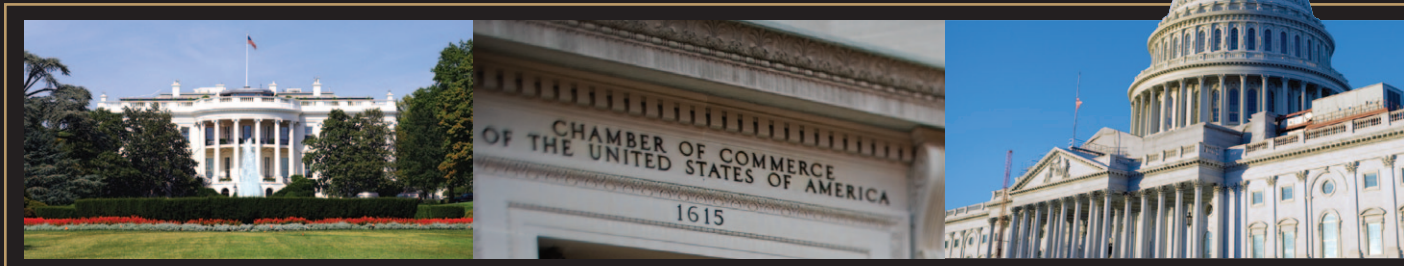


YEAR IN REVIEW 2009



Institute for 21st Century Energy | U.S. Chamber of Commerce



www.energyxxi.org

"The U.S. Chamber's Institute for 21st Century Energy is one of the world's premier organizations dedicated to advancing energy solutions for a secure, sustainable, and prosperous future. In a few short years the Energy Institute has cemented its importance in the national energy discussion and its influence will only increase as our nation focuses on addressing our energy challenges in order to keep our nation competitive, put Americans back to work, and ensure our long-term economic recovery."

Thomas J. Donohue

President & CEO

U.S. Chamber of Commerce



The mission of the U.S. Chamber of Commerce's Institute for 21st Century Energy is to unify policymakers, regulators, business leaders, and the American public behind a common sense energy strategy to help keep America secure, prosperous, and clean. Through policy development, education, and advocacy, the Institute is building support for meaningful action at the local, state, national, and international levels.



AN AFFILIATE OF
THE U.S. CHAMBER OF COMMERCE

The U.S. Chamber is the world's largest business federation representing more than 3 million business organizations of every size, sector, and region.



MESSAGE FROM THE PRESIDENT AND CEO

Dear Colleagues,

I am pleased to present an overview of the activities and accomplishments of the Institute for 21st Century Energy in 2009. As an affiliate of the U.S. Chamber of Commerce, the Energy Institute was founded on the principle that energy is vital to our national and economic security, and every passing year validates our conviction and solidifies our mandate going forward.

As we close this year, there is little doubt that 2009 has been a year full of change and challenges for our nation. The economy and job security topped everyone's list as their paramount concerns, but reliable and affordable energy did not come far behind. The President and Congress campaigned on a commitment to significantly impact our nation's energy policy, both this year and for those to come. That meant the Energy Institute doubled down to propose a course for our nation that is pro-energy, pro-growth, and pro-environment. We have been in high gear providing facts, clarity, and analysis to help policymakers and the public better understand our energy challenges and their solutions.

Front and center, leading our nation back to prosperity is the private sector. It is the private sector that will blaze the path for greater energy security for our country and innovate and invest in the new energy sources and technologies required for our future.

To be successful, the energy industry and the millions of people that depend on it need common sense policies and a regulatory environment that is welcoming to investment, innovation, and infrastructure improvements. The Energy Institute has been actively engaged in the national energy discussion urging enactment of comprehensive energy policy reform. Energy Institute officials testified before Congress and addressed marquee energy forums in more than 28 states in partnership with our state and local chamber network. We met with the nation's governors and issued analysis on key energy proposals to expand our platform. Active in shaping the international discussion and promoting business-led solutions to global climate change, the Energy Institute hosted business organizations from the world's major economies for a first-of-its-kind global meeting on energy and climate and participated in the climate change conference in Copenhagen.

The Energy Institute's efforts in 2010 will continue to ensure that pro-growth energy and climate solutions are embraced as vital components of national and economic security. We will provide smart and timely analysis and engage our government and other nations in developing solutions to global energy and climate issues. We will continue to broaden our support by reaching new audiences, both in person and by expanding our growing digital outreach.

The Energy Institute remains dedicated to bringing facts and clarity to the debate on some of our nation's most pressing energy challenges, and building support for meaningful policy action that will keep our nation secure, prosperous, and clean. We look forward to a productive and successful new year. As always, we urge you to join us and be part of the solution for America's energy future. Thank you for your continued support.

Best regards,

A handwritten signature in dark ink, appearing to read 'K. Harbert', written in a cursive style.

Karen Alderman Harbert
President and CEO
Institute for 21st Century Energy
U.S. Chamber of Commerce

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Elevating a Common Sense Energy Platform.3

With jobs and economic opportunity a top priority for Americans, policymakers are seeking solutions to drive our recovery. The Energy Institute’s platform of 88 recommendations is increasingly viewed as the common sense path to the secure, reliable, and affordable energy future that America needs.

