

Eric Steltzer

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Principal Investigator

Education

University of New Hampshire, M.S., Department of Resource Economics and Development
Graduation: Resource Administration Management-2006

Colorado State University, B.S., Department of Natural Resource Recreation and Tourism
Graduation: Commercial Recreation- 1998

Work Experience

New Hampshire Office of Energy and Planning, Concord, NH July 08- present
Energy Policy Analyst

- Strategic Planning: Member of the selection committee for disbursement of the State's proceeds from the Regional Greenhouse Gas Initiative (RGGI). Ensure collaboration between American Recovery and Reinvestment Act and RGGI funds.
- Legislation: Represent Office's position at the hearings in front of the Legislature and NH Public Utilities Commission.
- Appliance Rebate Program: Program Manager for the State Energy Efficient Appliance Rebate Program. Appealed and successfully received two waivers from the Dept. of Energy for solar thermal collectors and indoor boiler reset controls.
- Lecturer: Present on a number of topics ranging from energy policies, financing energy efficiency improvements, land use ordinances and renewable energy.

Rockingham Planning Commission, Exeter, NH January 07- June 08
Regional Planner

- Energy Planning: coordinated workshop training session and education materials to expand energy efficiency and renewable energy options for municipalities.
- Developed Master Plans for communities through facilitation of visioning meetings, researching population, housing and land use trends.
- Circuit Rider: advised local planning boards on site and subdivision plan review.

University of New Hampshire, Durham, NH August 04 – August 06
Research Assistant

- Cape Wind proposal- Applied sociological and economical methods to analyze public perceptions and values towards renewable energy and preservation of a natural resource.
- Government agencies- researched governmental review processes of proposed developments.
- Focus groups- facilitated small group discussion regarding the Cape Wind project.
- Survey design- designed and implemented a 2,000 persons mail survey- 51% response rate.
- Statistical analysis- used regression analysis methods in STATA to analyze public survey data.

GRANIT, Durham, NH
GIS specialist

May 05 – December 06

- GRANIT is the state agency which manages New Hampshire's GIS data.
- Created maps and posters for the *Changing Face of the Seacoast* public forum (Nov. 05).
- Built and managed vector data to update the state's floodplains.
- Worked in ArcGIS and ArcInfo.

Specialty Sports Ventures, Vail, CO/Aspen, CO

October 98 - June 03

Marketing Director, Sales Manager, Assistant Store Manager

- Promoted rapidly, excelled in sales and customer service.
- Coordinated all regional marketing/advertising for a network of retail stores that gross over \$11 million annually. Supported national brand development of rentskis.com.
- Negotiated advertising, created partnerships with local lodges, developed business with travel professionals, integrated reservation operations, managed group sales, and conducted community outreach.

Additional Experience

Energy Efficiency and Sustainable Energy Board, Concord, NH
 present

December 08 –

Committee Member

Dover Energy Advisory Committee, Dover, NH
Chairperson

January 07 – present

Building Energy 07 Conference, Boston, MA
Planning Committee Member

Summer 2006

Transportation Options Program, Aspen, CO
Board Member

May 01 – June 03

Distinguished Leaders Program, Ft. Collins, CO
Chairperson

September 96 – May 98

QUALIFICATIONS

- Director of the New Hampshire Office of Energy and Planning which is responsible for promoting the principles of smart growth and innovative land use planning; ensuring the reliability, availability, and security of the state's energy supply; promoting energy efficiency and reducing energy costs for business, government and NH citizens; promoting the use of renewable energy, monitoring the state's investment in conservation land; and protecting and managing natural resources. Work closely with the Department of Environmental Services, Public Utilities Commission, state legislators, U.S. Department of Energy, and a broad range of stakeholder groups.
- Managed programs for the New Hampshire (DES) initiatives to promote cleaner energy sources, energy efficiency, and energy conservation in the transportation, power generation, commercial, industrial and residential sectors.
- Directed the development of the New Hampshire Climate Action Plan involving a 29-member Task Force and over 125 stakeholders. Facilitated implementation of the Plan through an innovative collaborative of businesses, government agencies, and non-profits.
- Developed state energy legislation for the Regional Greenhouse Gas Initiative and the Clean Energy Act (Renewable Portfolio Standard); led and managed intensive stakeholder process to develop consensus language on both bills. Routinely testified and answered legislative inquiries on energy-related issues. Collaborated with other state agencies and diverse stakeholders on energy policy issues. Served as resource to federal delegation on energy policy issues.
- Directed a 50-person multi-disciplinary office under contract to the U.S. EPA to investigate over 200 potential Superfund sites per year. Worked with EPA and the state regulators in the six New England states in prioritizing and assessing Superfund programs. Responsible for all administrative, supervisory, fiscal and management functions of this independent contract office.
- Managed environmental, health and safety requirements for The Timberland Company across a complex decentralized company structure including Caribbean manufacturing; Asian third-party manufacturing; European distribution and retail locations; U.S. distribution facilities and retail locations; and a 250,000 square foot Corporate Headquarters. Developed Timberland's first audit protocol for labor and working conditions in third-party Asian manufacturing facilities and conducted audits of factories in China and Taiwan.
- As a senior environmental consultant: negotiated a change to the F. O'Connor site remedy that resulted in a \$10 million cost savings in remedial costs; led a design team of engineers, contractors, and owner technical representatives in a "partnering" concept; managed a closure study for the Manchester Landfill; provided expert witness testimony; and worked closely with EPA and state agencies on policy and regulatory issues.

PROFESSIONAL EXPERIENCE

NH Office of Energy and Planning
August 2009 - present
Director Concord, NH

NH Department of Environmental Services- Air Resources Division
March 2000-July 2009
Climate and Energy Program Manager
Administrator Technical Services Bureau
State Permit Engineer Concord, NH

The Timberland Company
1995-2000
Corporate Manager of Environmental, Health & Safety Stratham, NH

GEI Consultants, Inc.
1989-1995
Senior Project Manager Concord, NH

NUS Consultants, Inc.
1983-1989
Regional Manager
Senior Assistant Manager
Assistant Manager
Group Leader/ Field Chemist Bedford, MA

Energy Resources Company
1982-1983
Laboratory Chemist Cambridge, MA

NH Water Supply & Pollution Control Division
1980-1982
Laboratory Chemist Concord, NH

EDUCATION

M.A. in Biology with concentration in Water Resources, State University of New York-Binghamton, 1981
B.S. in Botany, University of New Hampshire, 1978 (Phi Beta Kappa)
Completed high school at Holderness School, Holderness, NH in 3 years

Katharine Bogle Shields
143 Clough Pond Road
Canterbury, New Hampshire 03224
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PROFESSIONAL EXPERIENCE

2006 – Present, Executive Director, New Hampshire Community Development Finance Authority: With executive team manage day-to-day operations and with board of directors lead quasi-state agency in the effective and strategic deployment of an annual total of \$34.0 million in grant, investment and financing resources for community development purposes including the expansion and enhancement of affordable housing, job creation and retention, revitalization of community centers, as examples. Current organizational focus areas:

- Plan and deliver the Neighborhood Stabilization Program, a foreclosure recovery program aimed at revitalizing neighborhoods with high foreclosure rates through concentrated investment.
- Implement comprehensive database to capture quantitative and qualitative performance information and increase efficiency in the grant-making and monitoring process through automation.
- Reorganize professional team to more effectively provide technical assistance and expand capacity for strategic investment planning.

1996 – 2006, External Relations Manager and Vice- President for Community Reinvestment, Provident Financial: Developed and implemented annual strategic investment plan for \$5.0 million in corporate grants and up to \$15.0 in community development investments in New Hampshire and the national market. Managed the Provident Child Care Initiative, a national program designed to create sustainable improvements in the early care and education system through increased access to affordable capital and deliberate and targeted grant-making. Worked with nationally recognized organizations such as NeighborWorks, the Opportunity Finance Network and the New Hampshire Community Loan Fund to expand resources and industry capacity in the areas of child care, financial literacy and community building. Oversaw NH government relations activities.

1978 – 1996, Program Director, Community Action Program Belknap Merrimack Counties, Inc.: Managed various health and social service programs - the Women's, Infants and Children's (WIC) supplemental nutrition program, family planning clinics, elder services, including Meals-on-Wheels, senior dining, and rural transportation.

1973 – 1976, Video Producer, Continental Cablevision and the Alternate Media Center at New York University.

THADDEUS ("Ted") KUCHINSKI, JR.
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Keene, NH 03431
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Professional Profile

Highly motivated leader with twenty years of experience in financial management, combined with extensive experience in information systems and company operations. Strong analytic and problem solving skills, with the ability to appraise a situation critically, seeing both the forest and the trees and determine the course of action that will result in the most advantageous impact.

Areas of Expertise

- Project Planning, Management and Budgeting
- Strategic Planning
- Export Financing and Letters of Credit
- Banking Relations; Lines of Credit and Service Contracts
- Risk and Property Management

Professional History

Chief Financial Officer, August 2007 to Present

New Hampshire Community Development Finance Authority

CFO / Vice President – Finance & Administration, March 2003 to August 2007

RCAP Solutions, Inc.

Member of Executive Leadership Team charged with oversight of administrative operations of \$25MM service organization with a mission to assist low income communities and individuals to build a sustainable future. Responsibilities include oversight of development of strategic plan; financial accounting management and reporting; annual operating and program specific budgets; new product business plans; information technology and communications networks; human resource and fringe benefit administration; marketing and communications; grant development and reporting; office operations; banking, insurance and vendor relations; and risk management.

Recent Accomplishments:

- Participated in development of strategic plan focused on increasing earned income opportunities and reducing reliance on federal and state grant funds
- Managed headquarters move to new facilities and sale of old facility
- Updated accounting systems resulting in clean audit opinions with no findings for last three years
- Implemented electronic timesheet and expense reporting capabilities to expedite the tracking and flow of information from staff

Loan Manager, October 2005 to Present

RCAP Solutions Financial Services, Inc.

Loan Manager for non-profit subsidiary of RCAP Solutions, Inc. formed in 2003 to serve as a low cost source of funds for affordable housing and community development programs. Responsible for development of the development and administration of all loan programs; policy development for Board

of Directors; development and maintenance of relations with investors; and quality assurance to ensure that programs reach their intended target markets.

Recent Accomplishments:

- Member of team creating Community Water/Wastewater Revolving Loan Fund that received \$500,000 USDA-RD grant
- Directed proposal team that earned CDFI designation from U.S. Treasury for loan subsidiary
- Expanded scope of Home Repair Revolving Loan Fund to reach more low income homeowners being threatened by loss of home

Chief Financial Officer & Treasurer, 1994 to 2003

Acting Chief Executive Officer, January 2001 to July 2001

Assistant Treasurer, 1989 to 1994

Manager of Accounting, 1985 to 1989

Holstein Association USA, Inc., Brattleboro, VT

Member of the executive management team and officer of corporation. Responsible for the overall financial management of the organization and its subsidiaries reporting to CEO and Board of Directors. Responsible for financial statement preparation and presentation, annual operating budget, financial analysis of company operations, analysis of customer buying patterns and industry trends, development of pricing strategies, management of investment funds, negotiate lines of credit with banks and leasing companies, oversee annual audit process, and administer retirement plans.

Director of Government Finance, 1983 to 1985

World Learning (Experiment in International Living), Brattleboro, VT

Responsible for financial management of 15 government contracts, including the development of proposal budgets and contract negotiations with federal agencies and other grantor organizations, financial reporting, foreign currency transactions, and liaison with independent and government auditors. Designed and implemented field accounting system for foreign projects, ensuring that projects did not overspend budgets due to exchange rate fluctuations.

Controller, 1982 to 1983

U.S. Cap, Inc., Derby, CT

Responsible for financial management of \$5 million baseball cap manufacturer, including financial reporting to owners group, budgeting, cost accounting and controls, inventory controls, credit and collections, and cash management.

