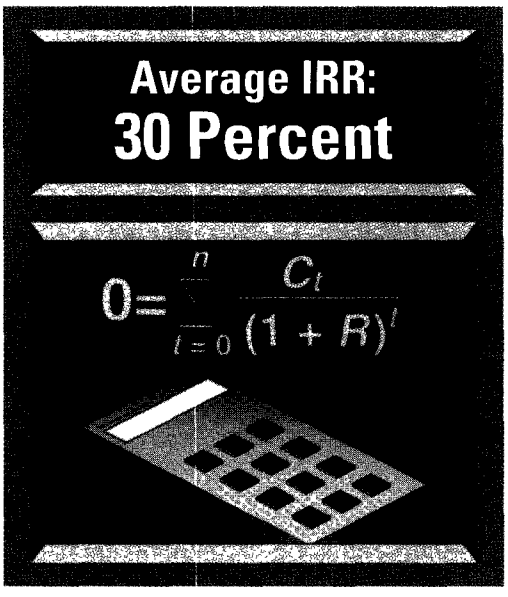
Only by incorporating environmental concerns can economies truly prosper, and taking advantage of economic forces can help realize environmental protection goals. Through voluntary programs to reduce greenhouse gases, EPA and its private-sector partners seek to do both.

These programs promote profitable, voluntary investment in energy-efficient technologies. They bring together organizations with similar long-term environmental priorities and encourage them to rally around shared public- and private-sector goals. They enhance economic competitiveness and create jobs by establishing markets for new products.

And the benefits of working with EPA are considerable. EPA provides extensive technical support as well as public recognition for environmental leadership.

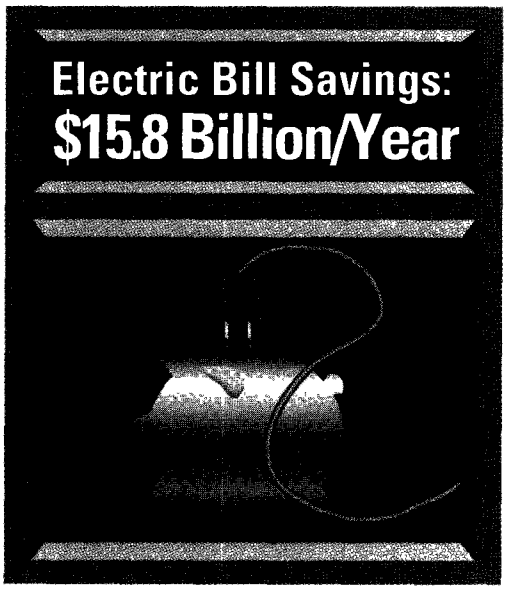
All in all, these programs will help reduce air pollutants and cut carbon dioxide emissions in the United States to 1990 levels by the year 2000. If Green Lights were fully implemented in all space in the United States,

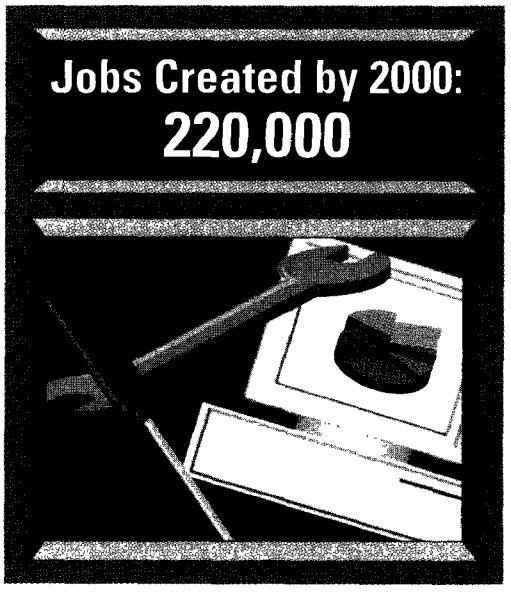




it would result in air pollution reductions equivalent to 12 percent of U.S. utility emissions. What's more, participants would realize returns on their lighting investments of 30 percent and more. Green Lights could save over 65 million kilowatts of electricity, reducing the national electric bill by $16 billion per year. That's $16 billion that could be invested in jobs and enhanced productivity. By the year 2000, Green Lights could result in over 220,000 new jobs.

How much of the Green Lights potential is achieved depends on how all of us work together to "make it happen." As the prototype for future market-driven, nonregulatory "green" programs, Green Lights is a bright investment in the environment. It is an enlightened approach to energy efficiency and pollution prevention that is revolutionizing the way America protects its environment. See the light. Join.





U.S. EPA Green Lights Program

If you are interested in receiving more information about the Green Lights program, please photocopy this page, complete the information below, and fax or mail to:

U.S. EPA
Green Lights 6202J
401 M Street, SW
Washington, DC 20460
fax: 202 775-6680

Please call the Green Lights Hotline at 202 775-6650 with questions

Name

Title

Official Company Name

Address

City, State, ZIP

Telephone

Fax

Type of organization

Approx. # of employees

Approx. # of facilities

Approx square footage of all U.S. facilities

Location of corporate headquarters

How did you hear about Green Lights?