Partnering Regionally to Increase Energy Awareness 11

Ongoing engagement with Chambers of Commerce and other leading organizations across the country has enabled the Energy Institute to extend its message to a broader business audience, as well as carry the voice of local businesses to the halls of Congress and the White House.

Reaching International Audiences to Advance Energy Security17

Through our partnerships with international organizations, the Energy Institute hosted international energy ministers at the U.S. Chamber and were called upon to present to distinguished global audiences. The Energy Institute has also been a key resource for news reporting on international energy announcements and global climate change negotiations.

Influencing Media Thought Leaders and Expanding our Following. . . .23

The Energy Institute is impacting the debate and bringing facts, clarity, and common sense to television, radio, newspapers, and online forums. Through regular interaction with our growing number of energy advocates, the Energy Institute is building awareness and support for key energy proposals.

Elevating a Common Sense Energy Platform

- ✓ Released timely policy analyses for business leaders and key policymakers
- ✓ Hosted debate-changing forums attended by thousands of advocates and advanced a national discussion on energy security, including a nationally televised PBS debate series on America's energy future
- ✓ Testified before Senate and House committees
- ✓ Launched an Energy 101 series to define key terms in the energy and climate change debate
- ✓ Hosted a successful quarterly briefing series on Capitol Hill on pressing energy issues, including energy efficiency, carbon capture and sequestration, and nuclear waste strategy

ELEVATING A COMMON SENSE ENERGY PLATFORM

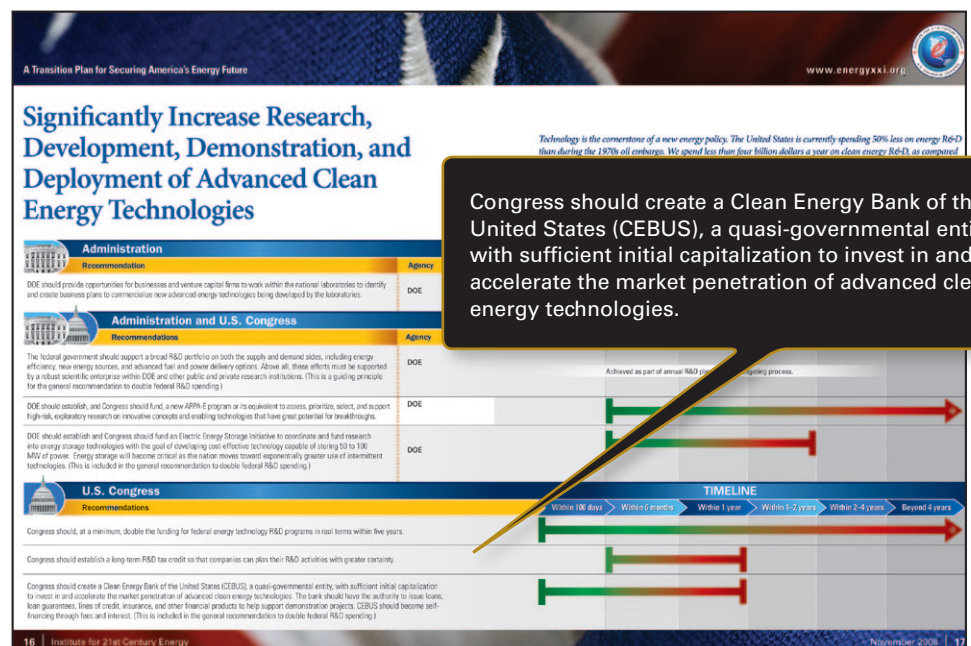
Energy Institute Policy Platform

1. Aggressively Promote Energy Efficiency
2. Reduce the Environmental Impact of Energy Consumption and Production
3. Invest in Climate Science to Guide Energy, Economic, and Environmental Policy
4. Significantly Increase Research, Development, Demonstration, and Deployment of Advanced Clean Energy Technologies
5. Immediately Expand Domestic Oil and Gas Exploration and Production
6. Commit to and Expand Nuclear Energy Use
7. Commit to the Use of Clean Coal
8. Increase Renewable Sources of Electricity
9. Transform our Transportation Sector
10. Modernize and Protect U.S. Energy Infrastructure
11. Address Critical Shortages of Qualified Energy Professionals
12. Reduce Overly Burdensome Regulations and Opportunities for Frivolous Litigation
13. Demonstrate Global Leadership on Energy Security and Climate Change

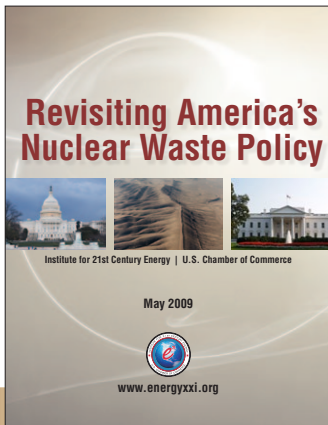


In 2008, the Energy Institute unveiled a policy platform of nearly 90 measurable energy and environmental recommendations for the new Administration and Congress.

Throughout the past year, dozens of these recommendations have been introduced in bills pending before the U.S. Congress or acted upon by the Administration.



To further the energy policy debate with fresh facts, the Energy Institute issued new analyses throughout the year on America's pressing energy challenges.