Academic Credentials

Masters in Business Administration in Finance - Southern New Hampshire University (formerly New Hampshire College), 1988

Bachelor of Science in Accounting - University of Connecticut, 1978

ALICE M. VEENSTRA
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Canterbury, NH 03224
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OVERVIEW OF EXPERIENCE:

- Underwriting and grant administration: 5 years, 300 applications for funding or certification, \$45 million in grants, loans, and equity investments awarded and \$50 million in tax credits granted.
- Developed and managed a new grant program to create Native CDFIs that resulted in an eight-fold increase in the number of certified Native CDFIs.
- Contract administration: 5 years, 35 contracts, totaling \$30 million.
- 9 years of banking and community development policy experience.
- 3 years of budget formulation experience.
- 3 years of supervisory experience and 2 additional years of experience coordinating the work of other staff.
- Promoted five times from GS-9 to GS-15.

New Hampshire CDFA, Concord, NH Chief Community Development Officer – Nov. 2008 – present
Manages all of CDFA's programs: Community Development Block Grant Program (CDBG), Community Development Investment Program (CDIP) a state community development tax credit program, and a gap financing loan program. Also, developed and administer the Neighborhood Stabilization Program, a new HUD funded program to help communities recover properties under foreclosure and abandonment. Total funding this year will be \$35 million. Total active grants and loans under management: 150.

**HUD (US Department of Housing and Urban Development) Office of Native American Programs
Director of Headquarters Operations** – June 2006 – Oct. 2008

Responsible for the efficient operation of the headquarters office, contract management, personnel (hiring), and training administration for 175 staff in seven offices nationwide. Supervised team of four employees.

- Developed creative solutions for addressing problem employees.
- Oversaw largest round of hiring in ONAP history (50 hires in one year).
- Oversaw 30 contracts totaling \$20 million.

**CDFI Fund (Community Development Financial Institutions Fund) -US Department of the Treasury
Program and Financial Advisor** - June 2004 to June 2006
Program and Financial Analyst - July 2000 to June 2004

- *Program Management* – Administered two grant programs: 1) the *Native American CDFI Assistance(NACA)Program*, a grant program providing financial and technical assistance, and operating grants to Tribes, Tribal Housing Authorities, Native CDFIs and other Native organizations to encourage the creation and strengthening of CDFIs to serve Native Communities; and 2) the *Bank Enterprise Awards Program*, a grant program that encourages commercial banks to increase their activities in low-income communities. Trained new employees and coordinated the work of other employees. Lead the team that developed the application and other funding documents, reviewed and ranked the applications, made the awards, and provided debriefings to unsuccessful applicants. Hired and trained contractors to assist with review and ranking of applications.
- *Program Development*: Worked with senior management to develop a new grant program (NACA). Developed program materials: notice of funds availability, application materials, and presentation materials. Successfully shepherded program materials through internal and external review processes (including OMB). Trained co-workers to review applications for new program. Expanded program to provide financial assistance and operating grants.
- *Underwriting*: Underwrote, approved, or declined 255 applications for funding or certification.

- Underwrote over **140 applications** to all of the Fund's grant and tax credit programs totaling **\$35 million in grants and loans and \$50 million in tax credits**: Core/FA, SECA/TA (Small and Emerging), NACTA/NATA/NACD (Native American TA), NACA (Native FA), Bank Enterprise Awards, and New Markets Tax Credit Programs.
- Performed administrative reviews on 100 additional applications totaling another \$10 million.
- Reviewed and approved or declined 85 applications for CDFI Fund certification as a CDFI or CDE.
- Recommended funding amounts ranging from \$30,000 to \$2 million, to senior staff and management. Closed successful awards – negotiated performance measures with applicants.
- Gave debriefings to over 50 unsuccessful applicants.
- *Contract Administration and Development* – Developed and co-managed four contracts worth \$9 million to provide technical assistance and training to Native organizations developing CDFIs and IDA programs and to distributing financial literacy training materials that are Native-centric.
- *Outreach*: Prepared and delivered 15 – 20 presentations to the public about the Fund and its programs in person and by video-teleconference.
- *Research – Native American Lending Study*: Worked with team to conduct and write a two-year long study of barriers to lending and investment in Native American, Alaska Native, and Native Hawaiian communities. Created a system to rank order barriers identified by participants in 14 Lending Study workshops. The top fifteen barriers identified by my system became the organizational foundation of the report on the study. Co-managed contract value of \$700,000.

Accomplishments:

- Award for being Top Producer for Fiscal Year 2002. (Award not offered in later years)

Office of Management & Budget (*Executive Office of the President*) Washington, D.C.

Program Examiner Feb. 1997 - July 2000

Researched and developed memos and papers for senior Administration officials on legislative, policy, and budget issues related to community development, banking, thrifts and credit unions. Tracked major legislation: Financial Modernization bill (Gramm Leach Bliley Act), Credit Union Membership Access Act, and Bankruptcy Reform bills. Worked with senior officials from the White House Policy Councils, the Departments of Treasury, Justice, and Commerce, and the Federal Financial Regulators to develop Administration policy, initiatives, and political strategy. Estimated budget impact of legislative proposals and prepared the President's budget and supporting policy justification for the CDFI Fund (a Presidential Priority program) and the Regulatory Agencies (FDIC, FHFB, FRB, NCUA, OCC, and OTS). Wrote policy papers with cross-cutting teams of examiners.

Accomplishments:

- Worked with agency management to improve tracking of impact data that will increase Congressional support for a newly created agency (CDFI Fund).
- Lead effort to improve career opportunities for administrative staff as part of the agency's Diversity Council.

Town of Provincetown, Provincetown, MA

Assistant Town Manager June - Nov. 1996

Managed consultants, supervisory, professional, and clerical staff. Directed departmental reorganization and streamlining processes. Worked with local business people to diversify economy and develop year-round employment opportunities for residents. Worked with local and state planning efforts to redevelop Harbor front and municipal pier. Successfully lobbied Finance Committee and Town Meeting for approval of increased staffing and computer system upgrade for beleaguered department. Formed

community collaborative to address affordable housing concerns.

Richard Ober
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EMPLOYMENT

2008 – present

**Vice President, Civic Leadership and Communications
New Hampshire Charitable Foundation**

Develop and lead public policy and citizen engagement. Convene opinion leaders to build consensus on complex issues. Integrate civic leadership into culture and operations. Lead strategic positioning, new media, publications, press, and other communications work. Serve on Senior Leadership Team.

2001 – 2008

Executive Director, Monadnock Conservancy

Led strategic planning and program implementation, fund development, personnel and financial management, and public affairs. Achieved growth rates of threefold in revenues, fivefold in acres protected, and tenfold in endowment funds. Among first land trusts in U.S. to earn national standards accreditation.

1985 – 2001

**Vice President, Outreach and Development
Society for the Protection of NH Forests**

Directed communications, education, and development programs. Managed staff and budgets. Served as primary spokesperson, leadership team member, and policy advisor. Developed and led wide range of special initiatives.

1984 – 1985

Editor, 1590 Broadcaster

Edited weekly newspaper with circulation of 58,000.

1983 – 1984

Communications Director, Nashua Arts and Science Center

Oversaw press, publications, and events for community arts center.

EDUCATION

1983

Plymouth State College, *Magna cum laude*

B.A. in English; minors in Political Science and Spanish

BOARDS

2009 – present

Management Committee, NH Energy and Climate Collaborative

2008 – present

Chairman, NH Energy Efficiency and Sustainable Energy Board (PUC appointee)

2007 – present

Chairman, NH State Parks Advisory Council (Governor's appointee)

2002 – 2007

Director, Giving Monadnock

2004 – 2005

Member, Committee on Excellence in Non-Profit Governance (NHCF)

2000 – 2004

Member, Advisory Council to Travel Division (Governor's appointee)

2000 – 2004

President and Trustee, New Hampshire Writers' Project

1996 – 2002

Chairman and Director, New Hampshire Travel Council

1989 – 1996

Member, Planning Board, Webster, NH

1984 – 1990

Chairman and Director, Common Cause of New Hampshire

Richard Ober
Skills and Experience

Leadership and Management

Richard Ober has held professional positions of successive leadership responsibility at three New Hampshire nonprofits, and has served as director or chair of many public and private boards. He is skilled at strategic planning and has led organizations through periods of growth and transition. He has developed annual budgets and long-range work plans, overseen endowment funds, and managed staff at all levels. He has taught seminars on nonprofit management, board-staff relations, communications, development, and other topics.

Civic Affairs and Public Policy

Ober has worked quietly and effectively in public policy throughout his career. His ability to convene diverse stakeholders and find common ground has advanced consensus solutions on thorny issues including energy, tourism, public lands, and sprawl. He is experienced in problem definition and strategy, media and messaging, legislative drafting, and public testimony. He moves easily across the political aisle and between the needs and interests of the public and private sectors.

Development and Philanthropy

From writing and directing annual appeals to cultivating major donors and leading capital campaigns, Ober has worked in every aspect of fund development. He has supervised development teams, written grants, and personally negotiated many complex real estate donations involving multi-generation families and their professional advisors.

Communications

Communications is the core of Ober's work. He is skilled at articulating ideas and strategically positioning organizations and initiatives. He is a frequent public speaker and has appeared widely in state, regional, and national media. He has authored, edited, or contributed to five books; published features and essays in periodicals including *Yankee* and *Outside*; and was the long-time editor of the journal *Forest Notes*. Ober has produced marketing materials, annual reports, videos, multi-media presentations, exhibits, and public events.

Recognition

New Hampshire Energy Leadership Award, 2009
Robert Frost Contemporary American Award, 2007
New Hampshire Outstanding Work of Nonfiction, 1996
Vermont Book of the Year, 1996
Sigurd Olson Nature Writing Award, 1996
Choice Academic Award, 1996

References, publication list, and portfolio available on request

RICHARD A. MINARD, JR.

93 Page Road, Bow NH 03304; 603-856-0754 (office); 603-340-5954 (mobile)
rminard@communityloanfund.org

PUBLIC POLICY, MANAGEMENT, ORGANIZATIONAL DEVELOPMENT

New Hampshire Community Loan Fund, Concord, NH, April 2009-present

- Vice President for Policy and Programs for a nationally recognized community development financial institution providing loans for housing, public facilities, and businesses.

New Hampshire Audubon, Concord, NH, September 2006-December 2008

- President and CEO of an independent organization with five nature centers, 36 wildlife sanctuaries, 5,000 member-donors, and approximately 25 employees

Harvard University Center for the Environment, Cambridge, MA, June 2005-present

- Executive Director of an organization reporting to the Office of the Provost charged with encouraging environmental research and teaching throughout Harvard University

New Hampshire Center for Public Policy Studies, Concord, NH, 2000-2005

- Co-Executive Director of an independent, non-profit organization providing objective analysis to state and local policy makers and the general public

National Academy of Public Administration, Washington, D.C., 1994-2000

- Associate Director, Center for the Economy and the Environment, a private, non-profit, organization providing objective analysis and recommendations to Congress, federal and state executive agencies, and the public

Northeast Center for Comparative Risk, Vt. Law School, South Royalton, Vt., 1991-1994

- Founder and Director, 1991-1994, of an organization funded by US EPA to provide technical assistance to city and state governments on risk-based environmental priority setting.