MANUFACTURING ALLIES • A Weatherization Co/AWXCO • A.L.P. Lighting + Ceiling Products • Advanced Control Technologies • Advance Transformer Company • Amalco Metals, Inc. • American Lighting Systems • American Energy Management • American Illumentics Inc. • American Lighting Corporation • American Louver Company • American Systems and Services • Amerlux, Inc. • Appliance Control Technology • Area Lighting Research • Art Directions Inc. • Badger USA, Inc. • Brayer Lighting, Inc. • Bright Side Lighting • Brownlee Lighting • Bryant Electric • Canterra Electronics International • CCR Lighting Technologies • C.E.W. Lighting, Inc. • Chloride Systems, Mnfr of Exide Lightguard Products • CMB Associates, Inc. • Columbia Lighting, Inc. • Computer Power, Inc. • Control Systems International • Cooper Lighting • CSL Lighting Mfg., Inc. • Dark To Light Inc. • Davis Control Corporation • Dazor Manufacturing Corporation • Dielectric Coating Industries • Digecon • DuraLux Industries • Duray Fluorescent Manufacturing • Duro-Test Corporation • Dynamic Energy Products, Inc. • East Rock Manufacturing & Technology • Eclipse Technologies • Edison Price Lighting • Elba USA, Inc. • Electronic Ballast Technology • Emergency Safety Products, Inc. • Energy & Environmental Lighting Services • Energy Dezign Corporation • Energy Saving Products • Energy Savr Products • Enersave Company • Enertron Technologies, Inc. • Enterprise Lighting, Inc. • Environmental Energy Group • ESCO International • Etta Industries • Exitronix Division of Barron Manufacturing Corporation • Fail-Safe Lighting Systems • Feit Electric Company • Finelite • First Lighting, Inc. • Flexiwatt Corporation • Flexlite Inc. • FTI • FulCircle Ballast Recyclers • GE Lighting • The Genlyte Group • Good Earth Lighting Company • Guardian Lighting Controls, Inc. • Harris Manufacturing, Inc. • Heath Company • Hetherington Industries • Holophane Company, Inc. • Honeywell Inc. • House O' Lite • Hubbell Incorporated, Lighting Division • INCON Industries • Industrial Energy Systems, Inc. • Indy Lighting • Illumination Control Systems • Integrated Power & Lites, Inc. • International Energy Conservation Systems • Intertec Lighting, Inc. • Isolite • Janmar Lighting • Jedcor Energy Management Company • Johnson Controls, Inc. • Juno Lighting • K-Lite Division of ICI Acrylics/K-S-H Inc. • Kenall • Kilowatt Saver, Inc. • Kim Lighting • King Technology, Inc. • The Kirlin Company • Lamar Lighting Company, Inc. • Legion Lighting • LexaLite International • Light Energy Corporation • Lighting & Lowering System • Lighting Resources, Inc. • LightMedia Corporation • Lightron of Cornwall, Inc. • Lights of America • Lightway Industries • Litecontrol • Lithonia Lighting • Litronics International • Lorin Industries • LSI Industries • Lumatech Corporation • Lumax Industries, Inc. • Lumen-Tronics, Inc. • Magnaray International • MagneTek, Inc. • Marvel Lighting Corporation • Megalite Corporation, Inc. • Mercury Recovery Services • MetalOptics, Inc. • 3M • MirrorLight Inc. • ML Systems • Moldcast, a Division of USI Lighting, Inc. • Mor-Lite • Motorola Lighting, Inc. • Mule Emergency Lighting, Inc. • MyTech Corporation • National Lighting Company • Neonix • Norbert Belfer Lighting • Nova Ballast Company, Inc. • NOVA Conservation and Load Management • Novitas Inc. • NRG Lighting Inc. • Optical Coating Laboratory Inc. • Optilight, Inc. • OrEqual, Inc. • OSRAM Corporation • Paragon Electric Company, Inc. • Paramount Industries • Parke Industries, Inc. • Parrish Lighting and Engineering, Inc. • Peerless Lighting Corporation • Peschel Energy, Inc. • Philips Lighting Company • PLC-Multipoint • Pleamonn Products • Powerline Communications, Inc. • Pre Finish Metals, Inc. • Prescolite, a division of USI Lighting, Inc. • Prescolite Controls, Inc. • Prime Ballast • The Pritchett-Wilson Group, Inc. • Progress Lighting • RAB Electric Manufacturing Company • Reflect-A-Light • Reflective Light Technologies • Remtec Systems • The Robert Group • Robertson Transformer Company • Roth Bros., Inc. • Ruud Lighting, Inc. • Salesco Systems USA • Save-A-Watt, Inc. • Scientific Component Systems • Sea Gull Lighting Products • Sensor Switch • Sharlin-Lite • Silverlight Corporation • Simkar Lighting Fixture Company, Inc. • Solar Electric Systems of Kansas City • Solar Kinetics, Inc. • Southco Metal Services, Inc. • Spaulding Lighting, Inc. • SPI