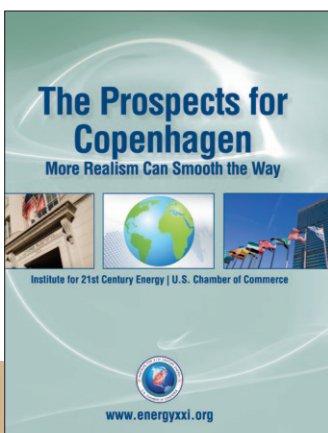
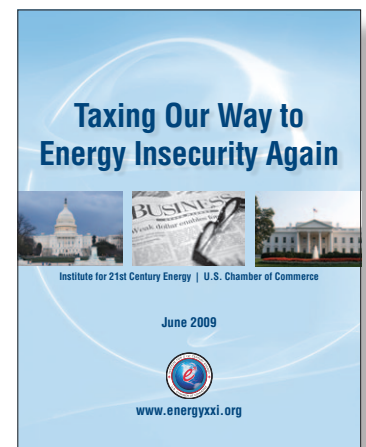


Revisiting America's Nuclear Waste Policy

In a report highlighting the lack of a coherent U.S. nuclear waste strategy, the Energy Institute called on the Obama Administration to commit to a permanent solution for the nation's used nuclear fuel and nuclear waste. The report examines the history of America's nuclear waste policies, which have failed to remove used fuel stored in 39 states to date.

Taxing Our Way to Energy Insecurity Again

According to the Energy Institute's June 2009 report, imposing \$80 billion in new taxes and fees on America's oil and gas industry would increase America's dependence on foreign oil, raise costs to consumers, jeopardize U.S. jobs, and erode our economic competitiveness. The analysis reviews the impact of a similar tax increase in the form of a windfall profits tax that was implemented in the 1980s.

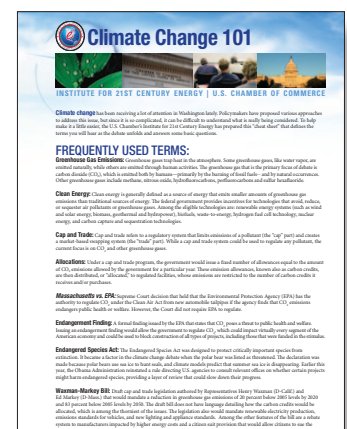


The Prospect for Copenhagen: More Realism Can Smooth the Way

The Energy Institute issued a report on the prospects for an agreement in Copenhagen shedding light on the unprecedented technology challenge that faces the global community in reducing greenhouse gas emissions from energy use. The report also explores the areas of agreement and contention among developed and developing nations.

Climate Change 101

Climate change received a lot of attention in Washington this year. Policymakers proposed various approaches to address the issue, but many found it difficult to understand what was really being considered. To help make it a little easier, the Energy Institute prepared a "cheat sheet" that defines the terms and answers basic questions.



ELEVATING A COMMON SENSE ENERGY PLATFORM

The Energy Institute regularly convened national leaders to discuss solutions and garner consensus on needed energy action.



Gov. Joe Manchin (D-WV) highlighted the energy challenges facing West Virginia and the importance of realism in Washington.



House Majority Leader Steny Hoyer (D-MD) addressed more than 300 business leaders at the Energy Institute's Discussion with America's Business Leaders on energy.



Interior Secretary Salazar took questions on the Administration's plans to develop onshore and offshore oil and natural gas resources at an Energy Institute Event.

Energy Institute events attracted top policymakers as well as leaders from the business, academic, and think tank communities to generate a robust and constructive dialogue.



Sen. Lamar Alexander (R-TN) discussed the role of emissions-free nuclear power in America's energy mix at the Energy Institute Forum.



Featuring contributors to Foreign Policy Magazine's September issue on energy, the Energy Institute hosted an expert panel moderated by FP's executive editor Susan Glasser.



Delivering remarks on international climate change at the U.S. Chamber, Rep. F. James Sensenbrenner (R-WI) highlighted a realistic and achievable path forward grounded in technology development.

ELEVATING A COMMON SENSE ENERGY PLATFORM

Energy Institute officials regularly testified before Congress and held well-attended Capitol Hill luncheon briefings on top-of-mind energy and climate change issues.



Energy Institute President and CEO Karen Harbert testified on energy security before the House Natural Resources Committee.



Christopher Guith delivered testimony on the Energy Institute's recommendations for expanding nuclear power.



The Energy Institute cohosted a Capitol Hill briefing series with expert panelists from academia, business, and government on carbon capture and sequestration technology.



Karen Harbert participated in a Congressional Quarterly forum on energy policy, moderated by PBS's Judy Woodruff.

In a marquee nationally televised event, Karen Harbert joined former EPA administrator Christie Todd Whitman to debate former CIA director Jim Woolsey and Obama transition team chief John Podesta on transitioning to a lower carbon future.



“By tapping all of America’s resources and harnessing our deep well of innovation, we can ensure America’s long-term security and show the world that there is an achievable and affordable path to a more secure and clean energy future.”