Vermont Agency of Natural Resources, Waterbury, Vt., 1989-1991

- Director of state comparative risk project, a two-year, multi-agency priority-setting and management project

Governor's Office of Policy Research and Coordination, Montpelier, Vt., 1986-1989

- Director (statutory title: State Planning Director) or a team reporting directly to Governor Madeleine M. Kunin

***The Valley News*, West Lebanon, N.H., 1981-1986**

- Editorial Page Editor, 1981-1986; Assistant News Editor, 1986

The U.S. Senate, Washington, D.C., 1980

- Press Secretary, U.S. Senator John A. Durkin (D-NH)

***The Keene Sentinel*, Keene, N.H., 1978-1980**

- Reporter

EDUCATION

Kennedy School of Government, Harvard University, Cambridge, Mass., 1993-1994

- Master of Public Administration, emphasis on environmental management and economics
- named a Littauer Fellow in recognition of academic achievement and public service

University College, Cardiff, Wales, 1977-1978

- Rotary International Fellow at the Centre for Journalism Studies

Harvard College, Cambridge, Mass., 1973-1977

- Bachelor of Arts, *magna cum laude*, in English and American Literature and Language

BOARDS AND COMMITTEES

New Hampshire Energy and Climate Collaborative, 2009

Governor's Climate Change Task Force, Adaptation Committee, 2008

New Hampshire Audubon, Green Infrastructure Project Steering Committee, 2002

U.S. EPA's National Advisory Council on Environmental Policy and Technology, Reinvention Criteria Committee, 1998-2000

Green Mountain Institute for Environmental Democracy, board president, 1996-1999; board member, 1999-2001

Terrance J. Large
Public Service of New Hampshire
780 North Commercial Street
Manchester, New Hampshire 03105-0330
(603) 634-2434

Education and Training:

- Bachelor of Arts, Dartmouth College, Hanover, NH; 1979
- Bachelor of Science in Mechanical Engineering, Union College, Schenectady, NY; 1983
- Penn State University Executive Management Program, University Park, PA; 2001
- Leadership New Hampshire, Class of 2006
- Utility Economic Development Association, Economic Development Leadership Program, Kellogg School of Business, Northwestern University, Evanston, IL; 2007

Professional Experience:

- Director-Business Planning and Customer Support Services
Responsible for the direction and oversight of PSNH's Conservation and Load Management programs, Business and Financial Planning, Supplemental Energy Resources, Economic Development and Facilities operations. Administers PSNH's Capital budget ranging from \$100M to \$250M annually.
- Manager-Operations Support
Responsible for direction and oversight of administrative support functions for field operations including new construction call center operations, Emergency Response and Power Restoration activities for both in-state and out-of-state deployments, operational and financial coordination with all other in-state utilities.
- Technical Business Manager-PSNH Generation
Responsible for Engineering, Environmental, Financial and Regulatory activities associated with the operation of PSNH's Generation fleet encompassing 1,150 MW of power generation assets on fourteen sites, annual expense budgets of \$50M and annual Capital budgets ranging from \$25M to \$100M. Financed through the sale of allowance credits, the installation of Selective Catalytic Reduction (SCR) and particulate removal systems at PSNH generating stations at no cost to customers.
- Operations Manager-PSNH Merrimack Station
Responsible for the safe, efficient and environmentally compliant operation of a four unit power generating station including two coal-fired boilers (435 MW).
Responsible for the start-up and operation of the first utility coal-fired Selective Catalytic Reduction (SCR) NOx control system installed in the United States.

William Ray Gosney, Jr.

579 Tenney Mountain Highway ● Plymouth, NH 03264 ● Daytime (603) 536-8659 ● Cell: (603) 254-7519 ● gosneyr@nhec.com

Executive Vice President (1992 - Current)

New Hampshire Electric Cooperative

Coordinate the strategic planning, government policy and relations, legislative and regulatory issues and business relations process. To keep the resources of the organization focused on those efforts and initiatives that best achieve the aims of the Cooperative.

Previous Employment

Virginia Electric & Power Company
Northern Virginia Electric

Education

- Bachelor of Science Degree in Electrical Engineering from the Virginia Military Institute and has done post-graduate work in business administration at Plymouth State University.
- Graduate of the Northeast Public Power Association's Utility Management Program
- Graduate National Rural Electric Cooperative Association's Management Internship Program
- Certificate in Quality Leadership from Rivier College,
- 2001 Associate of Leadership New Hampshire.

Achievement Highlights

- Chair for the Board of Directors of Grafton County Economic Development Council
- Member of the Energy Efficiency & Sustainable Energy Board (EESE)
- Member of the Grafton County Complex Alternative Energy Committee
- Member of the Town of Plymouth Energy Committee
- Founding Board Member of the NHEC Foundation
- Former Chair of the Town of Plymouth Planning Board and Capital Planning Committee.

- Former chair of the Information Management and Telecommunication Work Group of National Rural Electric Cooperative Association's (NRECA) Cooperative Research Network (CRN)
- For Chair Advisory Board for MultiSpeak™.

D. DICKINSON HENRY, JR.
Executive Director
The Jordan Institute
49 N Main St.
Concord, NH 03301
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E-mail: dhenry@thejordaninstitute.org

Education and Training

1970 B.A. Harvard College

Professional Experience - Energy Related

The Jordan Institute

2007 to present Executive Director,

Over the past three years I have lead The Jordan Institute to become the preeminent non-profit organization in New Hampshire dealing with conservation, energy efficiency, and renewable energy in buildings. We have focused our mission on all forms of barriers to demand reduction in buildings as buildings make up almost sixty percent of all energy used in the state. Our work has been funded by foundations, a major federal DOE grant in cooperation with the State Office of Energy and Planning, and fee for service consulting work. We have a great deal of experience in schools, municipal, and commercial buildings. We have a particular interest in designing solutions to the financial barriers that hamper energy retrofit work and have recently drafted PACE enabling legislation which will be considered in the 2010 session of the New Hampshire Legislature. I have a long history working with the utilities, regulators, legislators, environmental organizations, and state agencies in all aspects of energy conservation, efficiency, and renewable generation. As a result of our work I now serve on the Energy Efficiency and Sustainable Energy Board which counsels the PUC on its energy efficiency and renewable energy related expenditures. I serve on the various sub-committees of the EESE Board which have designed the Beacon Community concepts. I also serve on the CORE advisory board that sets the terms of the Systems Benefit Charge Investments by the PUC.

Renewable Energy Consultant

2005 I worked as a consultant to Public Service of New Hampshire laying out a long term strategic plan for environmental and energy related opportunities for the Company.

2002 – 2004 I worked as a consultant to Public Service of New Hampshire researching and designing the concept of converting one of their fifty megawatt coal fired power plants to wood. This involved extensive research of fluidized bed technology for wood, the newly emerging Renewable Energy Certificate markets in all of the ISO New England States, wood supply and delivery issues, as well as exploring innovative financing structures that helped to establish a market price for RECs so that approval could be obtained before the New Hampshire Public Utilities Commission to proceed with the conversion. The conversion did take place and became at the time the largest and cleanest wood fired power plant in North America.

Electric Utility Restructuring Collaborative

1996-1998 I was the founder and Director of the New Hampshire Electric Utility Restructuring Collaborative. This group represented small business, environmental, and low-income interests at the time that New Hampshire began restructuring its electric utilities. This was a consensus building effort with a great deal of technical research which allowed for the design of what eventually became the System Benefits Charge low-income and energy efficiency and conservation programs. These programs now generate about \$32 million dollars a year for low-income assistance and energy efficiency and conservation efforts. Much of this work was eventually expanded to include New Hampshire's natural gas industry.

Audubon Society of New Hampshire

1987 – 1995 I served as President of the Audubon Society of New Hampshire and grew the organization from 12 to 40 full time employees, expanded our education centers across the state and tripled the organization's membership. While President I was instrumental in convening and overseeing a complex two year negotiation between the business community, the environmental community, the health community, and Public Service of New Hampshire in solving the company's need to meet the clean air act amendments of 1990 for NOx reductions. This also involved extensive discussions with state and federal air quality regulators. After lengthy negotiations we suggested to the company that they install the first Selective Catalytic Reduction (SCR) system in North America on their largest coal fired power plant. This also required significant modifications in both state and federal regulations to accommodate this new technology which was cheaper than and three times as efficient as conventional Selective Non-Catalytic Reduction. The company agreed and this system proved so successful that the NOx credits from the installation also paid for a much needed electrostatic precipitator. As a result of this installation SCR is now implemented widely across the country on many coal fired power plants.

Synergistic Activities

Member representing non-profits on the **Energy Efficiency and Sustainable Energy Board** of the New Hampshire PUC. Serve on funding opportunities sub-committee, helped design the Beacon Community concept, took a leadership role in promoting the Property Assessed Clean Energy financing draft legislation for New Hampshire, have a long standing interest in expanding the utility "Smart Start" programs which is a form of on meter financing for energy conservation and efficiency.

Member of the **CORE Advisory Board to the NH PUC**. Continue to serve and oversee the implementation of the energy efficiency, conservation, fuels blind aspects of these funds.

Member of the **City of Concord's Energy Efficiency Advisory Board**, this volunteer work gives me a firsthand understanding of the challenges faced by our local communities in implementing significant community wide energy retrofit programs.

STEPHEN H. BURRINGTON
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sburrington@thejordaninstitute.org

EDUCATION

UNIVERSITY OF MICHIGAN LAW SCHOOL, J.D. 1984
UNIVERSITY OF EDINBURGH, M.A. in History (undergraduate, with honors) 1980

PROFESSIONAL EXPERIENCE

THE JORDAN INSTITUTE, Concord, NH

Chief Strategic Officer, 2007-present

I guide the development of new programs, policy and market initiatives, financing strategies, and partnerships for a non-profit firm that plans and oversees implementation of energy efficiency and clean energy improvements.

INDEPENDENT CONSULTANT, 2007-present

I develop and help implement energy, transportation and growth policy strategies for state and local leaders and private sector clients. (Typical energy projects listed below.)

ANDERSON & KREIGER LLP, Cambridge, MA

Counsel, 2007-present, to firm specializing in energy, environmental, and land use law.

DEPARTMENT OF CONSERVATION AND RECREATION, COMMONWEALTH OF MASSACHUSETTS, Boston, MA

Commissioner, 2005-2007

I led formation of the nation's sixth-largest and most diverse state parks, recreation and natural resource agency following its creation from the merger of two long-neglected agencies. Workforce included more than 1,100 full-time and 2,000 seasonal employees. Total FY 2007 spending was \$267 million. I made significant progress in building a great agency, with first-rate management, while launching a major capital program; improving maintenance, recreational opportunities, and natural resource conservation; and mainstreaming public involvement in agency activities.

OFFICE FOR COMMONWEALTH DEVELOPMENT, COMMONWEALTH OF MASSACHUSETTS, Boston, MA

Undersecretary, 2004-2005

Deputy Secretary, 2003-2004

I led the creation and operation, under Secretary Douglas Foy, of a "super-secretariat" that oversaw the Executive Office of Transportation, Executive Office of Environmental Affairs, Department of Housing and Community Development, and Division of Energy Resources. OCD's mission was to ensure that state government supported growth in cities, town centers, and other walkable, infrastructure-rich areas. OCD was the most

ambitious effort yet to link any state's agencies for the purpose of shaping development patterns and collaborating with municipalities on smart growth. I was responsible for assembling the OCD staff; defining the smart growth agenda; developing and executing major policy initiatives; collaborating with cities and towns on development strategy; aligning agency capital and operating budgets with smart growth policy; and integrating the agencies' efforts.

CONSERVATION LAW FOUNDATION, Boston, MA

Vice President and General Counsel, 1998-2003

Director, Communities Program, 1996-1998, and Transportation Program, 1992-1996

Senior Attorney, 1993-1998; Staff Attorney, 1989-1993; Legal Fellow, 1988-1989

I directed the programs of New England's leading non-profit environmental protection organization in areas including energy, climate change and air quality. I was responsible for steering organizational growth; developing new programs and advocacy strategies; building teams among staff and partnerships with public- and private-sector entities; fundraising and budget development; hiring, supervising, evaluating and ensuring professional growth of advocates; representing CLF in major cases; and managing corporate legal business. I led or supervised work on development and expansion of electric and gas utility energy efficiency programs; renewable portfolio standard implementation and reform; policy options for facilitating renewable energy project financing; default service procurement; distributed generation; transmission system congestion pricing; efficiency and renewable energy measures for major development projects; windpower siting, regulation and public process; compliance by major generators with air quality regulations and other environmental laws; and incorporation of environmental externalities in cost-effectiveness analysis.