Lighting Inc. • Sportlite, Inc. • Staff Lighting Corporation • Standard Enterprises, Inc. • Steelcase • Sterling, RMC • Stocker & Yale • Sylvania Lighting Division • Systematix, Inc. • Tamarack Corporation • Tek-Tron Enterprises • Teron Lighting • Terralux, Inc. • Thomas & Betts Commercial and Industrial Lighting • Thomas Industries, Inc. • Topaz Energy Systems, Inc. • Toshiba America Consumer Products, Inc. • Triad Technologies • TrimbleHouse Corporation • TSAO - CLS • Ulster Precision, Inc. • UNENCO • Valmont Electric • Venture Lighting International • Videssence, Inc. • Vision Impact Corporation • Visual Images • Waldmann Lighting Company • Warner Technologies • The Watt Stopper, Inc. • Wellmade Metal Products Company • H.E. Williams, Inc. • Wismarq Light Company, Inc. • Xtra Light • X-Tra Light Systems, Inc. • Zumtobel Lighting Inc. • **LIGHTING MANAGEMENT COMPANY ALLIES** • A-1 Lighting Service Company • ABD Lighting Management Company • Advanced Lighting Applications, Inc. • Aetna Corporation • American Lighting Inc. • Amtech Lighting Services • Applied Energy Management, Inc. • Approved Lighting Corporation • Barney Roth Company • BK Engineering • Broadway Maintenance Company • Cherry City Electric • Chicago-Edison Corporation • Colorado Lighting • Continental Lighting Services, Inc. • Conserve Electric Company, Inc. • Creative Lighting Maintenance • Efficient Lighting and Maintenance, Inc. • Energy Controls + Concepts • Energy Matrix • Eveready Electric Company • Fluorescent Maintenance Co. • Fluorescent Maintenance Service, Inc. • FMS Management Systems • Fravert Services • General Lighting and Sign Service, Inc. • IllumElex Corporation • Imperial Lighting Maintenance Company • Innovative Lighting Services • Kenetech Energy Management • Light Source • Lighten Up, Inc. • Lighting Consultants International • Lighting Maintenance, Inc. • Lighting Maintenance and Service, Inc. • Lighting Management Corporation • Lighting Systems Too! • LightTec, Inc. • Luminaire Service, Inc. • M E Energy Resources • Mira Lighting and Electric Service, Inc. • Murphy Electric Maintenance Company • Nat. Lighting Maintenance Supply Corp. • New Mexico Energy Consultants • Planned Lighting, Inc. • Primo Lighting Management • Professional Lighting Inc. • ProLite Lighting and Sign Maintenance • Reflections, Inc. • SICA Electrical & Maintenance • Stay-Lite Lighting Service • Suburban Lighting, Inc. • Superior Light and Sign Maintenance Co. • Sylvania Lighting Services • United Electrical Maintenance Corporation • Universal Lighting Services • USA Energy Corporation • Vista Universal, Inc. • Xenergy, Inc. • **ELECTRIC UTILITY ALLIES** • American Electric Power Service Company • Arizona Public Service Company • Atlantic Energy • Baltimore Gas and Electric Company • Bangor Hydro Electric • Boston Edison Company • Cable Electric, Inc. • Central Maine Power • City of Georgetown, Texas • City Utilities of Springfield • Consolidated Edison of New York, Inc. • Duke Power Company • Energy Resource Center • Florida Power Corporation • Grant County Public Utility District • Green Mountain Power Corporation • Greenville Utilities Commission • Idaho Power Company • Jersey Central Power & Light Company • Kansas City Power & Light • Los Angeles Department of Water and Power • Madison Gas & Electric • New England Electric System • New York Power Authority • Northern States Power Company • O & A Electric Cooperative • Oklahoma Gas and Electric Company • Omaha Public Power District • Orange and Rockland Utilities • Orlando Utilities Commission • Pacific Gas & Electric Company • Pike County Light and Power Company • Potomac Electric Power Company • Puerto Rico Electric Power Authority • Port Angeles Light Department • Portland General Electric Company • Public Service Electric and Gas Company • P.U.D. #1 of Grays Harbor County • Puget Sound Power & Light Company • PSI Energy, Inc. • Rockland Electric Company • Sacramento Municipal Utility District • Salt River Project • San Diego Gas & Electric • South Carolina Electric & Gas Company • South Carolina Public Service Authority • Southern California Edison Company • Springfield Utility Board • Tampa Electric • Taunton Municipal Lighting Plant • The UNITIL System of Companies • Virginia Power • Wisconsin Electric Power Company • Wisconsin Power & Light Company •