“...To solve our nation’s serious energy challenges requires a thoughtful and realistic transition to a low carbon future...but we need to do it in a way that doesn’t place unmanageable costs on American citizens and on American businesses, large and small.”

Karen Harbert
May 14, 2009

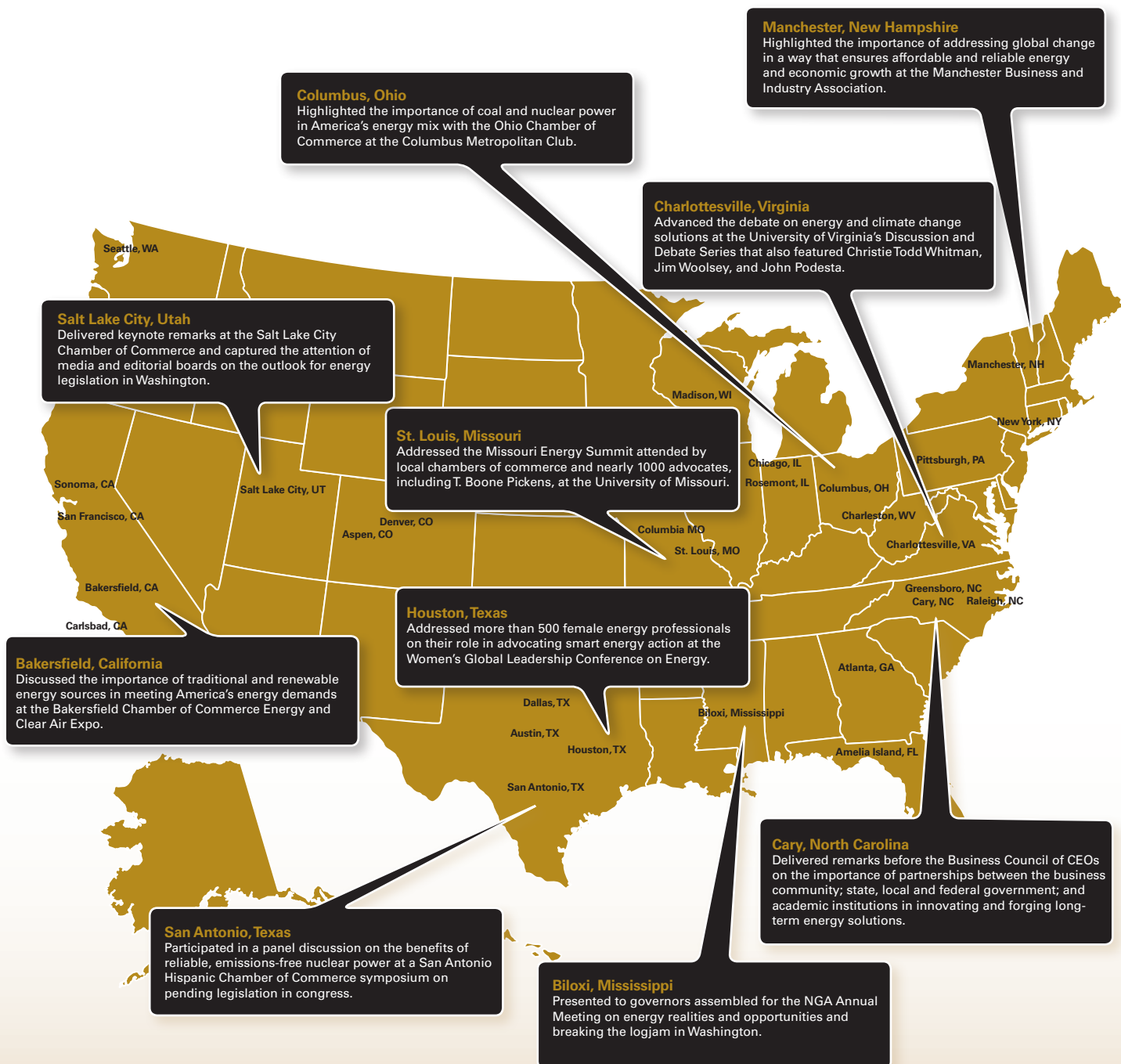


Partnering Regionally to Increase Energy Awareness

- ✓ Extended the Energy Institute's reach by addressing forums in 28 states and recruiting thousands of energy advocates
- ✓ Brought regional business views to policymakers in Washington through local chamber participation in marquee events, meetings, letters, and digital outreach
- ✓ Enlisted state chambers across the country to contribute a "View from the States" column in our monthly newsletters
- ✓ Capitalized on local and regional media to reach new audiences

PARTNERING REGIONALLY TO INCREASE ENERGY AWARENESS

Through regional chambers of commerce and other organizations, Energy Institute officials fanned out across the country to 28 states to reach key constituencies with an energy call to action.



The Energy Institute's Karen Harbert addressed the National Governors Association in July and met with other state leaders this fall to discuss their important role in ensuring America's energy security.



Harbert delivered remarks at the NGA Annual meeting in Mississippi on federal energy legislation and how it could impact various states.