SYNERGYSTIC ACTIVITIES

- ***Lawrence CommunityWorks, Lawrence, MA*** – For a leading community development corporation, I serve as advisor on sustainable energy and infrastructure strategy for the redevelopment of a 400,000 square foot mill complex as a new neighborhood.
- ***Stewards of Affordable Housing for the Future*** – For an organization of large non-profit affordable housing owners, I help develop large-scale energy efficiency finance and implementation strategies.
- ***Natural Resources Defense Council, New York, NY*** -- In consultation with Mayor Bloomberg's office, I served as project manager for the development of building energy efficiency implementation strategy recommendations for PlaNYC.
- ***A Better City, Boston, MA*** – I guided development of a business plan for incorporating climate change strategies into the programs of this business group.
- ***New England Clean Energy Council*** – I am an active member of the policy committee of this regional organization of clean energy firms, investors, industry groups and others.

Thomas F. Galligani, Jr.
91 Burnham Road, Andover MA 01810
galliganit@nashuanh.gov

Professional Experience

Economic Development Director, City of Nashua NH (September 2008 – present)

Coordinates and leads all economic development activities for the City of Nashua, including business retention and recruitment, downtown revitalization, community branding and marketing, business technical assistance as well as coordination and implementation of federal, state and local tax incentives and financing resources.

Principal, Thomas Galligani Consulting, Andover, MA (June 2004 – September 2008)

Established a consulting firm to assist clients with all aspects of real estate, economic development, and land planning including development, feasibility, permitting, financing, grant writing and project management.

- As Economic Development Coordinator, assisted the Town of Chelmsford with the initiation of a comprehensive economic development program, including establishing a site finder database, identifying large development opportunities and facilitating business retention and location.
- Authored EO418 Community Development Plan and Master Plan for the Town of Newbury;
- Serving as a project manager for a non-profit developer overseeing the renovation of two homeless shelters and a seven unit, scattered site affordable housing project.
- Summarized economic impact analyses, job creation potential for proposed 800,000 sq. ft. retail mall in Tewksbury, MA for Mills Corp.
- Assisted the City of Haverhill with site selection and project feasibility of a future downtown parking garage.
- Evaluated permitting processes, assisted with the implementation of permit tracking software and created permitting flowcharts for the Town of Amesbury.
- Assisted corporate clients with site selection, permitting and securing economic development incentive packages.

Director, Office of Planning and Development, City of Lawrence, MA (June 2002 – June 2004)

Coordinated City economic and community development, housing, homelessness and planning efforts as Director of 24-person City department.

- Advised elected City leadership on planning and development policy.
- Coordinated business recruitment and city-wide marketing efforts.
- Negotiated land disposition agreements as coordinator of the Lawrence Redevelopment Authority
- As Acting Commissioner of Inspectional Services, coordinated activities in City permitting and code enforcement department concurrently with assignments in the Office of Planning and Development.

Director of Economic Development, Division of Planning and Development, City of Lowell (June 1998 – June 2002)

Coordinated City economic development policy, planning and programming; directed staff of five.

- Developed and enhanced the Lowell Site Finder, a computerized database of available economic development sites made available to inquiring firms and entrepreneurs.

- Created Downtown Venture Fund; raised over \$1.5M in City, bank and foundation funding to establish a lending pool focused on downtown retail and restaurant startups. Fund has since launched over 20 new businesses and created over 70 new jobs.
- Authored final report and managed an integrated community outreach process as part of the 2002 Lowell Downtown Master Plan.
- Coordinated nationally-recognized Lowell Showcase Community Brownfields program
- Wrote successful applications that brought \$3.2M in state and federal grants and \$2.5M in loan capital to implement economic development programs.
- Evaluated economic development potential, local entrepreneurship services and the tourism industry of Berdyansk, Ukraine for USAID as part of Lowell/Berdyansk municipal partnership.

Planning Assistant and Grant Writer, Mystic Valley Development Commission Malden, MA (1996 – 1998)

- Prepared and authored successful \$1.2 million HUD BEDI/108 grant application for TeleCom City Advanced Manufacturing Center;
- Researched and

Education & Training

Massachusetts Institute of Technology Cambridge, MA (1996 – 1998)

Master of City Planning program

University of Massachusetts at Amherst, Amherst, MA (1991 – 1995)

B. A. Economics and Geography, Resource Economics Minor

Synergistic Activities

City of Nashua Green Microloan Fund

As Economic Development Director of the City of Nashua, conceptualized and implements a microloan program which targets Nashua-based startup firms with flexible financing to facilitate the growth of green energy, energy efficiency, and locally based small scale manufacturing firms.

City of Nashua Energy Efficiency and Conservation Block Grant Program Coordinator

As Economic Development Director of the City of Nashua, coordinates and administers Federal EECBG entitlement grant of \$841,000. Grant activities will include energy efficiency assessments of all City-owned buildings and the development of a plan to increase community-scaled energy efficiency investments.

Sandra Jones
Co-Director, Plymouth Area Renewable Energy Initiative
PO Box 753 Plymouth, NH 03264

Sandra holds a BS in Elementary Education from Plymouth State College and a Masters in Education from the University of New Hampshire. Sandra has extensive experience in program startup and coordination and campaign management. From 1988 – 1996, Sandra ran both local and statewide electoral and public education campaigns. From 1998-2003, Sandra was the Director of a statewide career guidance program contracted by NH's Dept of Health and Human Services. In the span of four years, she grew the program from one part-time office (where she first served as a counselor since 1993) at Second Start in Concord, NH, to a statewide program with 15 offices from Colebrook to Salem, NH -- serving over 600 clients.

Sandra has been involved in a number of environmental projects in NH ranging from setting up local conservation easements, to organizing river clean ups to leading community meetings about the Northern Forest Lands Project. She has served as a spokesperson for the Land and Community Heritage Investment Program in its infancy, authored a fifty-page booklet on "Campaign Tips for Conservation Activists" for the Society for the Protection of NH Forests and was a featured interviewee on a national Audubon Society television broadcast. In 2002, Sandra was awarded the Lakes Region Planning Commission's "Social Capital Award" for her work on the Ashland Conservation Commission and the Ashland Historical Society.

From 1987-2002, Sandra was the co-owner of Riverside Cycles bicycle shop with her husband, Tim. In 1989, along with friends, she founded the White Mountain Wheelwomen cycling club, who still ride together today.

In 2004, Sandra paired up with long time friend Peter Adams to create a local energy initiative that would actively address the growing concern about the overuse of fossil fuels. Frustrated by the lack of governmental attention, (at that time) and a desire to prepare their families and community for the coming energy and economic crisis, Sandra and Peter created the **Plymouth Area Renewable Energy Initiative (PAREI)** -- a 501 C-3 non-profit organization designed to promote energy conservation, energy efficiency and renewable energy in the Plymouth region.

With less than \$55,000 in grant money over the last five years, PAREI's strong community connections and committed volunteers grew the membership organization to over 300 families and businesses. PAREI now offers a full slate of educational opportunities and services designed to provide members with the information and resources to reduce their energy consumption and produce renewable energy. In 2008, the organization grew by 50% and has a gross budget of over \$230,000.

Since the spring of 2005, PAREI created and conducted 33 volunteer solar Energy Raisers, coordinated over 30 professional solar water and solar electric installations and assisted with over 30 do-it-yourself renewable energy installations. They have conducted dozens of Energy Exchange membership networking meetings, expanded their Energy Raiser crews to include the Sandwich and Laconia area, created a year-round local foods on-line marketplace, conducted over 200 site visits to help members plan for their energy future and recruited a list of volunteer Energy Advisors willing to meet one on one with others in the community about their energy conservation and renewable energy projects.

TOWN AND REGIONAL PLANNING EXPERIENCE

- NH Legislature's Stormwater Commission (2008-10; NH lakes Assoc. appointee)
- NH DES Nutrient Criteria Working Group (2008 -)
- NH State Water Management Plan (invited reviewer; DES, 2008 - 09)
- The *Tilton Diner Group*; invited member of White Mtn Nat'l Forest advisory group (2006-08)
- Convening partner, *Coos County Futures Group* (invited) (2007- 08)
- *PEARL public information database Steering Committee* (2003 -)
- *Maine Land Use Regulation Commission* (gubernatorial appt, 2004 – 2005)
- *Eco-reserves classification advisory committee*, Nature Conservancy (2002-03)
- *Environmental Policy Advisory Committee* for gubernatorial candidate John Baldacci (2002)
- *Atlantic Salmon Research and Information Management Committee* (multi-agency, 2001 -)
- *Headwater Streams Research Advisory Committee* (Forest Products Industry; 2000 - 03)
- *Drinking Water Education Strategy Task Force* (State Planning Office, 2000-01)
- *Maine Watershed Management Advisory Committee* (2000 - 2004)
- *Mercury Products Advisory Commission* (gubernatorial appt, 2001 – 03)
- *Drought Task Force* (multi-agency, 2000 - 2004)
- *River Flow Management Commission* (gubernatorial appt, 1998 - 2004)
- Co-chair, *Council on Environmental Monitoring & Assessment* (gubernatorial appt, 1997 – 03)
- *Maine Forest Advisory Team* (interagency/industry/environmental advisory group (1997- 00)
- *Scientific Advisory Panel*, Maine Forest Biodiversity Project (1996-98).
- *Maine Great Ponds Task Force*, 1995-97 (gubernatorial appointment).
- *Maine Environmental Priorities Proj* ('Ecology' & 'Monitoring' working groups; 1994-97)

BOARDS of DIRECTORS/ADVISORS:

New Hampshire Lakes Association, Concord NH (2006 -)
Friends of Mirror Lake, Thornton, NH (2006 -)
Hopkins Pond Assoc. Mariaville ME (Boat launch & environment committee, Chair ('03 - 05)
Friends of Acadia National Park (2001 - 2004)
Maine Lakes Conservancy Institute Advisory Board ('99 -)
Maine Lake Volunteer Monitoring Program (Founding Board member, 1996 - 2004)
National Institutes of Water Research (1998 - 2001; 2003 – 2004 as President-Elect)

EDUCATION:

Ph.D. Watershed Geochemistry, University of Maine, 1998
M.S. Geological Sciences, University of Maine, 1982
B.A. Zoology (*Chemistry minor; science teaching certification*), University of Maine, 1977

PUBLICATIONS and PUBLIC PRESENTATIONS:

76 peer-review publications in scientific journals, 8 book chapters and guest editorships, 63 other reports, and 109 professional presentations.

Over the last two years, PAREI has received an enormous amount of attention from national and statewide press including front page coverage in the Boston Globe, a back cover story in a national recycling magazine and special features on several National Public Radio broadcasts on both the Energy Raiser concept and their local foods on-line website. Recently, PAREI completed the "PAREI Tool Kit" – a video and cd-rom package for the purpose of sharing the PAREI model to other communities around the country.

JEFFREY S. KAHL

Commissioner, Plymouth Village Water and Sewer District
and
Affiliate Professor and Environmental Chemist
Department of Natural Resources and Environment
University of New Hampshire, Durham, NH 03824
(603) 254-9154 STEVE.KAHL@UNH.EDU

PROFESSIONAL EXPERIENCE:

<i>Professor</i>	Dept. of Environmental Science and Policy (2007 - 09)
<i>Chief Scientist</i>	PSU Environmental Research Laboratory (2006 - 08)
<i>Founding Director</i>	PSU Center for the Environment (2004 - 08)
<i>Founder and leader</i>	PSU Environmental Research Laboratory (2006 - 09)
<i>Founder & Coordinator</i>	PSU MS in Environmental Science and Policy (2005 - 08)
<i>Founding Director</i>	Senator G.J. Mitchell Center for Environmental Research ('00 - 04)
<i>President-Elect</i>	National Institutes for Water Resources (2003 - 04)
<i>Director</i>	Maine USGS Water Resources Research Institute (1994 - 2004)
<i>Founder & Coordinator</i>	Water Resources graduate option (1998 - 04)
<i>Co-leader</i>	EPA Congressional Assessment of the Clean Air Act (sabbatical, 2002)
<i>Development Consultant</i>	Schoodic Education & Research Consortium (NPS, 2002-2003)
<i>Cooperating Assoc. Prof.</i>	Department of Civil Engineering, University of Maine (2000-03)
<i>Assoc. Research Prof.</i>	Department of Geological Sciences, University of Maine (1998-02)
<i>Director and founder</i>	Water Research Institute, University of Maine (1995-2000)
<i>Manager and founder</i>	Environmental Chemistry Laboratory, Univ. of Maine (1989-95)
<i>Asst./Assoc. Scientist</i>	Department of Geological Sciences, Univ. of Maine (1990 -1997)
<i>Geologist</i>	Department of Environmental Protection, Augusta, ME (1986-89)
<i>Research Manager</i>	Geochemistry paleolimnology laboratory, Univ. of Maine (1983-86)
<i>Exploration Geologist</i>	Billiton Metals and Ores, Reston VA (1981-82)
<i>Graduate Teaching Asst.</i>	Dept of Geological Sciences, University of Maine (1981-82)
<i>Marine Res. Specialist</i>	Maine Dept. of Marine Resources, Boothbay Harbor, ME (1979)
<i>Chemistry Teacher</i>	Bunnell High School, Stratford, CT (1977-79)

FUNDING HISTORY and FINANCIAL MANAGEMENT EXPERIENCE: \$24.1 million as
Principal Investigator on 93 grants since 1980.

ENERGY and CLIMATE CHANGE RELATED EXPERIENCE

- Plymouth Energy Committee (2008 -)
- Co-advisor, student intern C inventory project, Town of Plymouth (2008)
- NH Climate Change Action Plan 'Transportation and Land Use' working group (2008)
- Conference committee, Climate Change and Working Forests (March 2007, Concord NH)
- Steering Committee, Energy Technology Program, NH Community Tech.College (2006-)
- USNH representative, *Energy Planning Advisory Board* (NH legislature, 2005 -)
- PSU President's Campus Commission on Climate Change and C reduction (2008)
- *Global Program of Action Coalition, Gulf of Maine Forum committee* (2002)
- Organizer and report co-author, workshop on water use and climate change planning in Maine (2000)

Pamela E Laflamme
25 Church Street
Gorham, NH 03581
603-466-2093 – Home
pamlaflamme@gmail.com

Professional Experience

City of Berlin City Planner

**Berlin, NH
2000-present**

Responsibilities Include: Provides technical and managerial assistance to the Planning, Zoning, and Berlin Industrial Development & Park Authority Boards. Recommends and implements planning policies for municipal growth. Applies for and writes grants and in some cases administers grants for the City. Works with City staff and City Council to develop and maintain land use policies and regulations. Works with developers to coordinate responsible and successful development projects. Serves as the City's primary E911 Municipal Liaison. Assisted in the development and implementation of a Geographic Information System for the City. Assisted in the development and implementation of a new City website and continues to work on website maintenance. Participated in a successful union contract negotiation as part of the management team in 2008.

Woodlands Credit Union Member Service Representative

**Berlin, NH
1998-2000**

Responsibilities Included: Performed several tasks including assisting members with account maintenance. Worked as a member service representative, and assisted the head teller with daily duties such as balancing the vault, money machines, and was responsible for my own cash drawer. Worked with members to open accounts, purchase certificates of deposit, and handle questions and concerns.

AmeriCorps, National Service Position: Northern Forest Heritage Park

**Berlin, NH
1997-1998**

Responsibilities Included: Helped develop and coordinate a volunteer program to track time donated to the park. Worked on logging history research for park development. Performed many community service projects in and around Northern New Hampshire with other AmeriCorps members. All work performed was part of a yearlong commitment to community service.

North Country Council, Regional Planning Commission Intern Planner

**Bethlehem, NH
1997-1997**

Responsibilities Included: Worked with Regional Planner to collect and coordinate data and statistics for North Country economic and livable wage indicators.

Education

Plymouth State College (now University) Bachelor of Science, Community and Regional Planning

**Plymouth, NH
1997**

Professional Achievements

- Graduate of Leadership New Hampshire, Class of 2004.

- Successfully secured nearly ten million dollars in public funding and private grant funding for transportation and community development projects for the City of Berlin in the past six years.
- Successfully co-wrote, obtained, and managed a Community Development Block Grant for the first housing redevelopment program at the entrance of the City of Berlin.
- Volunteer of the Year for Berlin Main Street Program 2002.
- Selected by Business NH Magazine as one of "**25 Leaders in NH for the Future**," January 2009

Professional Organizations

- **New Hampshire Planning Association, 2001-present**
- **American Planning Association, 2000-present**

Civic Involvement

- **Member**, Citizen's Advisory Board for the Northern NH Correctional Facility (appointed by Governor Lynch & Executive Council), 2005 – present
- **Vice Chairperson**, Androscoggin Valley Hospital Foundation, Board of Directors, 2006-present
- **Chairperson**, Planning Committee, Androscoggin Valley Hospital 2008-present
- **Vice Chairperson**, The Family Resource Center at Gorham Board of Directors, 2007 – present
- **Member**, Coos County Outreach Initiative Advisory Committee, Plymouth State University, 2009 – present

Professional Development

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ 2007-2008 ▪ Fall 2006 ▪ Spring 2005 ▪ June 2004 ▪ Summer 2002 ▪ Fall 2000-03, 05, 06 ▪ Ongoing | <ul style="list-style-type: none"> Participant in Tillotson Learning Community for Tillotson grantees Presenter at Northern New England Regional Planning Conference Geographic Information Systems course at NH Community Technical College (now White Mtns. Comm. College), 4.0 GPA Kennedy School of Government at Harvard University – Senior Executives in State and Local Government Program Community Initiated Development, NH Main Street Program Municipal Law Lecture Series, NH Municipal Association Trainings and workshops for Planning, Community and Economic Development, Main Street Revitalization, and Grants |
|---|---|

PROJECT SUMMARY/ABSTRACT

Applicant: New Hampshire Office of Energy and Planning
Project Title: New Hampshire Beacon Communities Project
Project Director: Eric Steltzer, Energy Policy Analyst

Project Description and Objectives

The NH Beacon Communities Project will empower **three very different communities** to achieve transformative reductions in fossil fuel use and greenhouse gases through deep energy retrofits and complementary sustainable energy solutions in residential, commercial, municipal and industrial sectors. The program will accomplish this by **“hyper-investing” in proven neighbor-to-neighbor education, technical assistance, and sustainable financing mechanisms to retrofit thousands of homes, businesses, and public buildings.** The selected communities are **Berlin**, an economically depressed former paper mill town that seeks to redefine itself as a leader in the new energy economy; **Plymouth**, a college town with a strong town-grown commitment and track record of community-based renewable energy and energy efficiency outreach and implementation; and **Nashua**, the state's second-largest urban area and an emerging leader in comprehensive municipal clean energy planning and management.

The Project will **partner with local entities to reach out to the community and deliver energy efficient retrofits.** Committed to **rapid replication**, the Phase I Beacon Communities will then serve as demonstration sites and mentors to Phase II Beacon Communities and other New Hampshire towns and cities, creating a multiplier effect across the state.

The NH Beacon Communities Project has **grown out of a larger visionary and coordinated statewide energy and climate strategy** and is a **partnership in which many of the state's major public, private, and nonprofit entities with an interest in energy efficiency will link their capabilities and resources.** These include the NH Office of Energy and Planning, NH Community Development Finance Authority, NH Community Loan Fund, NH Electric Cooperative, Public Service of NH, Jordan Institute, NH Charitable Foundation, City of Berlin, City of Nashua and the Town of Plymouth, .

The Retrofit Ramp-Up Program **start-up grant will be leveraged four times over** during the six-year project period. The financing mechanisms – including a State revolving loan fund, expansion of existing on-bill financing, coordinated development and introduction of PACE programs, and a loan loss reserve fund – will **address barriers to property owner investment** in energy efficiency and **result in a lasting transformation of the market.** To achieve comprehensive leverage, NH will access funding Regional Greenhouse Gas Initiative funds, Forward Capacity Market revenues, system benefits charge funds, significant additional investments by utilities, lending by multiple regional and local banks, and complementary federal funding from multiple programs under the American Recovery and Reinvestment Act, and foundation investments.

Impact, Benefits and Outcomes

In the first three years, the three communities will experience significant measurable reductions in greenhouse gas emissions and gains in jobs and energy independence. As a direct result of our work, we will **retrofit 4,267 of buildings and decrease carbon emissions by 30%** and have the infrastructure and finances in place to continue this work far into the future. In addition, the project will **bring 1,230 of desperately needed jobs and an economic revitalization to our communities.**

Budget Information - Non Construction Programs

Section A - Budget Summary		Estimated Unobligated Funds		New or Revised Budget		Total (g)	
Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)		
1. Retrofit Ramp Up	81.128	390.04MM		\$20,000,000	\$93,198,570	\$113,198,570	
2.							
3.						\$0	
4.						\$0	
5. Totals		\$0	\$0	\$20,000,000	\$93,198,570	\$113,198,570	
Section B - Budget Categories							
6. Object Class Categories	Grant Program, Function or Activity						Total (5)
	Retrofit Ramp Up-Program	Retrofit Ramp Up-Admin					
a. Personnel	\$1,723,123	\$523,661					\$2,246,784
b. Fringe Benefits	\$734,686	\$313,169					\$1,047,855
c. Travel	\$37,620	\$42,248					\$79,868
d. Equipment	\$0	\$18,000					\$18,000
e. Supplies	\$57,182	\$14,111					\$71,293
f. Contractual	\$0	\$212,610					\$212,610
g. Construction	\$0	\$0					\$0
h. Other	\$15,571,200	\$222,907					\$15,794,107
i. Total Direct Charges (sum of 6a-6h)	\$18,123,811	\$1,346,706			\$0		\$19,470,517
j. Indirect Charges	\$0	\$529,483					\$529,483
k. Totals (sum of 6i-6j)	\$18,123,811	\$1,876,189			\$0		\$20,000,000
7. Program Income							\$0

Section C - Non-Federal Resources					
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) Totals	
8. Retrofit Ramp Up			\$93,198,570	\$93,198,570	
9.			\$0	\$0	
10.				\$0	
11.				\$0	
12. Total (sum of lines 8 - 11)	\$0	\$0	\$93,198,570	\$93,198,570	
Section D - Forecasted Cash Needs					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$4,675,647	\$440,000	\$940,000	\$1,397,824	\$1,897,823
14. Non-Federal	\$7,612,383	\$0	\$1,000,000	\$3,000,000	\$3,612,383
15. Total (sum of lines 13 and 14)	\$12,288,030	\$440,000	\$1,940,000	\$4,397,824	\$5,510,206
Section E - Budget Estimates of Federal Funds Needed for Balance of the Project					
(a) Grant Program	(b) First	(c) Second	(d) Third	(e) Fourth	
16. Retrofit Ramp Up	\$7,496,029	\$7,828,324			
17.					
18.					
19.					
20. Total (sum of lines 16-19)	\$7,496,029	\$7,828,324	\$0	\$0	
Section F - Other Budget Information					
21. Direct Charges	CDFA has an fixed indirect rate of 10.9% on all costs except program flowthrough and NH OEP I				
22. Indirect Charges	\$7,496,029	\$7,828,324	\$0	\$0	
23. Remarks					

Instructions for the SF-424A

Public Reporting Burden for this collection of information is estimated to average 3.0 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Please do not return your completed form to the Office of Management and Budget; send it to the address provided by the sponsoring agency.