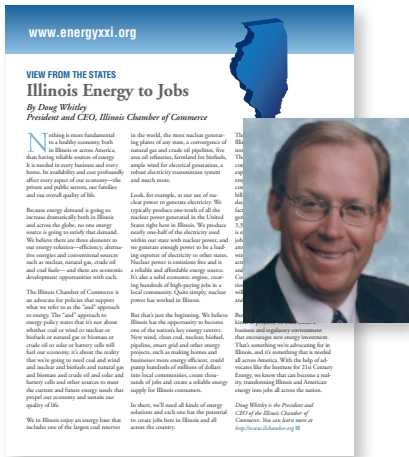
At the Georgia Energy Summit hosted by Gov. Sonny Perdue, Harbert discussed projected global energy growth through 2030.



Georgia Gov. Sonny Perdue listened as Energy Institute president and CEO Karen Harbert discussed the role of business in the energy and climate debate.

PARTNERING REGIONALLY TO INCREASE ENERGY AWARENESS

Our monthly newsletter's "View from the States" column featured state business leaders' observations on energy and climate change issues.



"The Illinois Chamber of Commerce is an advocate for policies that support what we refer to as the "and" approach to energy. The "and" approach to energy policy states that it's not about whether coal or wind or nuclear or biofuels or natural gas or biomass or crude oil or solar or battery cells will fuel our economy. It's about the reality that we're going to need coal and wind and nuclear and biofuels and natural gas and biomass and crude oil and solar and battery cells and other sources to meet the current and future energy needs that propel our economy and sustain our quality of life."

Doug Whitley
President and CEO, Illinois Chamber of Commerce



"...Washington's business community supports a stronger, cleaner energy future... Given the gravity of what the president and Congress are doing, we need to make sure we know precisely what the problems are, thoroughly address them, and act deliberately. In this case, haste can result in more than just waste."

Don Brunell
President, Association of Washington Business



"West Virginia is an energy state, and one that we are proud to be a part of because now more than ever, this nation needs inexpensive and dependable sources of domestic energy. The nation's coal industry is responding to our changing world and is focused on the use of clean coal technologies and advances in mining operations and techniques. We should invest in technology and innovation that will move these kinds of technologies forward, helping our environment and protecting our economy at the same time."

Steve Roberts
President, West Virginia Chamber of Commerce

At regional energy forums across the country, Energy Institute officials engaged local business leaders and consumers about how decisions in Washington affect them.



Karen Harbert conducted an online interview with utahpulse.com on energy using Skype after delivering remarks at the Salt Lake City Chamber of Commerce.



Ohio Chamber of Commerce President and CEO Andrew Doehrel discussed energy challenges and opportunities for Ohio businesses in a video on the Energy Institute's website.



At a Chamber energy forum, Steve Eule highlights the important voice that regional chambers have in the national energy discussion.



Christopher Guith discussed the projected global expansion of emissions-free nuclear power at the Santa Fe Seminar Series.



Reaching International Audiences to Advance Energy Security

- ✓ Hosted first-of-its-kind global business meeting on climate change, which was attended by executives from business organizations representing more than 25 million businesses on six continents
- ✓ Convened international government leaders and business executives to discuss investment opportunities across the world
- ✓ Served as founding member of the International Energy Agency's Business Council to provide private sector expertise to the IEA and 27 members countries' energy ministers
- ✓ Promoted growing strategic importance of Canada to America's energy security

REACHING INTERNATIONAL AUDIENCES TO ADVANCE ENERGY SECURITY

Major Economies Business Forum

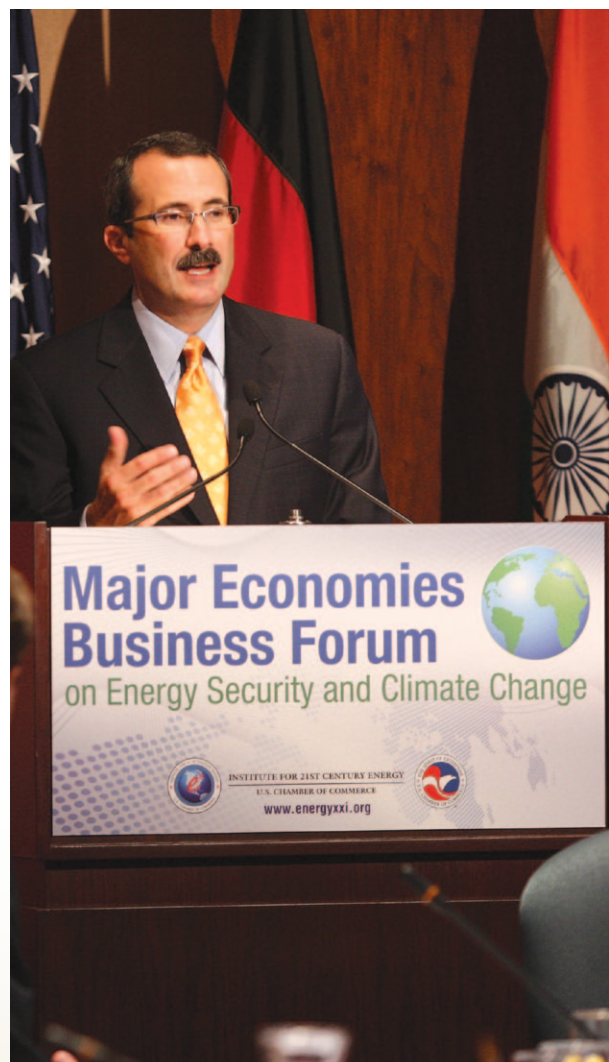
on Energy Security and Climate Change



In September 2009, the Energy Institute hosted a first-of-its-kind meeting of 13 international business organizations from six continents representing more than 25 million global businesses.