General Instructions

This form is designed so that application can be made for funds from one or more grant programs. In preparing the budget, adhere to any existing Federal grantor agency guidelines which prescribe how and whether budgeted amounts should be separately shown for different functions or activities within the program. For some programs, grantor agencies may require budgets to be separately shown by function or activity. For other programs, grantor agencies may require a breakdown by function or activity. Sections A, B, C, and D should include budget estimates for the whole project except when applying for assistance which requires Federal authorization in annual or other funding period increments. In the later case, Sections A, B, C, and D should provide the budget for the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. All applications should contain a breakdown by the object class categories shown in Lines a-k of Section B.

Section A. Budget Summary Lines 1-4 Columns (a) and (b)

For applications pertaining to a single Federal grant program (Federal Domestic Assistance Catalog number) and not requiring a functional or activity breakdown, enter on Line 1 under Column (a) the catalog program title and the catalog number in Column (b).

For applications pertaining to a single program requiring budget amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the catalog number in Column (b). For applications pertaining to multiple programs where none of the programs require a breakdown by function or activity, enter the catalog program title on each line in Column (a) and the respective catalog number on each line in Column (b).

For applications pertaining to multiple programs where one or more programs require a breakdown by function or activity, prepare a separate sheet for each program requiring the breakdown. Additional sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet is used, the first page should provide the summary totals by programs.

Lines 1-4, Columns (c) through (g)

For new applications, leave Columns (c) and (d) blank. For each line entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the first funding period (usually a year).

For continuing grant program applications, submit these forms before the end of each funding period as required by the grantor agency. Enter in Columns (c) and (d) the estimated amounts of funds which will remain unobligated at the end of the grant funding period only if the Federal grantor agency instructions provide for this. Otherwise, leave these columns blank. Enter in columns (e) and (f) the amounts of funds needed for the upcoming period. The amount(s) in Column (g) should be the sum of amounts in Columns (e) and (f).

For supplemental grants and changes to existing grants, do not use Columns (c) and (d). Enter in Column (e) the amount of the increase or decrease of Federal funds and enter in Column (f) the amount of the increase or decrease of non-Federal funds. In Column (g) enter the new total budgeted amount (Federal and non-Federal) which includes the total previous authorized budgeted amounts plus or minus, as appropriate, the amounts shown in Columns (e) and (f). The amount(s) in Column (g) should not equal the sum of amounts in Columns (e) and (f).

Line 5—Show the totals for all columns used.

Section B. Budget Categories

In the column headings (a) through (4), enter the titles of the same programs, functions, and activities shown on Lines 1-4, Column (a), Section A. When additional sheets are prepared for Section A, provide similar column headings on each sheet. For each program, function or activity, fill in the total requirements for funds (both Federal and non-Federal) by object class categories.

Lines 6a-i—Show the totals of Lines 6a to 6h in each column.

Line 6j—Show the amount of indirect cost.

Line 6k—Enter the total of amounts on Lines 6i and 6j. For all applications for new grants and continuation grants the total amount in column (5), Line 6k, should be the same as the total amount shown in Section A, Column (g), Line 5. For supplemental grants and changes to grants, the total amount of the increase or decrease as shown in Columns (1)-(4), Line 6k should be the same as the sum of the amounts in Section A, Columns (e) and (f) on Line 5.

Line 7—Enter the estimated amount of income, if any, expected to be generated from this project. Do not add or subtract this amount from the total project amount. Show under the program narrative statement the nature and source of income. The estimated amount of program income may be considered by the federal grantor agency in determining the total amount of the grant.

Section C. Non-Federal Resources

Lines 8-11—Enter amounts of non-Federal resources that will be used on the grant. If in-kind contributions are included, provide a brief explanation on a separate sheet.

Column (a)—Enter the program titles identical to Column (a), Section A. A breakdown by function or activity is not necessary.

Column (b)—Enter the contribution to be made by the applicant.

Column (c)—Enter the amount of the State's cash and in-kind contribution if the applicant is not a State or State agency. Applicants which are a State or State agencies should leave this column blank.

Column (d)—Enter the amount of cash and in-kind contributions to be made from all other sources.

Column (e)—Enter totals of Columns (b), (c), and (d).

Line 12—Enter the total for each of Columns (b)-(e). The amount in Column (e) should be equal to the amount on Line 5, Column (f) Section A.

Section D. Forecasted Cash Needs

Line 13—Enter the amount of cash needed by quarter from the grantor agency during the first year.

Line 14—Enter the amount of cash from all other sources needed by quarter during the first year.

Line 15—Enter the totals of amounts on Lines 13 and 14.

Section E. Budget Estimates of Federal Funds Needed for Balance of the Project

Lines 16-19—Enter in Column (a) the same grant program titles shown in Column

(a), Section A. A breakdown by function or activity is not necessary. For new applications and continuation grant applications, enter in the proper columns amounts of Federal funds which will be needed to complete the program or project over the succeeding funding periods (usually in years). This section need not be completed for revisions (amendments, changes, or supplements) to funds for the current year of existing grants.

If more than four lines are needed to list the program titles, submit additional schedules as necessary.

Line 20—Enter the total for each of the Columns (b)-(e). When additional schedules are prepared for this Section, annotate accordingly and show the overall totals on this line.

Section F. Other Budget Information

Line 21—Use this space to explain amounts for individual direct object-class cost categories that may appear to be out of the ordinary or to explain the details as required by the Federal grantor agency.

Line 22—Enter the type of indirect rate (provisional, predetermined, final or fixed) that will be in effect during the funding period, the estimated amount of the base to which the rate is applied, and the total indirect expense.

Line 23—Provide any other explanations or comments deemed necessary.



JOHN H. LYNCH
Governor

State of New Hampshire

OFFICE OF THE GOVERNOR

107 North Main Street, State House - Rm 208

Concord, New Hampshire 03301

Telephone (603) 271-2121

www.nh.gov/governor

governorlynch@nh.gov

December 9, 2009

The Honorable Steven Chu
Secretary of Energy
United States Department of Energy
1000 Independence Ave., SW
Washington, DC 20585

Dear Secretary Chu:

I strongly support New Hampshire's application for a Retrofit Ramp-up Grant, submitted by the New Hampshire Office of Energy and Planning. This grant represents an opportunity to model deep energy improvements within three New Hampshire communities and to effectively use public dollars to help overcome market barriers and stimulate private investment in energy efficiency.

New Hampshire's Beacon Communities project is a unique, sustainable and replicable approach to energy efficiency retrofits. By focusing on increasing energy efficiency in every sector of three of our state's communities, New Hampshire's Beacon Communities project can serve as a national model to demonstrate the practical difference that increased energy efficiency will make in the lives of citizens, businesses and local governments.

New Hampshire's Beacon Communities program will implement energy retrofits in three communities, Berlin, Plymouth and Nashua, New Hampshire. Each of these communities brings different strengths and challenges to the project. What we learn in these locations will provide a base of knowledge and experience that can then be applied to future Beacon Communities in New Hampshire and around the country.

New Hampshire is a perfect place to test and perfect this type of community-based program. This proposal is the result of a strong collaborative partnership between the state, the electric utilities, the New Hampshire Charitable Foundation, our Community Development Finance Authority, Community Loan Fund, non-profits with energy expertise like the Jordan Institute, and especially with our communities.

The Honorable Steven Chu
Page 2
December 9, 2009

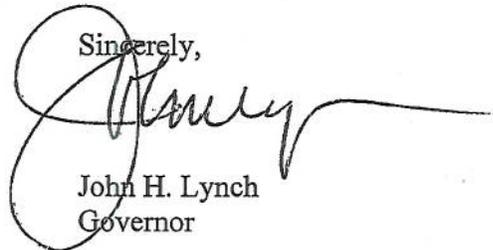
New Hampshire also has strong support for energy efficiency investment from the state, local communities and the private sector. New Hampshire's Climate Action Plan, developed by a broad stakeholder process, emphasizes both the carbon reduction and economic benefits of energy efficiency improvements. The Legislature created the Energy Efficiency and Sustainable Energy Board in 2008 to promote and coordinate energy efficiency efforts around the state. The State Building Code Review Board has adopted the 2009 International Energy Conservation Code. On the local level, New Hampshire has seen a large increase of Local Energy Committees over the past two years with over 90 committees formed.

New Hampshire state government recently became the first state to get 25 percent of its energy from renewable sources. In the past several years we have decreased state energy use per square foot by 4 percent. Through our State Energy Manager and an Interagency Energy Efficiency Committee we have a number of ongoing educational and capital projects that promise even greater reductions in energy use from state buildings.

New Hampshire has also dedicated financial resources to energy improvements. As a participant in the Regional Greenhouse Gas Initiative we have dedicated our auction revenues to investments in energy efficiency. New Hampshire also has a Renewable Portfolio Standard and funds from alternative compliance payments are dedicated to renewable energy projects. Through our electric utilities we have a system benefits charge that funds energy efficiency projects for businesses and residents. A Retrofit Ramp-up grant will help leverage all of these existing efforts, along with additional private and public dollars.

The New Hampshire Beacon Community project will implement comprehensive energy conservation, energy efficiency and clean-distributed energy improvements across multiple building sectors in a series of communities around the state. New Hampshire's project is an excellent fit for Department of Energy's Retrofit Ramp-up Grant. I am pleased to offer my support for this application and hope it will be approved.

Sincerely,

A handwritten signature in black ink, appearing to read "John H. Lynch", with a long horizontal flourish extending to the right.

John H. Lynch
Governor

NEW HAMPSHIRE



Richard Ober
CHAIRMAN

TDD Access: Relay NH
1-800-735-2964

Tel. (603) 271-6044
Fax (603) 271-3878

ENERGY EFFICIENCY AND SUSTAINABLE ENERGY BOARD

RSA 125-O:5-a
21 South Fruit Street, Suite 10
Concord, N.H. 03301-2429

Website:
www.puc.nh.gov/EESE.htm

December 11, 2009

Secretary Steven Chu
U.S. Department of Energy
1000 Independence Ave., SW
Washington, DC 20585

Dear Secretary Chu,

On behalf of the New Hampshire Energy Efficiency and Sustainable Energy Board, I write in support of the NH Office of Energy and Planning's request for a grant of \$20 million from the Energy Efficiency Conservation Block Grant Retrofit Ramp-Up Program. The grant is to support the New Hampshire Beacon Communities Project, a concept that was conceived and incubated by the EESE Board. Please see second page for membership of the board.

The Energy Efficiency and Sustainable Energy Board (EESE Board) is charged by the New Hampshire legislature with, among other duties, "developing a plan to achieve the state's energy efficiency potential for all fuels, including setting goals and targets for energy efficiency that are meaningful and achievable; and developing a plan for economic and environmental sustainability of the state's energy system including the development of high efficiency clean energy resources that are either renewable or have low net greenhouse gas emissions." The Beacon Communities Project is one of five priority programs the EESE Board has adopted to achieve those goals. We believe it is also an essential component to advancing the New Hampshire Climate Action Plan.

Among the Board's charges is to guide the Public Utilities Commission on how it invests some \$40 million annually in energy efficiency and renewable energy projects from the Regional Greenhouse Gas Initiative, the Renewable Energy Fund, and the Systems Benefit Charge. In our 2009 report, the Board recommended that "a significant portion of the funds should be used to advance the five program priorities identified by the EESE Board in its forthcoming 2010-2012 work plan." As noted above, the Beacon Communities program is one of those five priorities.

New Hampshire is very adept at innovation, at getting money to work quickly in the communities, and at bringing diverse stakeholders together around a common goal. The Beacon Communities Project demonstrates all three of those fundamental strengths and meets the stated goals of the Retrofit Ramp-Up Program.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard Ober".

Richard Ober
Chairman

ENERGY EFFICIENCY AND SUSTAINABLE ENERGY BOARD
RSA 125-O:5-a
Membership

Voting Members:

Chair: Richard Ober, NH Charitable Foundation

Vice Chair: Jack Ruderman, Public Utilities Commission

Eric Steltzer, NH Office of Energy and Planning

Meredith Hatfield, State Consumer Advocate

Robert Scott, Department of Environmental Services

Roy Duddy, Department of Resources and Economic Development

Patti Carrier, Business and Industry Association

Susan Olsen, NH Municipal Association

Daniel Feltes, NH Legal Assistance

Brian Wujcik, NH Homebuilders Association

Rep. David Borden

Rep. James Garrity

Sen. Martha Fuller Clark

Dick Henry, Jordan Institute

Wes Golomb, NH Sustainable Energy Association

Karen Rantamaki, State Energy Manager

Ken Walsh, State Fire Marshall designee

Dean Christon, NH Housing Finance Authority

Nonvoting Members:

Gil Gelineau, Public Service of New Hampshire

John Puc, National Grid

Cindy Carroll, Unitil

Ray Gosney, NH Electric Coop

James Grady, LighTec

Charles Niebling, NE Wood Pellet

Janet Brewer, Ocean Bank

CHAIRMAN
Thomas B. Getz

COMMISSIONERS
Clifton C. Below
Amy Ignatius

EXECUTIVE DIRECTOR
Debra A. Howland

STATE OF NEW HAMPSHIRE



PUBLIC UTILITIES COMMISSION
21 S. Fruit St., Suite 10
Concord, N.H. 03301-2429

TDD Access: Relay NH
1-800-735-2964

Tel: (603) 271-2431

FAX No. 271-3878

Website
www.puc.nh.gov

December 10, 2009

Dr. Steven Chu
Secretary
U.S. Department of Energy
1000 Independence Avenue S.W.
Washington, D.C. 20585

RE: New Hampshire Beacon Community Project

Dear Secretary Chu:

The New Hampshire Public Utilities Commission writes in support of our state's proposal for funding through the Retrofit Ramp-Up Program. The *New Hampshire Beacon Community Project* will implement comprehensive, deep energy efficiency, conservation and clean distributed energy improvements across multiple building sectors within three communities: Nashua (an urban center in southern New Hampshire), Plymouth (a state university town in central New Hampshire), and Berlin (a small industrial city in northern New Hampshire).

These communities will each experience a profound reduction in energy use, energy costs, and greenhouse gas emissions. There will also be significant economic benefits including the creation of new jobs. A key goal of the project is to create replicable models for other communities to follow; a mentorship program will be established to recruit additional towns and cities seeking to launch Beacon Projects. A revenue stream through revolving loans and the sales of energy efficiency savings in the New England ISO Forward Capacity Market will ensure funds are replenished and the program is sustainable.

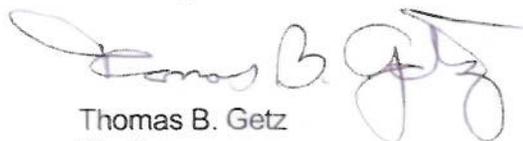
The *Beacon Community Project* enjoys widespread support and draws together a diverse coalition of key stakeholders, among them Governor John Lynch, the New Hampshire Office of Energy and Planning, the state's electric utilities, the New Hampshire Charitable Foundation, the Jordan Institute, the Community Loan Fund and the Community Development Finance Authority. The partnership grows out of strategic discussions undertaken over the past year by the state's Energy Efficiency and Sustainable Energy

Page 2

Board, created in 2008 by the state legislature to shape and guide New Hampshire's energy future.

We believe the *Beacon Community Project* represents a unique opportunity to launch a new, transformative approach to reducing energy usage in New Hampshire, and urge the Department of Energy to fully fund this proposal.

Sincerely,

A handwritten signature in blue ink, appearing to read "Thomas B. Getz". The signature is stylized with a large initial "T" and "G".

Thomas B. Getz
Chairman

December 10, 2009

US Department of Energy
1000 Independence Ave., SW
Washington, D.C. 20585

RE: DE-FOA-0000148, Retrofit Ramp-up Program

Dear Department of Energy:

The New Hampshire Community Development Finance Authority (NH CDFA) is excited about the partnership with the New Hampshire Office of Energy and Planning, the Jordan Institute, the New Hampshire Charitable Foundation and the other distinguished partners involved in the state's Retrofit Ramp-Up, Beacon Communities application.

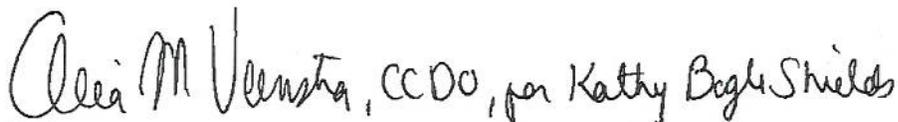
NH CDFA, is a twenty-six year old quasi-public, non-profit organization that administers Federal and state funded grants, tax credits, and loan programs for municipalities, non-profit organizations, and businesses. Our mission is to invest in communities to help them meet the needs of all of their residents, particularly those of lower-incomes.

As the administrator for the Neighborhood Stabilization Program, a HUD-funded program, we were able to make deep investments in communities in order to affect transformative change. This is one aspect of the Beacon Communities approach that the State of New Hampshire is proposing and that we find so exciting. With our experience and our partners, we look forward to making transformative change in the selected communities and then replicating that success in other communities in the state.

NH CDFA administers more than \$14 million annually in federal and state grants and tax credits; it administered an additional \$22 million in federal grants in 2009, and it administers \$5 million in loan funds. NH CDFA has considerable experience administering federal programs with demanding reporting and compliance requirements. NH CDFA is considered a "Low Risk Auditee" as a result of its annual OMB A-133 Single Audit. Additionally, NH CDFA recently introduced an online grants management system allowing applicants to apply for loans and grants on-line rather than submitting paper applications.

We support the state's proposal and will be happy to discuss our qualifications with the review team.

Sincerely,



Katharine Bogle Shields
Executive Director



NEW HAMPSHIRE
CHARITABLE FOUNDATION

December 11, 2009

Secretary Steven Chu
U.S. Department of Energy
1000 Independence Ave., SW
Washington, DC 20585

Dear Secretary Chu,

The New Hampshire Charitable Foundation strongly endorses a grant request from the NH Office of Energy and Planning to the Retrofit Ramp-Up Program of the Energy Efficiency Conservation Block Grant Program.

This grant would support the New Hampshire Beacon Communities Program, a superb example of public-private partnerships and civic engagement. Not only would this initiative eliminate tens of thousands of pounds of carbon dioxide and put hundreds of people to work; it would also strengthen the social capital among and between communities in our state. We firmly believe that the Beacon Communities model, which will demonstrate transformative energy savings at the neighborhood level and empower citizens to share their success with other communities, is the kind of social innovation needed to move our state and the country into a clean energy economy.

For projects like this, New Hampshire's small size is a tremendous asset. This initiative is bringing together virtually every major energy stakeholder in the state – from the governor's office to utility executives, consumer advocates to nonprofit leaders, mayors, financiers, and community development agencies.

As the community foundation that serves all of New Hampshire, we have been directly engaged in the development of this initiative. It is a superb example of President Obama's call for philanthropy and government to work together with nonprofits and business to achieve lasting results community by community.

Thank you for giving this request serious consideration. We would be happy to talk more about the role of our foundation in bringing it to fruition.

Sincerely,

Lewis M. Feldstein
President/CEO



7 Wall Street, Concord, NH 03301
Phone: (603) 224-6669 | Fax: (603) 225-7425
www.communityloanfund.org

December 8, 2009

Letter of Support: New Hampshire's Retrofit Ramp-Up Proposal

The New Hampshire Community Loan Fund supports the State of New Hampshire's proposal for a Retrofit Ramp-Up award. The Community Loan Fund has been an active partner in the development of the proposal and hopes that the communities will take advantage of our lending programs to provide some of the leverage that will make the project succeed in Berlin, Plymouth, and Nashua.

The Community Loan Fund is a U.S. Treasury-certified Community Development Financial Institution (CDFI) active throughout the state. As a partner with the New Hampshire Community Development Finance Authority, we are establishing a revolving loan fund with ARRA money to help businesses and nonprofit organizations finance energy efficiency and renewable energy projects. We will actively market those resources in Berlin, Plymouth, and Nashua, particularly to small businesses, micro-businesses, and nonprofit organizations. Any resulting loans will help the proposed Beacon Communities Revolving Loan Fund and other Retrofit Ramp-Up resources go farther and deeper.

The Community Loan Fund helped the residents of Berlin's North Woods manufactured-housing park finance the purchase of the park when the previous owner decided to sell. The residents now cooperatively own the land under their homes, have a direct interest in maintaining the quality of their co-op, and are participating in the design of Berlin's energy retrofit effort. The Community Loan Fund similarly helped the residents of the Whip-O-Will manufactured housing community finance the purchase of their park in Plymouth. Our Public Facilities lending program provided a loan to the Nashua Teen Council earlier this year. We have made more than \$125 million in loans over our 26 years for a total project value of \$399,783,349.

I personally look forward to serving on the advisory council that will stay involved with this project as it unfolds.

Sincerely yours,

Richard A. Minard, Jr.
Vice President for Policy and Programs



**Public Service
of New Hampshire**

PSNH Energy Park
780 North Commercial Street
Manchester, NH 03101
(603) 634-2434

December 11, 2009

U.S. Department of Energy
1000 Independence Ave., SW
Washington, D.C. 20585

RE: DE-FOA-0000148, Retrofit Ramp-up Program

To whom it may concern:

I am writing to express the strong commitment of Public Service of New Hampshire to the New Hampshire Beacon Community Project and its implementation of comprehensive, deep energy conservation, energy efficiency and clean distributed energy improvements across multiple building sectors within targeted communities around the state.

Public Service of New Hampshire (PSNH) is the Granite State's largest electric utility, serving more than 490,000 homes and businesses throughout the state. Our personnel include more than 1,200 employees who work and live in New Hampshire, contributing in many ways to the communities where they reside. PSNH is a wholly-owned subsidiary of Northeast Utilities, a utility holding company based in Connecticut, and thus an integral part of New England's largest electric system. The company provides service to Berlin and Nashua.

PSNH will participate in the management, staffing, financing and overall implementation of the Beacon Community Project in multiple ways, including the following:

- PSNH will *expand the "SmartStart" on-bill financing program* to additional customer classes. This is already underway pursuant to direction provided by the state Public Utilities Commission in connection with an award of Regional Greenhouse Gas Initiative funds for program expansion. PSNH will include Berlin and Nashua as special areas of focus for this expansion.