Thomas J. Donohue, President and CEO of the U.S. Chamber of Commerce, addressed delegates on the important role that international businesses play in shaping an achievable international climate change agreement.



David Chavern, Executive Vice President and Chief Operating Officer of the U.S. Chamber of Commerce, delivered welcoming remarks before global business organization executives at the U.S. Chamber's Major Economies Business Forum on Energy Security and Climate Change.



Teruaki Masumoto from Japan's Business Federation, Nippon Keidanren, told delegates about Japan's actions to date to address climate change.



Jamshyd Godrej, Past President of the Confederation of Indian Industries, discussed Forum's joint statement with the Confederation's program director on the sidelines of the Major Economies Business Forum.

In a joint declaration, the delegates to the Major Economies Business Forum covered key topics, including intellectual property, competitiveness, energy security, finance, and technology transfer.



Executives from Australia's two leading business groups, Heather Ridout from the Australia Industry Group and Greg Evans from the Australian Chamber of Commerce and Industry, discussed Australia's energy realities at the Major Economies Business Forum.



Delegates to the Major Economies Business Forum on Energy Security and Climate Change at the conclusion of the successful two-day meeting at the U.S. Chamber of Commerce.

REACHING INTERNATIONAL AUDIENCES TO ADVANCE ENERGY SECURITY

To influence international climate change negotiations and develop sustainable solutions to the world's energy challenges, the Energy Institute regularly hosted international delegations at the U.S. Chamber.



Fred Smith from the U.S. Chamber's Energy Institute facilitated a roundtable discussion with businesses and Saskatchewan Premier Brad Wall to discuss energy investments in Canada.



Brazil's Minister of Mines and Energy Edison Lobao delivered remarks on investment opportunities in Brazil to a crowded room of U.S. business leaders.

The Energy Institute participated in key international meetings, including forums hosted by the International Chamber of Commerce and the International Energy Agency.



Harbert participated in the International Energy Agency Business Council and presented business community views to key global energy ministers.



At the Confederation of Danish Industries leading up to Copenhagen, Steve Eule met with business and government leaders on global climate change negotiations.



The Energy Institute's Steve Eule discusses transatlantic energy issues at an Atlantic Council dialogue in Brussels, Belgium.



Influencing Media Thought Leaders and Expanding our Following

- ✓ Increased national press coverage significantly, including segments on numerous television networks and more than 50 regional and national newspapers
- ✓ Drove nearly 90,000 unique users to our website that boasts new digital advocacy features
- ✓ Attracted 20,000+ new regional supporters to advocate for smart energy action
- ✓ Expanded our digital platform to include all forms of 21st century outreach, including blogging, videos, and social media

INFLUENCING MEDIA THOUGHT LEADERS AND EXPANDING OUR FOLLOWING

Energy Institute officials served as a key resource for high profile news reporting and were a regular feature on cable television networks, radio, and regional and national newspapers.

The Washington Post

THE HILL

CQ WEEKLY

The New York Times Magazine

ROLL CALL

The Examiner

Forbes

THE WALL STREET JOURNAL.

POLITICO

CALGARY HERALD
Division of Canwest Publishing Inc.

Chicago Tribune

THE VANCOUVER SUN

FOX
NEWS
Channel



Karen Harbert was frequently called upon to discuss energy and climate challenges on national television programs.



Energy Institute events are regularly attended by leading journalists.



The Energy Institute weighed in on the most pressing energy issues through opinion editorials in major publications and online.

As seen in

ROLL CALL

Monday, March 30, 2009

Mission Ahead
ENCOURAGING DEVELOPMENT

Remember the central role of the private sector in forging energy solutions—cut the red tape and let companies develop our resources in a responsible fashion.

Private Sector Ready To Do Its Part

By Karen Alderman Harbert
President and CEO
Institute for 21st Century Energy
U.S. Chamber of Commerce



Our nation's energy challenges are among the biggest and most significant that we face. The decisions and investments made by the Obama administration and this Congress will affect our security, global competitiveness and quality of life for decades to come.

The U.S. Chamber of Commerce's Institute for 21st Century Energy believes that the American spirit of innovation, coupled with sound and comprehensive energy policy, is the cornerstone of a new energy strategy. Our nation's leaders must encourage renewable energy technologies, the expansion of nuclear power and more traditional sources of energy with equal urgency.

(continued on back)

"Our nation's leaders must encourage renewable energy technologies, the expansion of nuclear power and more traditional sources of energy with equal urgency."

Karen Harbert in Roll Call, March 2009

As seen in

FRIDAY, DECEMBER 4, 2009

POLITICO

THE POLITICS OF COPENHAGEN 2009 EDITION

CLIMATE: FACTS AND FICTION

Success Will Depend on Business Involvement



By Karen A. Harbert
President and CEO
Institute for 21st Century Energy
U.S. Chamber of Commerce

The road to Copenhagen has been a long and winding one. As you read this, representatives from more than 190 nations are gathering to work on a new framework to reduce global greenhouse gas emissions. But the group that will have the most impact on achieving that goal isn't sitting behind a table at Copenhagen's Hotel Copenhavn. Instead, its members are on Main Street and Wall Street, from Boston to Beijing. The success or failure of any agreement will rely most heavily on whether businesses, small and large, are able to implement it.

The private sector has the capital, expertise and practical solutions necessary to address climate change. Business has been steadily working at expanding those solutions for many years, by investing in cutting-edge research to develop and use cleaner and more efficient energy technologies.

As domestic and international negotiations continue, the U.S. Chamber of Commerce's Institute for 21st Century Energy intends to be a constructive voice in support of a common sense and achievable international climate agreement. In doing so, we will seek to put all the facts—and the fiction—on the table so that policymakers and the American people can make informed decisions.

Among the most important facts:

Fact: The U.S. Chamber of Commerce wants an international agreement.

As the largest representative of the U.S. business community in Copenhagen, the Chamber is an advocate for an international agreement and domestic legislation to reduce global emissions. In September, the Chamber's energy institute hosted a summit of global business leaders and joined the group in declaring that "the business community stands ready to continue engagement with policymakers and continue investments that contribute to low carbon and energy-efficient economies." The involvement of the business community in United Nations climate negotiations can only lead to a more successful and realistic agreement.

Fact: The developing world will produce the vast majority of emissions in the next century.

Even if developed countries deliver steep cuts in emissions, absent meaningful commitments by developing countries, it will be nearly impossible to achieve significant reductions in global emissions. Around 80 percent to 90 percent of the expected growth in global carbon dioxide emissions is expected to occur in developing countries—especially China, India and parts of Southeast Asia—so they have to be an integral part of any agreement.

Fact: Free trade of energy goods and services will accelerate the transition to a lower carbon future.

Some in the United States and elsewhere have been pushing for border tariffs that would increase the cost of goods from countries that have not adopted aggressive restrictions on emissions. The international climate negotiations should not be used as a vehicle to erect counterproductive barriers to free trade. Instead of biffing with a green trade war, we should be eliminating tariff and non-tariff barriers for clean energy goods and services to accelerate use of the latest technology worldwide.

Fact: Without protection of intellectual property rights, companies won't invest in clean energy.

Weakening intellectual property rights would have a devastating effect on the long-term development of clean energy technology. Without intellectual property rights, there is little incentive for companies to invest in advanced technologies. No company would commit to investing tens of millions of dollars to develop the next great clean energy technology if it feared that this technology would be copied and manufactured at a reduced cost in the developing world.

Fact: Addressing climate change will take time and be costly.

Too often, interested parties choose to manipulate numbers and ignore the economic realities of addressing climate change. For instance, during the debate over the Waxman-Markey cap-and-trade bill in the United States, proponents insisted that the bill would cost only "a postage stamp a day." What they failed to mention is that their calculation covered only the initial years, when the government would make free allocations available, not the years after 2012, when costs are estimated to balloon. It is that kind of political gamesmanship that is counterproductive to a real climate solution.

Addressing climate change, both at home and abroad, is going to be expensive. That's particularly true when one considers that the developing countries are counting on massive wealth transfers to support their efforts to lower emissions. They've demanded 0.5 percent to 2 percent of the developed country gross domestic product to support climate change programs. In the United States

As seen in THE HILL on TUESDAY, JUNE 23, 2009

THE HILL

TAXING US TOWARD ENERGY INSECURITY

The following op-ed by Energy Institute President and CEO Karen Harbert appeared in The Hill newspaper.

As members of Congress begin working on a spending plan for next year, they are guided by a budget proposal from the administration that is a classic example of the law of unintended consequences. The administration seeks to fund a significant increase in government spending by imposing more than \$40 billion in new taxes and fees on America's oil and gas industry—which would actually make us more dependent on foreign oil, raise consumer costs, and result in fewer jobs. These provisions should be rejected.

Raising taxes on oil and gas production is hardly a new idea. In 1980, Congress passed a so-called "windfall profits" tax. The results were counterproductive and, in fact, the amount of oil the U.S. imported rose by 11 percent. According to the Congressional Research Service, the tax increase reduced domestic production of oil and gas by as much as 9 percent. The taxes were later repealed in 1988 and viewed as such a failure that Phil Volker, who implemented the policy for the Carter administration, recently remarked that a windfall profits tax would be "a terrible idea today." Yet the results of the administration's proposal would mirror those from that failed endeavor.

All of the proposed taxes in next year's budget have one thing in common: They increase the cost of producing oil and natural gas here at home. This creates a natural disincentive for companies to produce more domestic oil and gas resources since they would have to pay higher taxes if they do so. In some cases, it may even inhibit maintaining existing production levels. Absent a significant drop in demand, the most likely way that the resulting supply gap would be met is to import more oil. Today we import about 60 percent of the oil consumed in the United States, and history has proven increased taxes would only serve to increase that percentage.