- PSNH will participate in *intensive Beacon Community marketing efforts for its expanding CORE energy efficiency incentive programs*. This will include broad community-based marketing programs and customer-by-customer work with commercial and industrial customers through our account executives. Sources of funding for our CORE efficiency programs include, in addition to system benefit charge funds, ISO-New England Forward Capacity Market revenues, and Regional Greenhouse Gas Initiative auction revenues.
- PSNH will provide *in-kind services* that include handling the participation of the Beacon Community Project in the Forward Capacity Market; marketing activities, including but not limited to use of bill inserts, that are part of intensive, coordinated Beacon Community marketing strategies; qualification of contractors performing retrofits; and technical assistance for retrofit planning and oversight.
- Under authority provided by recently enacted state legislation (SB 451 of 2008), PSNH will aggressively seek opportunities to make clean *distributed renewable generation investments*, that complement energy efficiency retrofits in Berlin and Nashua.
- PSNH will seek to identify and *meet distribution system upgrade needs* in Berlin and Nashua that can be cost-effectively deferred or even avoided through energy efficiency and distributed renewable energy investments.
- PSNH will contribute to the pooled *statewide revolving loan fund* to complement funds provided through the Energy Efficiency and Conservation Block Grant Program and New Hampshire banks.
- In total, PSNH sees its investments in the above captioned items to be \$5 million over the initial implementation of the Beacon Project initiative.

PSNH's commitment to the Beacon Community Project will be greater than the sum of these parts. Having participated in the planning of the project throughout 2009, we will serve as an active member of the Advisory Board. As the program develops and grows, we will be a proactive implementing partner at the senior management level and through all appropriate parts of our company.

We look forward to this bold new phase of our collaboration on energy efficiency with the other Beacon Community partners.

Sincerely,



Terrance J. Large, Director
Business Planning & Customer Support Services



579 Tenney Mountain Highway
Plymouth, NH 03264-3154
www.nhec.coop
603-536-1800 / 800-698-2007

December 11, 2009

U.S. Department of Energy
1000 Independence Ave., SW
Washington, D.C. 20585

Re: DE-FOA-0000148 (Retrofit Ramp-up Program)

To Whom It May Concern:

I am writing to express the strong commitment of New Hampshire Electric Cooperative to the Town of Plymouth's application for funding through the Retrofit/Ramp-Up Program and its implementation of comprehensive, deep energy conservation, energy efficiency and renewable projects in the Town of Plymouth.

New Hampshire Electric Cooperative (NHEC) is a member-owned and controlled electric distribution cooperative serving approximately 80,000 members in 115 cities and towns in New Hampshire. We support Plymouth's community-wide efforts to stimulate activities and investments that will achieve and sustain broad market participation and greater energy savings from efficiency improvements in residential, commercial and public buildings throughout the town.

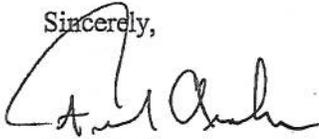
NHEC will participate in the management, staffing, financing and overall implementation of the Retrofit/Ramp-Up Program in the following ways:

- NHEC will expand its existing "SmartStart" on-bill financing program to include additional member classes. This is already underway pursuant to direction provided by the state Public Utilities Commission in connection with an award of Regional Greenhouse Gas Initiative funds for program expansion. NHEC will include Plymouth as an area of focus for this expansion.
- NHEC will participate in comprehensive marketing efforts for its energy efficiency and renewable energy incentive programs. This will include broad community-based marketing programs and member-to-member work with residential and commercial members through our account executives and program administrators. Sources of funding for our efficiency and renewable energy programs include system benefit charge funds, ISO-New England Forward Capacity Market revenues, Regional Greenhouse Gas Initiative auction revenues and NHEC. NHEC will provide in-kind services, staffing and expertise to support community projects identified in the Retrofit/Ramp-Up Proposal. In addition, NHEC will handle the participation of the Retrofit/Ramp-Up Program in the Forward Capacity Market, support marketing activities, assist with qualification of contractors performing retrofits; and technical assistance for retrofit planning and oversight.

- NHEC will include the use of smart grid improvements to the extent NHEC does not compromise potential federal grant funds for the Smart Grid Automated Metering Infrastructure. This includes the installation and deployment of 3,000 smart meters and telecommunication support for the town of Plymouth.
- In total, NHEC anticipates its investments in the above items to be an estimated \$900,000 over the initial implementation of the Retrofit/Ramp-Up Program.

We look forward to working with State and community partners and are confident that the Plymouth Retrofit Ramp-up Program will produce significant results.

Sincerely,



Fred Anderson
President / CEO
New Hampshire Electric Cooperative, Inc

cc: Joanne O. Morin, Director, New Hampshire Office of Energy and Planning



U.S. Department of Energy
1000 Independence Ave., SW
Washington, D.C. 20585

RE: DE-FOA-0000148, Retrofit Ramp-up Program

To Whom It May Concern:

I am writing to express the whole hearted support of The Jordan Institute for the New Hampshire Beacon Community Project and its ground breaking implementation of comprehensive, deep, and creative energy conservation, energy efficiency, and distributed generation. Combined with some renewable energy where appropriate this project will dramatically reduce fossil fuel usage and greenhouse gas emissions from a wide variety of buildings crossing all sectors within each of the three very different targeted communities. In particular this project will demonstrate how to make such improvements in not only our cities but also our rural communities which are currently burdened with a low-income work force community that is struggling especially hard due to the recession and the closing of our mills in the North Country.

The Jordan Institute is the preeminent non-profit organization in New Hampshire dealing with conservation, energy efficiency, and renewable energy in buildings. We have focused our mission on all forms of barriers to demand reduction in buildings as buildings make up almost sixty percent of all energy used in the state. This is especially critical as over eighty percent of our housing is heated with petroleum products. Our work has been funded by foundations, a major federal DOE grant in cooperation with the State Office of Energy and Planning, and fee for service consulting work. We have a great deal of experience in schools, municipal, residential, affordable housing, and commercial buildings. We have a particular interest in designing solutions to the financial barriers that hamper energy retrofit work. We have recently drafted PACE enabling legislation which will be considered in the 2010 session of the New Hampshire Legislature. We have also followed the utility sponsored "Smart Start" on meter financing for many years and have helped customers take advantage of these innovative programs.

The Jordan Institute will serve as a key participant in the program as we have strong working relationships in all three communities as well as each of the implementing partners.

Jordan will provide key technical advice to the management team at CDFA on both technical energy issues as well as the range of challenges on the energy financing side of the program.

We will serve as a key partner in negotiations with banks, utilities, state agencies, and regulators, as well as the residential, low-income, municipal, commercial, and industrial communities.

Jordan is a well respected non-profit in the state. We have no products to sell so are deeply trusted by almost all players in this complex undertaking. We have been an active player in designing the Beacon Community concept and see the DOE funding as a crucial first step in launching this concept statewide.

New Hampshire with its frugal state government, a long history of public private partnerships, and a willingness to work together in unusual community combinations means that this project not only has a high probability of success but more importantly will continue for many years after the initial grant funding is complete. The Jordan staff has many years of experience working with and negotiating with all the key players in this project and brings these considerable skills willingly to this exciting project.

The Jordan Institute has been a key player in introducing PACE legislation to New Hampshire and is constantly striving to find better and better methods with which to combat the very real barriers to deep energy retrofits. With over 600,000 buildings in the state we need to harness the private debt and equity markets to make this major retrofit process a reality. We have developed over the past two years an excellent road map of what needs to be done thanks to our State's comprehensive Climate Action Plan, we have a well educated population that is well aware of the damage that climate change may wreak on the New Hampshire Economy and this project gives us a very specific set of tools to implement real solutions in a short period of time.

We applaud the Department of Energy's realization of how important a community wide effort is in solving our fossil fuel energy consumption and New Hampshire presents a uniquely prepared population, state government, business, and environmental communities that are ready to tackle this challenge together.

We look forward to being an integral part of this visionary solution.

Sincerely yours,



D. Dickinson Henry, Jr.

Executive Director



Finding and promoting solutions to global warming

December 9, 2009

U.S. Department of Energy
1000 Independence Ave., SW
Washington, DC 20585

RE: DE-FOA-0000148 Retrofit Ramp-up Program

Dear Secretary Chu:

I am writing this letter of support for the proposal of the New Hampshire Office of Energy and Planning, on behalf of the New Hampshire Beacon Community Partnership to the U.S. Department of Energy. Clean Air-Cool Planet enthusiastically supports this proposal based on the strong collaborative nature of the Beacon Community Partnership and the existing energy reduction infrastructure many participating organizations have developed in New Hampshire

Clean Air-Cool Planet (based in Portsmouth, NH) is one of the region's leading organizations dedicated to finding and promoting solutions to global warming. We partner with campuses, communities, and companies throughout the Northeast to help reduce their carbon emissions and to provide communities with the information they need to reduce their contribution to global warming. In this capacity, we have had the opportunity to work with all the partners involved in the Beacon Communities Partnership as well as with the three identified Beacon Community sites. There are several factors that make the Granite State an ideal proving ground for Beacon Communities.

- In spring 2007, the Carbon Coalition's Town Meeting Initiative brought the issue of climate change to communities throughout New Hampshire through the work of 43 participating NGOs, chambers of commerce, and other civic associations, along with nearly 300 committed volunteers.
- Not only did this Initiative clearly manifest the concern citizens have for climate change and energy issues but it portrayed the latent readiness of residents to address local-level energy issues through the formation of over 90 energy committees in just 2 years.
- With the drafting and release of the New Hampshire Climate Action Plan, numerous organizations and agencies have already begun implementation of the proposed reduction strategies.
- The rapid, community-level deployment of New Hampshire's RGGI funding has served to cultivate foundational programs to support energy and greenhouse gas reduction programs: in the residential, municipal, commercial, and institutional sectors.

In our work across New England and the Mid-Atlantic States, Clean Air-Cool Planet has witnessed a myriad energy/climate change programs and initiatives. We believe New Hampshire is leading the way on many fronts and with the collaborative efforts of people in the private, public and non-profit sectors. The Office of Energy and Planning has been central to the collaborative governance of energy reduction goals and strategies here in New Hampshire.

100 Market Street, Suite 204, Portsmouth, N.H. 03801

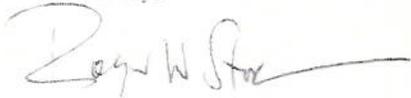
161 Cherry Street, New Canaan, CT 06840

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OEP has devised a thorough, well-thought out Beacon Community Partnership plan; and the input they sought to inform their thinking has led to strong support from those involved with energy solutions in the public and private sectors. Their plan will provide lasting models for deep efficiency measures here in New Hampshire and beyond.

Sincerely,

A handwritten signature in black ink, appearing to read "Roger W. Stephenson". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Roger W. Stephenson, APR
Executive Vice President for Programs

Clean Air-Cool Planet

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City of Berlin



City Hall - Main Street

December 3, 2009

Office of the City Manager

U.S. Department of Energy
1000 Independence Ave., SW
Washington, D.C. 20585

RE: DE-FOA-0000148, Retrofit Ramp-up Program

To whom it may concern:

The City of Berlin is very interested in participating in the Retrofit Ramp-up Program. Berlin has an aged housing stock that is in need of rehabilitation. The City has been successful in securing money through the Neighborhood Stabilization Program to do not only necessary housing rehabilitation but deep energy improvements that will bring a significant savings to our residents and property owners. This money will impact three core areas of our community, but unfortunately, there are several other areas in Berlin that are in such need. The Retrofit Ramp-up Program is an opportunity to expand the work we have begun and provide needed energy efficiency to more of our citizens.

The City is also exploring other energy and heating projects such as District Heating and again reviewing our building and street lighting energy efficiency in the community to strengthen our downtown, our economy, and the quality of life for our residents. We have many existing partnerships, such as with Tri-County Cap on home weatherization and the Berlin Housing Authority and the Northern Forest Center at the local level, and also at the state level that we believe we could leverage quickly to enhance the efforts we have begun.

Berlin has experienced a severe decline in its economy over several decades, which has eroded further during the current recession. We have spent the last two years working on a new community master plan. It is clear that the community feels energy will be critical component of our future on many levels. The Retrofit Ramp-up Program will be a great opportunity to assist in getting some of these projects off the ground quickly.

Sincerely,

Patrick MacQueen
City Manager