As many of America's policy leaders continue to view "energy independence," raising taxes and fees on oil and gas would result in the exact opposite effect. If the U.S. becomes more dependent on foreign imports, it also becomes more susceptible to the volatile price swings and potential supply disruption. Ultimately, the objective of increasing America's energy security is undercut by these proposed new taxes.

Many of our trading partners have lowered corporate tax rates relative to the United States, which has the second highest effective corporate tax rate of all developed countries. Because energy is a critical underpinning for economic growth, the reduced cost to produce energy in these countries when compared to the higher costs of U.S. energy production through new taxes would clearly make the cost of doing business in America higher. These taxes would also shift a competitive advantage to foreign government-owned energy corporations whose operations are subsidized by their parent governments.

More oil and gas taxes also mean higher prices for consumers. Two of the largest uses of natural gas in the United States are for electricity generation and residential consumption. Since some of the tax increase would get passed on to the purchaser, it is likely that utility rates will increase at a time when American families can least afford it. A significant amount of natural gas produced domestically is used as a feedstock for the production of goods like plastics, chemicals and fertilizers.

Increased taxes would also lead to higher prices of goods, the effect of which will permeate the American economy. At the same time, nearly 6 million Americans have jobs tied to the oil and gas industry. Increasing the production costs of oil and gas via new taxes and fees places these jobs in jeopardy as firms of all sizes would have to reduce operating expenses or shift to overseas production opportunities.

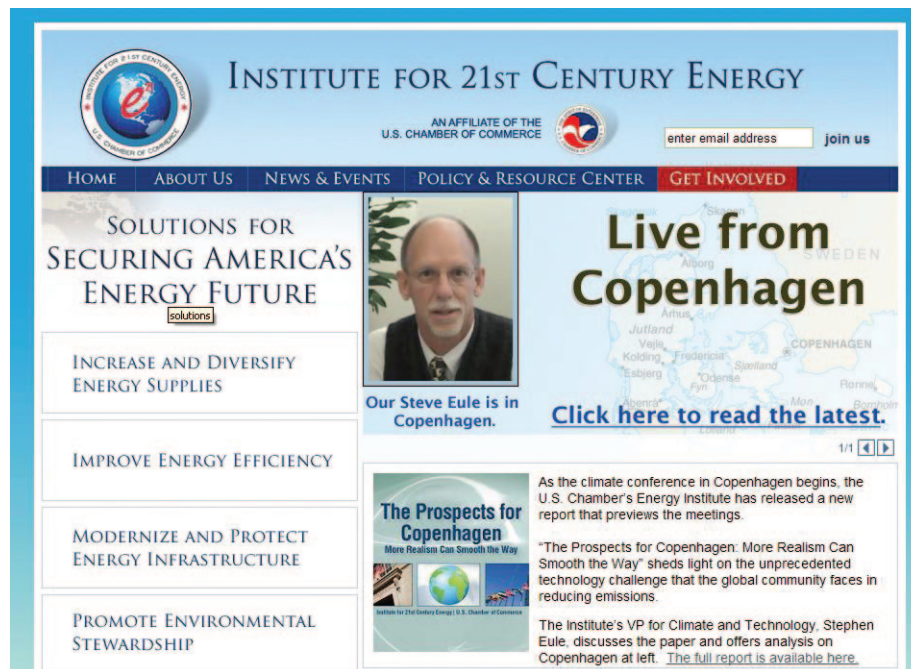
Taxes, especially those that target one industry, are a detriment to economic growth here at home. Rather than taking up failed policies of the past and making it tougher and more expensive for companies to produce American energy, the administration and Congress should support efforts to tap America's abundant energy resources.

With more natural gas, nuclear, renewables and traditional fossil fuels producers at home, other natural leaders can spur the creation of new American jobs and economic opportunities, as well reduce our dependence on foreign oil and promote an environment that enables U.S. business to be more competitive in the global market. That's a balanced energy policy everyone can and should support.

Karen Harbert is president and CEO of the Institute for 21st Century Energy of the U.S. Chamber of Commerce.

INFLUENCING MEDIA THOUGHT LEADERS AND EXPANDING OUR FOLLOWING

The Energy Institute transformed its website—www.energyxxi.org—to a dynamic, interactive portal that engaged and informed through multimedia, including live feeds from Energy Institute events.



Energy Institute officials provided video introductions to new reports and analysis on our website—www.energyxxi.org.



The Energy Institute engaged more than 20,000 energy advocates through an aggressive email outreach campaign.



The Energy Institute utilized new media and online tools to better inform advocates about 21st century energy options.



According to the National Journal, 90 percent of Congressional offices use blogs to determine constituent opinion. The Energy Institute contributed to the U.S. Chamber's blog as well as blogs on Reuters, Politico, and National Journal websites on key energy issues.

The Energy Institute's Facebook page provides updates to members on new activities. The Energy Institute uses YouTube to deliver its message.

LEADERSHIP AND STAFF



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Vice President



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Amy Beightol
Administrative Assistant



About the Energy Institute

The mission of the U.S. Chamber of Commerce's Institute for 21st Century Energy is to unify policymakers, regulators, business leaders, and the American public behind a common sense energy strategy to help keep America secure, prosperous, and clean. Through policy development, education, and advocacy, the Institute is building support for meaningful action at the local, state, national, and international levels.

www.energyxxi.org



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